

GLENROCK ECONOMIC DEVELOPMENT CORPORATION

STRATEGIC PLAN



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Adopted: October 2016

INTRODUCTION

Glenrock Economic Development Corporation (GEDC) is a non-profit organization formed in 1998. Community members came together to form GEDC, a group that would pursue businesses that were appropriate for the growth of the community.

Several plans have been completed over the years, such as business surveys and community assessments. In 2016 GEDC contracted with Joe Coyne, Community Builders, Inc. to facilitate a workshop to help with a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis. In August, 2016, GEDC conducted a new business survey to help define what is needed by the existing business community and what may be needed in the future.

This strategic plan will serve to guide GEDC efforts over the next five years. The plan is based on community input, objective analysis, and builds on existing strengths, addresses weaknesses, seizes opportunities, and prepares the community to meet economic threats. The plan is organized according to the economic development building blocks that are promoted by the Wyoming Business Council and the Wyoming Economic Development Association (WEDA). Those building blocks include:

- Leadership/Civic Development/Public Policy
- Quality of Life
- Workforce Development
- Infrastructure Development
- Existing Business Development
- Entrepreneur Development
- New Business Recruitment

Glenrock Economic Development Corporation

STRATEGIC PLAN

INDEX

| | |
|---|-------------|
| Vision & Mission Statement | Page 1 |
| The Building Block Structure | Pages 2-6 |
| S.W.O.T. Analysis | Pages 7-9 |
| GEDC Highlights | Pages 10-12 |
| Plan of Action Summary | Pages 13-21 |
| 20 Clues to Rural Community Survival | Pages 22-24 |
| Appendices | Page 25 |
| <ul style="list-style-type: none">• Survey Results• Economic Development Contacts• CBI- Local Economy Presentation• Converse & Niobrara Counties Broadband Feasibility Study• Glenrock's Comprehensive Development Plan | |



Glenrock Economic Development Corporation STRATEGIC PLAN

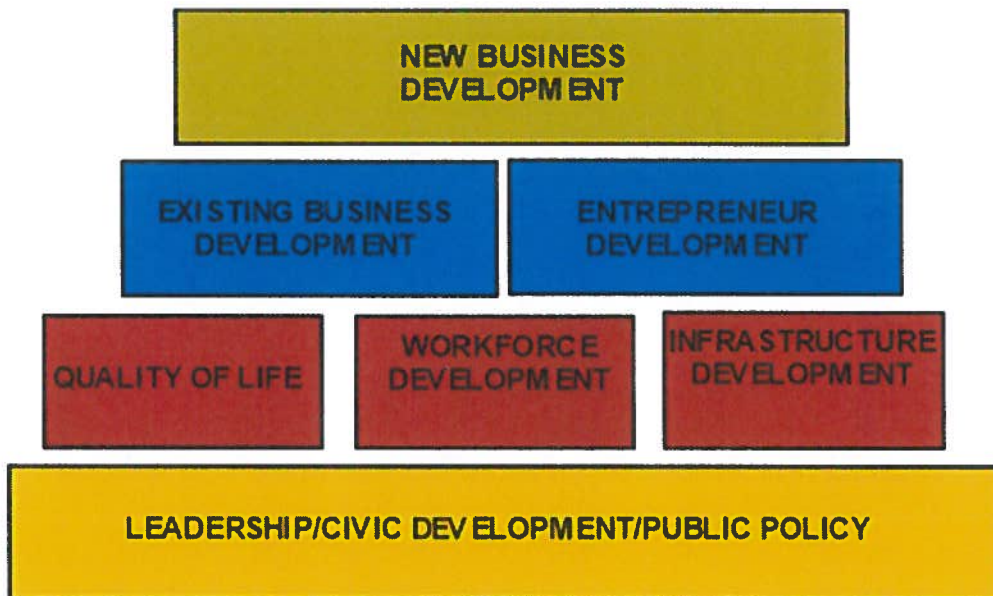
VISION STATEMENT:

GEDC will develop and pursue a comprehensive strategy that addresses all of the economic building blocks that are necessary for Glenrock to be a vibrant, growing and caring community.

MISSION STATEMENT:

GEDC will provide economic development leadership and support for Glenrock to grow.

THE BUILDING BLOCKS



The GEDC Building Block Strategies are designed after the discussion of the SWOT Analysis, business owner surveys, community surveys and 20 Clues to Rural Community Survival.

BUILDING BLOCK STRATEGIES

LEADERSHIP/CIVIC DEVELOPMENT/PUBLIC POLICY:

- GEDC will provide Economic Development 101 Training to community leaders and organizations
 - Identify groups and leaders who may be interested; create event focused on WEDA's building blocks presentation; follow up for volunteers and support.
- Support the Town of Glenrock with reviews and updates of all its development codes, ordinances and policies
- GEDC needs to engage the community
 - Outreach to schools, churches, bars, community organizations, teach economic development; seek input about community values and desires
 - Participatory approach to community decision making
- GEDC needs to engage existing businesses
 - Simplify WBC's Synchronist Survey or develop one that invites businesses to say what they want/need; organize an ad hoc group of volunteers to reach out to EVERY business in town; host focus groups (maybe on an ongoing basis over coffee?); host public meetings
- GEDC will provide leadership and information to improve community marketing
 - Update website; develop media/marketing plan; provide current information about the local economy (use CBI newsletters?); maintain continual communication with local elected leaders and officials.
 - Website at: www.glenrock.org
 - Mobile App with town
 - Bi-weekly reports with town council
 - Deliberate transition of power to a younger generation of leaders
 - Celebrate diversity in leadership
- GEDC will build partnerships with other groups
 - Identify other organizations that support economic development and business growth; seek to identify common ground to support economic development goals; coordinate efforts with others using clear communication and fair collaboration.
 - Wyoming Main Street
 - Enterprise Board
 - Glenrock Area Chamber of Commerce

QUALITY OF LIFE ACTION STEPS:

- Enhance and maintain existing community facilities
 - Work with the Town of Glenrock as the development of the new Comprehensive Development Plan; obtain surveys from the Comprehensive Development Plan pertaining to the quality of life.
 - Take steps to help improve and implement quality of life through surveys
- Encourage restaurants and accommodations
 - Work with local restaurants to create marketing strategies
 - Daily international cuisines
 - Promotion of Restaurant Week
 - Specials
- Develop more community activities
 - Work with Glenrock Main Street, Glenrock Area Chamber of Commerce and South Rec Rodeo Committee.
- Continue to improve the downtown
 - Work with Glenrock Main Street and the Town of Glenrock
- Work closely with local businesses
 - Promote shop local

WORKFORCE DEVELOPMENT:

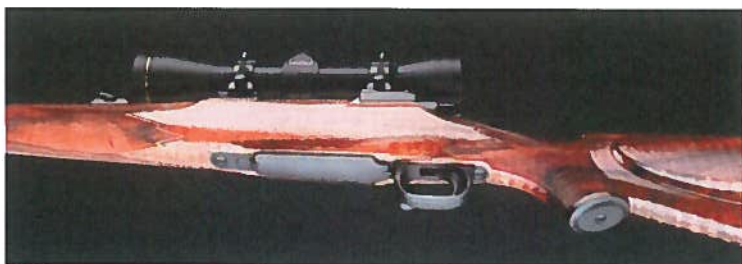
- Serve as a “clearing house” for employees, businesses and trainers. Awareness of competitive positioning
 - Engage Wyoming Department of Work Force Services
 - Engage Eastern Wyoming College, Casper College and UW
 - Engage key industry sectors

INFRASTRUCTURE DEVELOPMENT:

- Support the Town and County with sound and well maintained infrastructure
- Enhance telecommunications
 - Fiber Optics Study
 - Work with Converse County, the Town and the City of Douglas to improve communications for the entire county.
- Seek Wyoming Business Council programs and funding
- Use recapture funds for future infrastructure development
 - Glenrock Business Park
 - Business Retention and Expansion Projects
 - Gateway Addition
- Knowledge of physical environment

EXISTING BUSINESS DEVELOPMENT:

- Appreciate and prioritize existing business development
- Engage local businesses- what do they need?
 - Business Survey
- Engage local residents- what do they want?
 - Comprehensive Development Plan Surveys
- Focus efforts on specific industries
 - Economic Strategy- Targeted industries
 - Plastics
 - Manufacturing
 - Gun and ammunition
 - Construction
- Tourism and travel industry
 - Work with:
 - Paleon and Deer Creek Museums
 - South Rec Rodeo Arena Committee
 - Converse County Parks & Rec
 - Glenrock Rec Center
 - Town of Glenrock
 - South Rec Complex
 - Town Parks
 - Glenrock Main Street
 - Signage off of Exit 160 & 165 of I-25
- Leverage all available resources to retain and expand businesses
 - Wyoming Business Council
 - Federal & State Grants



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ENTREPRENEUR DEVELOPMENT

- Encourage new products/services with local flavor
 - Branding
 - Diversify
- Start an Entrepreneur Challenge/Business Plan Competition
 - High School FBLA, Culinary & FCCLA Programs
 - Scholarships
 - Local Businesses
 - Improvements funds
- Leverage all known resources to support entrepreneurs
 - SBA
 - Wyoming Business Council
 - Local Banks
 - Manufacturing Works
 - SBDC
 - Market Research Centers
- Facilitate and provide entrepreneurship training
 - Internet training
 - Marketing
 - Specialist
 - Customer Service
 - Human Resource

PROCESS POWER

& CONTROL, INC.

SAFETY FIRST, QUALITY EVERY TIME



SHORT POWERLINE SERVICE

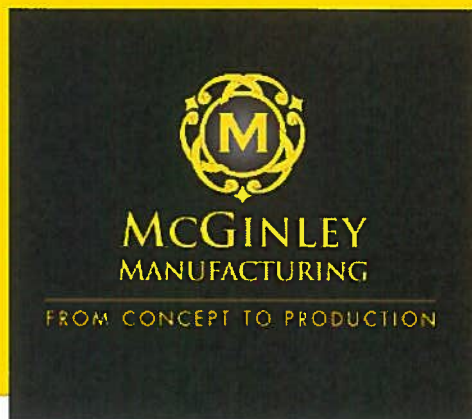
GLENROCK • WYOMING



Entrepreneur

NEW BUSINESS RECRUITMENT

- Pursue Wyoming Business Council leads
- Work local contacts for business relationships
- Pursue specific business targets
 - Gun Industries
 - Plastic Industries
 - Manufacturing



S.W.O.T. Analysis

Strengths, Weaknesses, Opportunities, and Threats is a framework for identifying and analyzing the internal and external factors that can have an impact on the viability of a project, product, place or person.

As its name states, a S.W.O.T. analysis examines four elements:

- Strengths - internal attributes and resources that support a successful outcome.
- Weaknesses - internal attributes resources that work against a successful outcome.
- Opportunities - external factors the project can capitalize on or use to its advantage.
- Threats - external factors that could jeopardize the project.

Once the SWOT factors are identified, decision makers should be able to better ascertain if the project or goal is worth pursuing and what is required to make it successful. The analysis aims to help an organization match its resources to the competitive environment in which it operates.

Stakeholders, consisting of GEDC Board Members, Town Department Heads and Mayor & Council met on January 12, 2016, with Joe Coyne of CBI, to identify S.W.O.T in Glenrock.

STRENGTH:

- People- Friendly- Good
- Quality of Life- Small Town- Low Crime Rate
- Proximity to Casper
- Good Schools
- Rec Center
- Valentine Speedway
- Low Utility Rates
- Deer Creek Days
- South Recreation Complex
- Safe Community
- Library
- Museums

WEAKNESSES:

- Proximity to Casper
- No Signage off of I-25 or Wayfinding in Town
- Too Far off of I-25
- Limited Knowledge of Outdoor Recreational Opportunities
- Landlocked for Residential Development
- Small Local Market
- All American Motel
- No Place for Teens to Hang Out
- Unused Buildings
- No signage off of I-25 for South Rec Camping
- Lack of Enforcement at 4-Way Stop Sign

- Potholes in Residential Neighborhoods
- Senior Housing

OPPORTUNITIES

- South Recreation Complex
 - Rodeo Arena Facility
 - Rodeo Arena Signage
- Town Park
- Lincoln Building- Cultural Tourism
 - Museums
 - Paleon
 - Deer Creek
 - Tractor
- Pathways
 - Lighted Pathway to Rock in the Glen
 - Historical Trails
 - Morman Trail
 - California Trail
 - Oregon Trail
 - Pony Express
- Outdoor Recreation
 - Platte River
 - Deer Creek
 - Boxelder Park

- Casper and Douglas Labor Force
- Bedroom Community to Casper
- Motel
- Solar Eclipse in 2017

- Assisted Living Centers
 - Jobs in nursing & CNA
- I-25 Market
 - Signage off of I-25
- Lights at Gateway Leading into Town
- Brewery

THREATS

- Tax dollars go to Casper
- Labor Migration
- Minerals: Oil, Gas, Uranium & Coal Downturn
- Wyoming State Funding Cutbacks
- Federal Government Regulations
- Aging Community
- Aging Infrastructure
- DJ Power Plant vs Environmental Issues

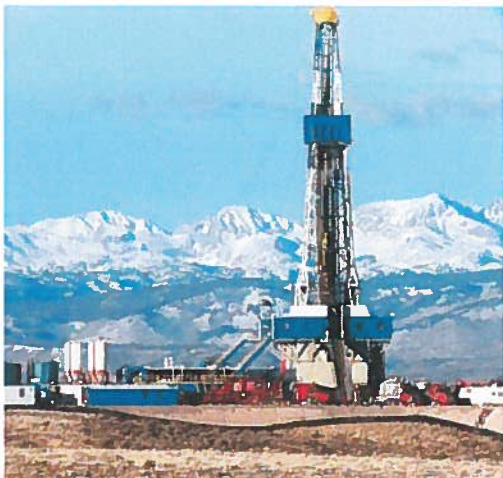


Oil & Gas

Coal Mining

Uranium Mining

Coal Burning Power Plants



GEDC HIGHLIGHTS

1. Pursue Wyoming Business Council Leads.

The Wyoming Business Council provides leads for business recruitment. Those leads often provide a very brief time in which proposals must be submitted, and so Glenrock needs to be ready in advance. A template shall be created for proposals, including an accurate description of the town's economy, the reasoning for a prospective business to come to Glenrock, contact information for key community leaders, etc. Coordinate development of the template and specific proposals with our WBC Regional Director.

2. Pursue specific targets.

Glenrock needs to be specific about what the town wants. The best targets are the ones that build on our strengths (e.g., energy, travel, tourism, guns & ammunition, manufacturing, machinery, etc.) or resolve our weaknesses (e.g., Internet/broadband connectivity and retail leakage). The town's efforts should target specific industries, businesses, and individuals.

3. Market community's uniqueness.

A town branding effort is underway with the development of Glenrock's Comprehensive Development Plan. A brand is helpful in that it has certain uniqueness about the town that can grab the attention of potential visitors. When competing for new businesses, it is important to stand out from the crowd. Glenrock citizens believe that we have a high quality of life and that it is a great place to live and work. We need to own what and who we are and our uniqueness will attract others. Perhaps it will be the Pony Express, historical trails, the dinosaurs or our natural resources.

4. Support for existing businesses and local residents are critical to recruit new business.

Place emphasis on existing business, while staying open minded to new business investments.

5. There's Energy in Synergy.

GEDC's plan to create energy with local businesses by working together to accomplish a successful future for all of Glenrock's businesses.

6. Encourage new products and services that will enhance Glenrock's identity.

Glenrock's history is based off of the Pony Express, historical trails of the Mormon, Oregon and California Trails, railroad, dinosaurs, the Rock in the Glen and the extraction of natural resources. Consumers, including travelers, are interested in buying unique items and experiencing local activities. There is a growing demand for such products and services, such as cultural tourism. Local entrepreneurs need encouragement and support to provide these things. Promotion of a local brand helps but, in addition, local entrepreneurs need help creating a sound business plan, finding financing, and pulling together all the other resources they need to succeed (legal, accounting, property,

partners, employees, etc.). A sound economic strategy is centered on continual investment in local entrepreneurs.

7. Start an entrepreneurship challenge competition and scholarship.

One way to highlight the value of and community support for entrepreneurs is to host an entrepreneurship challenge competition and scholarship. New start-ups and existing businesses need a variety of support to get them going or keep them going. Create a scholarship program through the schools. Work with the high school to develop a budget for grant funds and scholarships to promote entrepreneurs through a Business Plan Contest. Business plans can be submitted to a small committee group, consisting of GEDC, Glenrock Main Street and Town representatives that are empowered to select a winning plan, and the reward is a scholarship for a high school student and a start-up/improvement grant for the business owner. The contest should increase awareness of entrepreneurship, and allow the entire business community to participate in the success.

8. Understand that most economic growth comes from existing businesses.

Economic development is a difficult and long-term endeavor. GEDC intends to help our established businesses grow, plan and market themselves, identify specific problems, and work with them toward solutions. Be conscious that when new businesses locate to Glenrock, one of the first things they will do is ask existing businesses how they are treated. New businesses will not come if they think we will not care about them and their existence. It is critical to know local business owners' needs. The Wyoming Business Council uses a structured process (the Synchronist Survey) to measure existing business needs and growth and this survey is available for use. GEDC- "Energy in Synergy," is a goal to visit with businesses in Glenrock and document their needs and successes. There's energy in working together!

9. Work toward improving broadband/fiber access.

A fiber study was conducted as a county wide effort for all towns and municipalities within Converse and Niobrara Counties. This study should be used to work towards enhancing Glenrock's needs. A copy of this study is included in the Appendices.

10. Continue to engage WBC programs and funding.

Glenrock needs to continue to use the resources of the Wyoming Business Council. Past success are the Commerce Block, Sharps Rifle and McGinley Orthopaedic. Recapture funds from these projects are to be used for economic development projects and the local Main Street committee.

11. Support affordable housing for working residents

Support the town, the town attorney and the planning department with residential development and support efforts to encourage land owners to sell their buildable, residential lots. Work with developers on developing incorporated land within the town and support

12. Continue to support, enhance and maintain community facilities that meet local needs.

GEDC shall support the town in its efforts to support the Glenrock Rec Center and its endeavors to renovate and expand its facilities. Glenrock will continue to invest in maintaining and improving its community facilities for residents. For example, the South Recreation Complex. Currently the town is undergoing a Master Plan of the South Rec. Other improvements for the community consist of the parks and trails.

13. Encourage restaurants and accommodations.

Retention of local restaurants is an important economic development goal, and not just to provide a better quality of life. Restaurants and lodging establishments are a critical element of Glenrock's tourism market, along with sporting events and conferences.

14. Develop more activities for all residents to enjoy.

Glenrock residents love outdoor recreation. GEDC shall support the town with the enhancement to public lands, creation of new festivities and events, biking/walking paths, historical trails, Box Elder Park, South Recreation Complex, Platte River, Deer Creek and other developments that will further enhance the quality of life. Marketing Glenrock's outdoor activities will bring awareness to local residents and tourists.

15. Continue to make improvements to downtown/Main Street areas.

GEDC will support the Town of Glenrock and Glenrock Main Street in its efforts to enrich and preserve the character of the downtown. Glenrock has a rich history, one that can be preserved while growing economic opportunity.

16. Improve communication and transparency with the general public.

GEDC will initiate "Energy in Synergy" and improve communications with local businesses. Reports will be given to the Glenrock Town Council and public at the council meetings and annually with the Converse County Commissioners. All energies to enhance communications with businesses and residents will be made, to continue the success of the economic development efforts

17. As needed, modify policies, regulations, and codes to be pro-development.

GEDC shall work with the town and its planning department to conduct a review of all development policies, codes, and procedures. When possible, suggestions of developers can address current information on issues and concerns. This should be an exercise that is conducted every few years or as needed.

18. GEDC annual review of Strategic Plan.

GEDC shall review the Strategic Plan annually to modify, improve and implement changes as Glenrock progresses and grows.

PLAN OF ACTION SUMMARY

| Goal: Leadership/Civic Development/Public Policy | | | | |
|---|--|---------------------|--|---|
| Objective: Provide Economic Development 101 Training to community leaders and organizations | | | | |
| Action | Outcomes | Timing | Players | Resources |
| Identify groups and leaders who may be interested | Educate leaders | Ongoing, Long Term | Municipalities, County government, Chamber of Commerce | WBC, WEDA and local government |
| Support leadership training for all leaders | Improved public administration | Ongoing, Long Term | Town, County, GEDC, Planning | WEDA, WBC, Consultants |
| Objective: Engage the community | | | | |
| Action | Outcomes | Timing | Players | Resources |
| Outreach to schools, churches, businesses, community organizations and teach economic development | Seek input about community values and desires | Ongoing | GEDC, Town of Glenrock, GACC | WEDA, WBC, and local governments |
| Objective: Engage existing businesses | | | | |
| Action | Outcomes | Timing | Players | Resources |
| Host focus groups and educational business meetings | Develop a relationship with every business that encourages them to feel comfortable to become involved | Ongoing | GEDC, Main Street, GACC, Town of Glenrock | WEDA, WBC, Wyoming Main Street and local government |
| Objective: Build partnership with other organizations | | | | |
| Action | Outcomes | Timing | Players | Resources |
| Reach out to GACC, local governments, nonprofits, etc. | Collaborative thinking and actions | Short Term, Ongoing | GACC, Towns, County, other nonprofits | Time commitment |

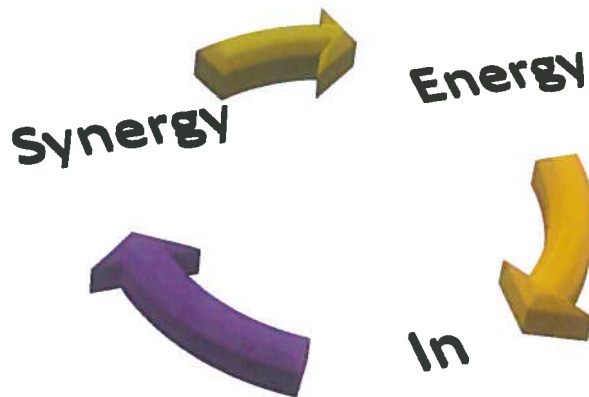
Goal: Leadership/Civic Development/Public Policy

Objective: Provide leadership and information to improve community marketing

| Action | Outcomes | Timing | Players | Resources |
|--|---|--------------------|--------------------------------------|---|
| Update website, develop a media marketing plan | Provide current information about the local economy | Ongoing, Long Term | Municipalities and County government | Web-based communication, newsletter, Mobile App |

Objective: Support the Town of Glenrock

| Action | Outcomes | Timing | Players | Resources |
|---|--|--------------------|--|---------------------------------------|
| Review and streamline local codes and processes for development | Revised ordinances and processes | Ongoing, Long Term | Town of Glenrock, GEDC, Glenrock Planning | WEDA, WBC, State Fire Marshal and WAM |
| Deliberate transition of power to a younger generation of leaders | New growth, development, visions and ideas | Ongoing | Town of Glenrock, GEDC, Glenrock Planning, County government | WEDA, WAM, WCCA, WACO and WBC |
| Encourage seasoned and new leaders to work together towards a common goal | Celebrate diversity in leadership | Ongoing | Town of Glenrock, GEDC, Glenrock Planning, County government | WEDA, WAM, WBC, WCCA and WACO |



Goal: Quality of Life

Objective: Enhance and maintain existing community facilities

| Action | Outcomes | Timing | Players | Resources |
|---|---|--------------------|---|--|
| Support community facilities | More opportunities and things to do: Rec Center, South Rec, Parks, Platte River, Deer Creek, Converse County Park, Historical Pathways, Museums | Ongoing, Long Term | GEDC, Town of Glenrock, Town of Rolling Hills, county, school districts, special districts | Public and Private Funds, GEDC "Energy in Synergy" |
| Support health services and law enforcement | Healthy and safe communities | Long Term | GEDC, Town of Glenrock, Town of Rolling Hills, County, Hospital District, Oregon Trail/Memorial Hospital of Converse County | Public and Private funds |

Objective: Encourage restaurants and accommodations

| Action | Outcomes | Timing | Players | Resources |
|--|---|---------|--|-----------------------------------|
| Engage existing restaurants and lodging to identify growth needs | Identification of obstacles to growth and expansion | Ongoing | GEDC, Glenrock Main Street and local business owners | WBC, WEDA and Wyoming Main Street |

Objective: Develop more community activities

| Action | Outcomes | Timing | Players | Resources |
|---|---|--------------------|--|--|
| Support outdoor recreational activities | More opportunities and things to do: Rec Center, South Rec, Parks, Platte River, Deer Creek, Converse County Park, Historical Pathways, Museums | Ongoing, Long Term | GEDC, Town of Glenrock, Town of Rolling Hills, county, school districts, special districts | Public and Private Funds, GEDC "Energy in Synergy" |

Objective: Continue to improve downtown

| Action | Outcomes | Timing | Players | Resources |
|-----------------------------------|---|---------|---|--|
| Support Main Street type programs | Historic preservation and economic growth | Ongoing | GEDC, Town of Glenrock, Glenrock Main Street, state/national Main Street, property owners, GACC | Public and Private Funds, GEDC- Glenrock Main Street "Energy in Synergy" |
| Support Main Street businesses | Economic Growth/Shop Local | Ongoing | GEDC, Town of Glenrock & Rolling Hills, Glenrock Main Street, GACC, property owners | Public and Private Funds, GEDC- Glenrock Main Street "Energy in Synergy" |

Goal: Workforce Development

Objective: Work closely with the Wyoming Department of Work Force Services

| Action | Outcomes | Timing | Players | Resources |
|---|---|---------|-----------------------------|-----------------|
| Become familiar with Wyoming Department of Work Force Service Staff | Better relationships and awareness of needs and opportunities | Ongoing | Work Force Service and GEDC | Time commitment |

Objective: Engage Eastern Wyoming Community College, Casper College and Glenrock High School

| Action | Outcomes | Timing | Players | Resources |
|--|---|--------------------|--|-----------------|
| Become familiar with key staff of all three educational institutes | Better relationships and awareness of needs and opportunities | Ongoing, Long Term | GEDC, Glenrock Main Street and Key Staff Members | Time commitment |

Objective: Involve key industry sectors

| Action | Outcomes | Timing | Players | Resources |
|---|---|--------------------|---|-----------------|
| Become familiar and meet with leaders in energy, tourism, government, agriculture, and other industries | Better relationships and awareness of needs and opportunities | Ongoing, Long Term | GEDC, Glenrock Main Street and business leaders | Time commitment |

Goal: Infrastructure Development

Objective: Transportation improvements

| Action | Outcomes | Timing | Players | Resources |
|--|--------------------------------------|------------------|---|---|
| Support investment of public funds in local roads and highways | Continually improving transportation | Mid to Long Term | GEDC, WYDOT, County Commissioners and staff | State and local revenue, WYDOT data and plans |

Objective: Enhance telecommunications

| Action | Outcomes | Timing | Players | Resources |
|--|---|---------------------|---|--|
| Update fiber/telecomm study to identify capacity | Identify opportunities for new tech firms | Short Term, Ongoing | GEDC, County, Town of Glenrock and City of Douglas, WBC | WBC funding, Refer to existing fiber study |

Objective: Engage recapture funds and WBC programs for funding

| Action | Outcomes | Timing | Players | Resources |
|--|--|------------------|--|---|
| Aggressively pursue BRC grant and loan funds to improve infrastructure to vacant commercial land | Shovel ready sites for commercial and industrial development in the Glenrock Business Park, Gateway Addition and Business Retention & Expansion Projects | Mid to Long Term | GEDC staff, local governments, WBC Regional Director | BRC funding, GEDC Strategic Plan, Glenrock's Comprehensive Development Plan |
| Utilize recapture funds for future infrastructure development projects | Shovel ready sites for commercial and industrial development in the Glenrock Business Park, Gateway Addition and Business Retention & Expansion Projects | Mid to Long Term | GEDC staff, local governments, WBC Regional Director | GEDC Strategic Plan, Glenrock's Comprehensive Development Plan |

Objective: Be proactive about public lands

| Action | Outcomes | Timing | Players | Resources |
|--|--|-----------|--|---|
| Identify a good candidate for development and propose that the State sell it | Reduction in public land ownership, increase in vacant land availability | Long Term | GEDC, local governments, WBC Regional Director, SLIB staff | GEDC Strategic Plan and Glenrock's Comprehensive Development Plan |

Goal: Existing Business Development

Objective: Appreciate and prioritize existing business development

| Action | Outcomes | Timing | Players | Resources |
|--|---|------------------------|---|--|
| Learn and follow economic development best practices for existing businesses | Knowledge of local needs, support from local business community | Short Term and Ongoing | GEDC, WEDA, WBC staff, Glenrock & Wyoming Main Street, local businesses | WEDA library, Wyoming & National Main Street training conferences, other industry associations |

Objective: Engage local businesses

| Action | Outcomes | Timing | Players | Resources |
|---|---|----------------------------------|--|-------------------------------------|
| Create a business expansion and retention program | Economic stability and growth | Top priority; Short to Long Term | GEDC, Main Street, business and industry leaders | WBC, WEDA, GEDC "Energy in Synergy" |
| Interview existing businesses | Better awareness of local businesses' needs | Ongoing | GEDC, Main Street, GACC, business and industry leaders | WBC, WEDA, GEDC "Energy in Synergy" |

Objective: Engage local residents

| Action | Outcomes | Timing | Players | Resources |
|--|--|------------------------|--|--------------------------------------|
| Create mechanisms to gather input from local residents, including social media, informal coffee meet & greet, etc. | Knowledge of local needs, support from local residents | Short Term and Ongoing | GEDC, GACC, Main Street, local residents | Time commitment, "Energy in Synergy" |

Objective: Focus efforts on specific industries

| Action | Outcomes | Timing | Players | Resources |
|--------------------------------------|--|--------------------|---|---|
| Support Guns and ammunition industry | Industry-specific growth programs; build upon existing businesses and encourage growth | Ongoing, Long Term | GEDC, WBC, WEDA, County, Industry Leaders | Glenrock's Comprehensive Development Plan, WBC funding, Recapture funds |
| Support Plastics industry | Industry-specific growth programs; support the Enterprise Board and their studies | Mid to Long Term | GEDC, WBC, Enterprise Board, County, Industry Leaders | Glenrock's Comprehensive Development Plan, Enterprise Board, WBC funding, Recapture funds |

Goal: Existing Business Development

Objective: Focus efforts on specific industries

| Action | Outcomes | Timing | Players | Resources |
|--------------------------------|---|---------------------|---|--|
| Support Construction industry | Industry-specific growth; licensing of contractors | Ongoing, Short Term | GEDC, contractors, Town Building Departments and State Fire Marshal | Town, State and contractors |
| Support Manufacturing industry | Industry-specific growth; multiplier effect of primary jobs | Ongoing, Long Term | GEDC, WBC, manufacturers, Manufacturing-Works | WBC, Manufacturing-Works, private investment |

Objective: Prioritize the tourism and travel industry

| Action | Outcomes | Timing | Players | Resources |
|--|---|--------------------|--|---|
| Support Tourism & Travel industries | Industry-specific growth; tap into mobile market; improve quality of life | Ongoing, Long Term | GEDC, Main Street, Museums, County, Town, restaurant and lodging owners, | WBC and USDA funding, WOT, Town of Glenrock, Recapture funds, SHIPO |
| Pursue interstate signage and wayfinding signs in town | Increased traffic, travel and tourism | Ongoing, Long Term | GEDC, Main Street, Town of Glenrock | WDOT, WBC, Wyoming Main Street, |

Objective: Leverage all available resources to retain and expand businesses

| Action | Outcomes | Timing | Players | Resources |
|--|--|------------------|---|---|
| Engage other resources to help existing businesses | Collaborative and comprehensive effort to grow local economy | Mid to Long Term | GEDC, WBC, WEDA, Main Street Programs, Manufacturing-Works, Univ. of Wyoming programs, Local Community Colleges, etc. | Each player brings resources to the table that can be leveraged |

Objective: Engage Internet use for sales

| Action | Outcomes | Timing | Players | Resources |
|---|--|-----------|---|---|
| Support efforts to improve broadband, and provide training/guidance to use it | Connection to larger market, and shift toward current technology | Long Term | GEDC, telecommunication companies, Town, County, Industry | WBC, USDA funding, State Dept. of Enterprise Technology |

Goal: Entrepreneur Development

Objective: Encourage new products/services with local flavor

| Action | Outcomes | Timing | Players | Resources |
|--|--|------------------------|---|---|
| Raise awareness of community uniqueness and cultural tourism | Develop a Brand for the Town | Short Term and Ongoing | GEDC, GACC, Main Street, Town, local residents | Glenrock's Comprehensive Development Plan, Main Street Programs, Wyoming Department of Tourism, State Historic Preservation |
| Diversify our local economy | Attract new businesses that will enhance existing businesses | Short Term and Ongoing | GEDC, GACC, Main Street, Town, Local Businesses | GEDC Strategic Plan, Glenrock's Comprehensive Development Plan, WBC, Town |

Objective: Start an Entrepreneur Challenge/Business Plan Competition

| Action | Outcomes | Timing | Players | Resources |
|--|---|---------|---|---|
| Sponsor a High School Entrepreneurship Business Plan Scholarship | Increased awareness and excitement about entrepreneurship | Ongoing | GEDC, Main Street, High School Teachers & Students, local businesses, WBC Regional Director | Town, GEDC, Main Street, Entrepreneurs, County, Wyoming Small Business Administration |
| Sponsor an Entrepreneurship Business Plan Competition | Increased awareness and excitement about entrepreneurship | Ongoing | GEDC, Main Street, WBC Regional Director, GACC, Local Businesses | Town, GEDC, Main Street, County |

Objective: Leverage all known resources to support entrepreneurs

| Action | Outcomes | Timing | Players | Resources |
|-----------------------------------|--|-----------|--|--|
| Develop entrepreneurship programs | Collaborative and comprehensive supports for entrepreneurs | Long Term | GEDC, WBC, Main Street Programs, Town, County, Local College Programs, Manufacturing Works | WBC, USDA, Manufacturing Works, WEDA, College support programs and Main Street Programs, SBA, SBDC |

Objective: Provide entrepreneurship training

| Action | Outcomes | Timing | Players | Resources |
|-----------------------------------|------------------------------|------------------|---------------------------------------|--|
| Provide entrepreneurship training | More knowledgeable decisions | Mid to Long Term | GEDC, Main Street, GACC, Town, County | WEDA, WBC, Town, County, Manufacturing Works, Main Street Programs |

| Goal: New Business Recruitment | | | | |
|---|---|---------------------|--|---|
| Objective: Pursue WBC leads | | | | |
| Action | Outcomes | Timing | Players | Resources |
| Create and maintain inventory of existing facilities and vacant developable land | Improved readiness to respond to new business leads | Short Term, Ongoing | GEDC, WBC, Main Street, realtors, business property owners | GEDC, WBC, Town, County and existing public resources |
| Create and regularly update a template for responding to business recruitment leads | Improved readiness to respond to new business leads | Ongoing, Long Term | GEDC, WBC Regional Director, local governments and utilities | WBC, WEDA, GEDC, Town, County |
| Objective: Work for business relationships | | | | |
| Action | Outcomes | Timing | Players | Resources |
| Build awareness of economic development support for local ideas and contacts | Locally produced business recruitment leads | Long Term | GEDC, Glenrock Main Street, GACC, local residents and business leaders | GEDC- "Energy in Synergy", time commitment, news releases, social media |
| Objective: Pursue specific business targets | | | | |
| Action | Outcomes | Timing | Players | Resources |
| Identify industry that enhances what we have | Collaborative approach to recruitment decisions | Long Term | GEDC, Main Street Programs, Town, County and community leaders | WBC, WEDA |
| Gather knowledge and identify connections to each industry | Focus recruitment on diversification and enhancement | Long Term | GEDC, Main Street Programs, Town, County and community leaders | WBC, WEDA, industry leaders |
| Sponsor effort to develop a unique marketing message for economic development | Collaborative effort to identify value and uniqueness of Glenrock | Long Term | GEDC, Main Street, GACC, community and business leaders | WBC, WEDA, Main Street Programs, |
| Develop multi-pronged marketing effort tied to core message | Coordinated marketing with printed materials, web-based tools, Mobile App and other media | Long Term | GEDC, Town of Glenrock & Rolling Hills, County, nonprofit organizations and local businesses | WBC, Wyoming Tourism, USDA |

20 Clues to Rural Community Survival- An Annotated List

1. Evidence of Community Pride

Successful communities are often showplaces of community care and attention, with neatly trimmed yards, public gardens, and well-kept public parks. But pride also shows up in other ways, especially in community festivals and events that give residents the chance to celebrate their community, its history and heritage.

2. Emphasis on Quality in business and Community Life

People in successful communities believe that something worth doing is worth doing right. Facilities are built to last, and so are homes and other improvements. Newer brick additions to schools are common, for example, and businesses are built or expanded with attention to design and construction detail.

3. Willingness to Invest in the Future

Some of the brick and mortar investments are most apparent, but these communities also invest in their future in other ways. Residents invest time and energy in community improvement projects, and they concern themselves with how what they are doing today will impact the lives of their children and grandchildren in the future.

4. Participatory Approach to Community Decision Making

Authoritarian models don't seem to exist in these communities, and power is deliberately shared. People still know who you need on your side to get something done, but even the most powerful of opinion leaders seem to work through the systems-formal as well as informal-to build consensus for what they want to do.

5. Cooperative Community Spirit

Successful rural communities devote more attention to cooperative activities than to fighting over what should be done and by whom. The focus is on working together toward a common goal with positive results. They may spend a long time making a decision, and there may be disagreements along the way, but eventually, as one small town leader put it, "stuff does get done."

6. Realistic Appraisal of Future Opportunities

Many of the communities have already learned an important strategic lesson, namely building on your assets and minimizing your weaknesses. Few small communities believe that they are likely to land a giant industry. Many of them say they wouldn't want one if it came along, fearing too much dependence on one employer would be dangerous. The successful communities know that a more realistic approach considers the community and the region as the context for future opportunities.

7. Awareness of Competitive Positioning

The thriving communities know who the competition is and so do the businesses. Everyone tries to stress local loyalty as a way to help, but many small businesses also keep tabs on their competitors in other towns--they don't want any of the hometown folks to have an excuse to go elsewhere. This is an area in which the recognition of community assets—people, associations and institutions—is vitally important. The comparison of one town to another is a significant means to spur improvements.

8. Knowledge of the Physical Environment

Importance of location is underscored continuously in local decision-making as business and civic leaders picture their community in relation to others. Beyond location, however, communities must also be familiar with what they have locally. For example, the issue of preservation and protection of natural resources must be balanced with development options. Communities that manage this balance have a long-term approach to both environmental preservation and economic development.

9. Active Economic Development Program

An organized and active approach to economic development is common in successful communities. This type of approach depends on public and private sector resources working hand in hand. Private economic development corporations are common, either as a subcommittee or an outgrowth of a Chamber of Commerce or commercial club. However, it's clear that the most successful towns emphasize retaining and expanding existing businesses as well as trying to develop new businesses. This is a "gardening not hunting" model of economic development.

10. Deliberate Transition of Power to a Younger Generation of Leaders

Young leadership is more the rule than the exception in thriving rural communities. In many cases, these young people grew up in town and decided to stay or returned later to raise a family. In just as many situations, they are people who have decided to make a life in the community even though they grew up elsewhere. However, it's typical in a successful community to have a formal or informal means for established leaders to bring new recruits into public service.

11. Celebration of Diversity in Leadership

Women, minorities, youth and newcomers are encouraged and welcomed into leadership circles where their ideas are treated as opportunities for exploration of new ways to improve community-building, not as threats to the "way it's always been done." The community welcomes new people, new ideas and new ways of doing things as it moves along a strategic path to greater success and enhanced sustainability.

12. Strong Belief in and Support of Education

Good schools are a point of pride as well as a stable employment force, and rural community leaders are very much aware of their school's importance. However, this characteristic goes beyond the K-12 system to include an approach to life-long learning that puts education at the center of many community activities. Whether adult education is targeted at skills and job performance or hobbies and recreation, the successful community makes the most of education at all levels.

13. Problem-Solving Approach to Providing Health Care

Local health care is a common concern in rural communities, but strategies for delivery vary, depending on community needs. While one community may decide that keeping a doctor in residence should be the priority, another may choose to train as many people as possible as EMTs or to use telecommunications to augment a clinic. The point here is the variety of solutions to a common problem.

14. Strong Multi-Generational Family Orientation

These are family-oriented communities, with activities often built around family needs and ties. But the definition of family is broad, and it includes younger as well as older generations and people new to the community. A typical example of this attitude is the provision of child care for community town hall meetings, thus allowing young families to attend.

15. Strong Presence of Traditional Institutions that are Integral to Community Life

Churches are often the strongest force in this characteristic, but other types of community institutions such as newspapers and radio stations, hospitals and schools fill this role also. Service clubs retain a strong influence in social activities as well as in community improvement efforts.

16. Attention to Sound and Well-Maintained Infrastructure

Thriving rural communities understand the importance of physical infrastructures-such as streets, sidewalks, water systems, sewage treatment plants-and efforts that are made to maintain and improve them. In these communities, a clean-up day includes public parks and playgrounds, business owners keep sidewalks repaired, and volunteer labor and donated materials go a long way to maintain public buildings.

17. Careful Use of Fiscal Resources

Frugality is a way of life in successful small communities, and expenditures are made carefully. People aren't afraid to spend money when they believe they should, and things are built to last. But, neither are they spendthrifts. Expenditures are often seen as investments in the future of the community.

18. Sophisticated Use of Technology Resources

Rural community leaders are knowledgeable about their communities beyond the information base available in the community. In an increasing number of places, high-speed internet access is revolutionizing all types of information access. Today, the applications of technology are so widespread in business, health care, education and recreation that the capacity of small towns to make use of these resources seems to be a strong indicator of success.

19. Willingness to Seek Help from the Outside

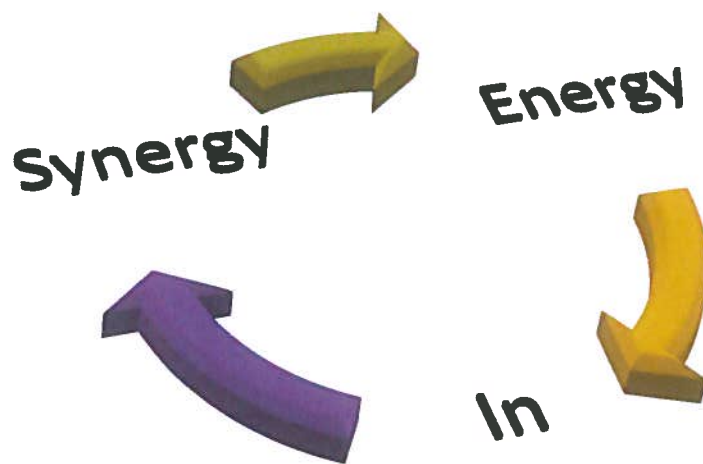
There's little reluctance to seek help from outside resources. These communities understand the system of accessing resources, ranging from grants for infrastructure improvement to expertise about human service programs. Competing for such resources successfully is a source of pride for local leaders.

20. Conviction that, in the Long Run, You Have to Do It Yourself

Although outside help is sought when appropriate, it is nevertheless true that thriving small towns believe that their destiny is in their own hands. They are not waiting for some outsider to save them, nor do they believe that they can sit and wait for things to get better. Making a hometown a good place to live for a long time to come is a proactive assignment, and these local leaders know that no one will take care of a town as well as the people who live there.

(Luther, Vicki & Wall, Milan. (2008). *Clues to Rural Community Survival Workbook*. Heartland Center for Leadership Development.

Glenrock Economic Development Corporation Strategic Plan Appendices 2016



Working together for a more successful future!

APPENDIX A- Survey Results

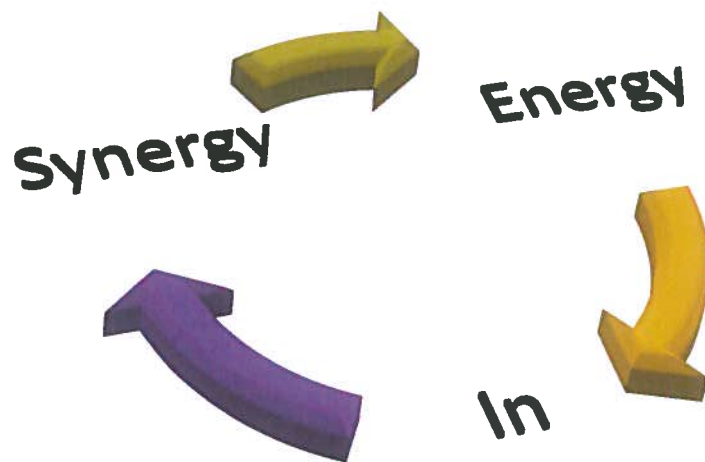
APPENDIX B- Economic Contacts

APPENDIX C- CBI- Local Economy Presentation

APPENDIX D- Converse & Niobrara Broadband Feasibility Study

APPENDIX E- Glenrock's Comprehensive Development Plan

Glenrock Economic Development Corporation Strategic Plan Appendices 2016



Working together for a more successful future!

APPENDIX A- Survey Results

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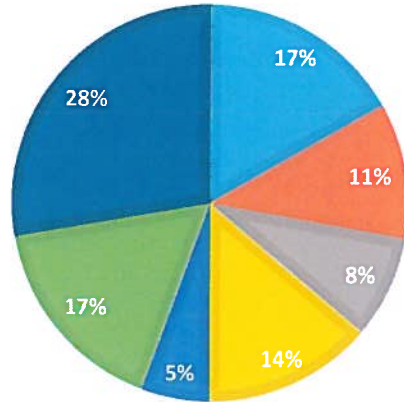
APPENDIX E- Glenrock's Comprehensive Development Plan

APPENDIX A

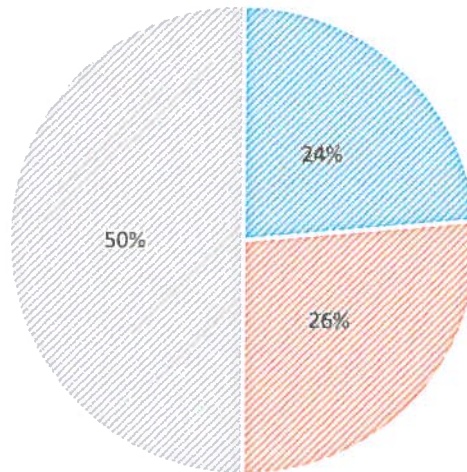
Survey Results:

1. GEDC Online Business Survey
2. Glenrock's Downtown Survey
3. South Rec Survey
4. Glenrock's Comprehensive Development Plan Survey
5. Community Plan Update Survey

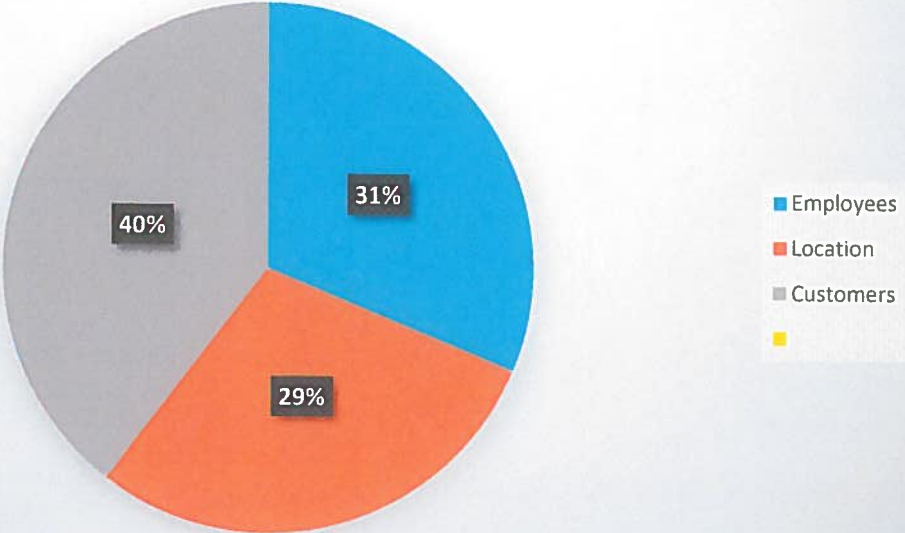
WHAT TYPE OF BUSINESS DO YOU HAVE?



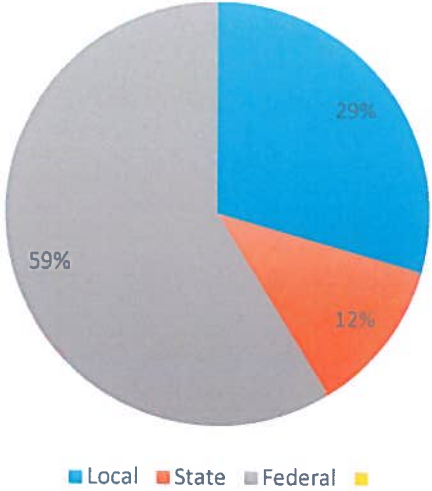
WHAT ARE YOUR WEAKNESSES?



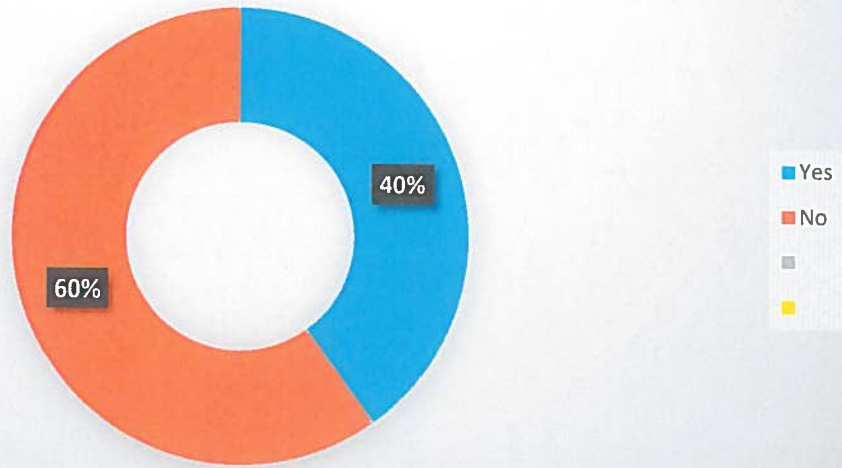
What Are Your Strengths?



Are There Regulatory Issues That Cause Your Business Difficulty?

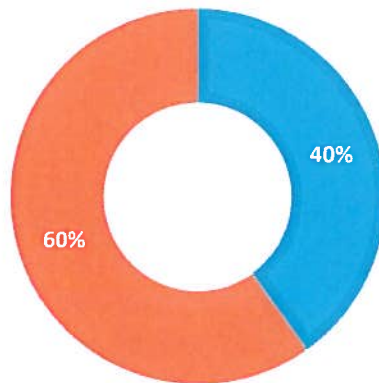


Would Signage on I-25 Help Your Business?

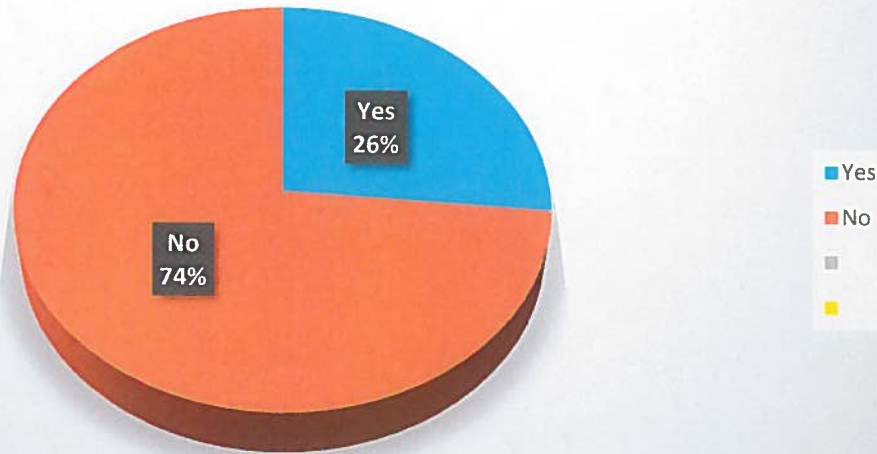


ARE THERE OTHER BUSINESSES OR SERVICES THAT WOULD BENEFIT YOUR BUSINESS?

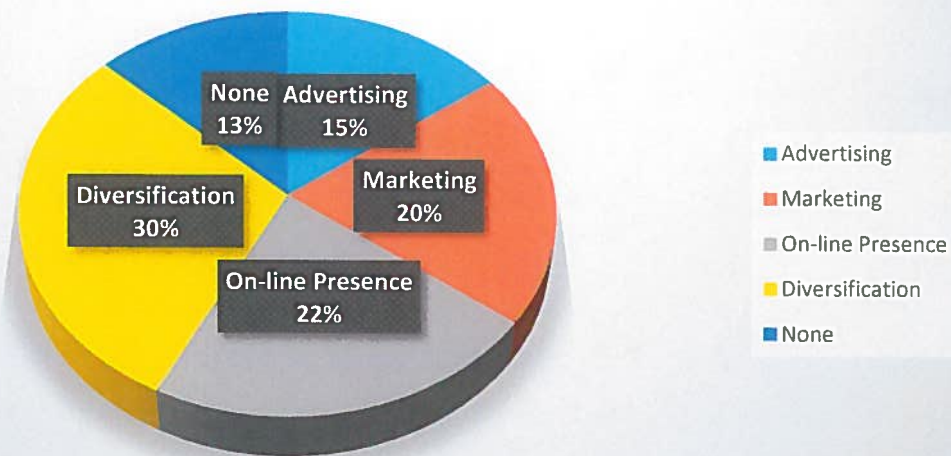
■ Yes ■ No ■ ■



Is There Specific Training That Would Benefit Your Business?

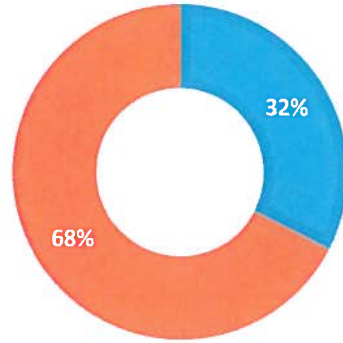


Do You Have A Plan To Weather This Economic Downturn?

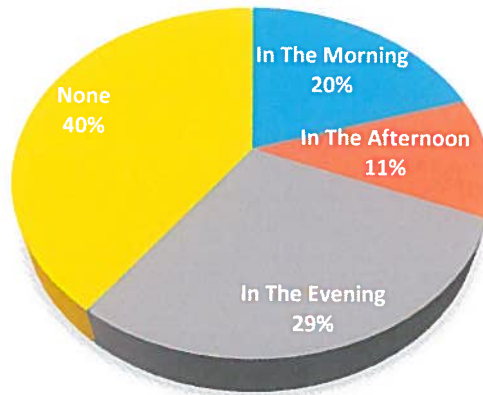


WOULD YOU BE INTERESTED IN VISITING WITH A TEAM OF SPECIALIST WHO COULD HELP WITH SUGGESTIONS?

■ Yes ■ No ■ ■



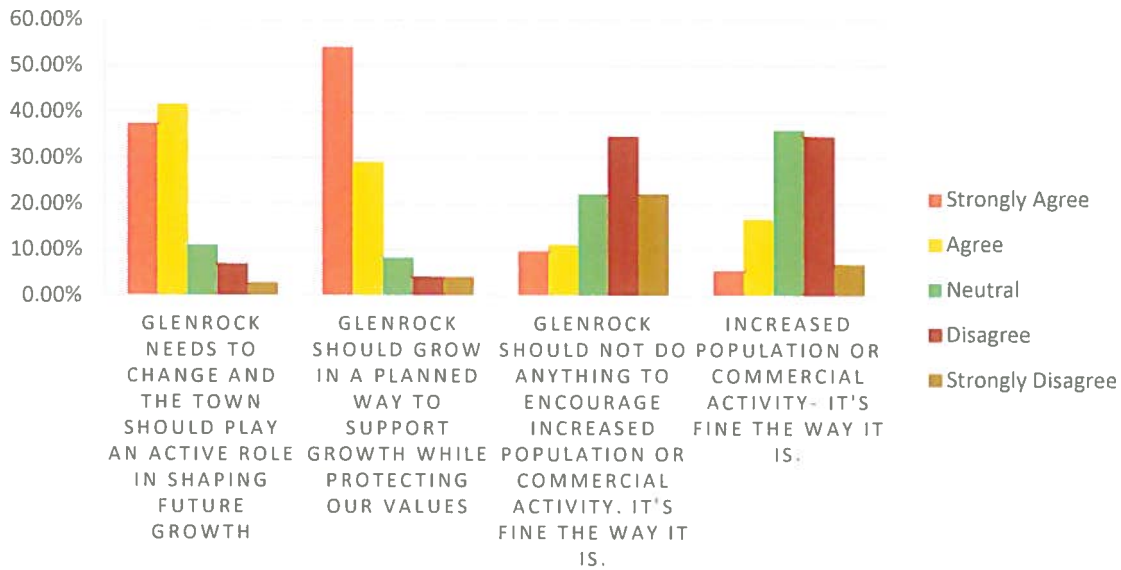
Would You Be Interested In Classes That Could Help You & Your Employees?



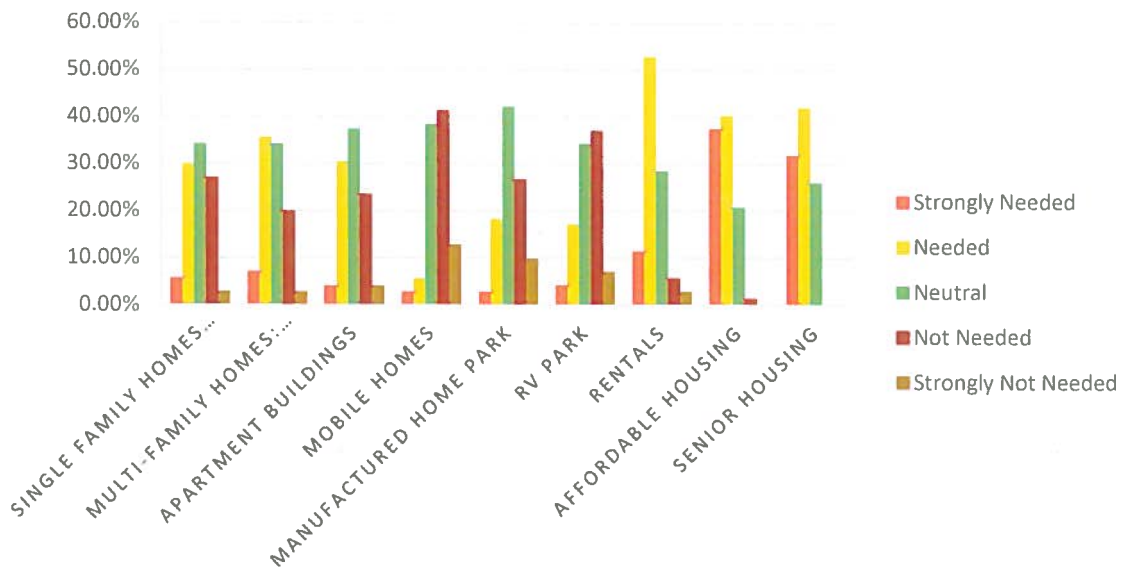
■ In The Morning ■ In The Afternoon ■ In The Evening ■ None

Build Glenrock! Your Vision Designs the Plan

FUTURE DEVELOPMENT

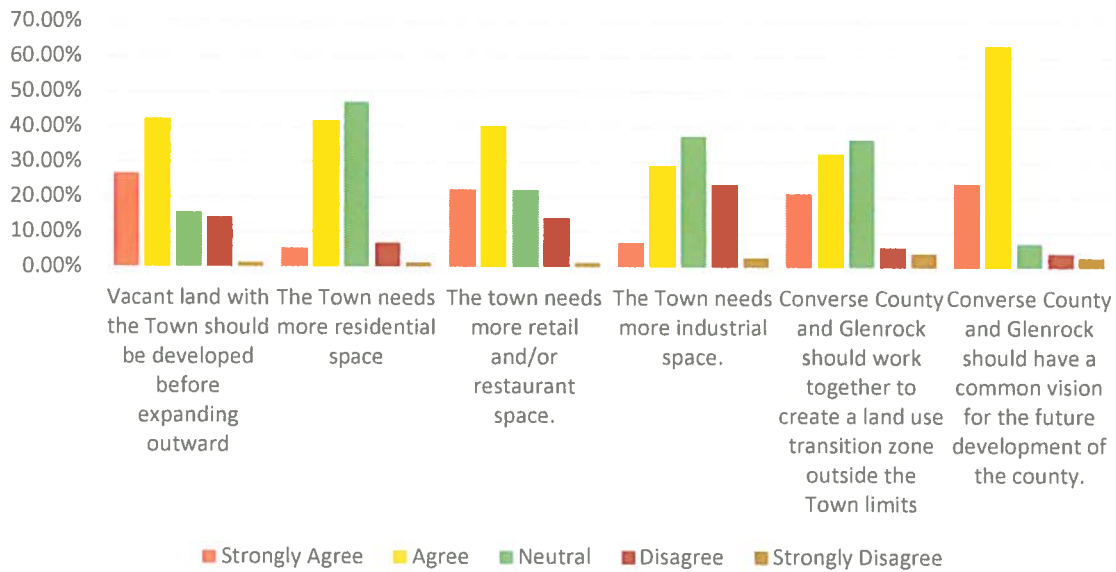


HOUSING

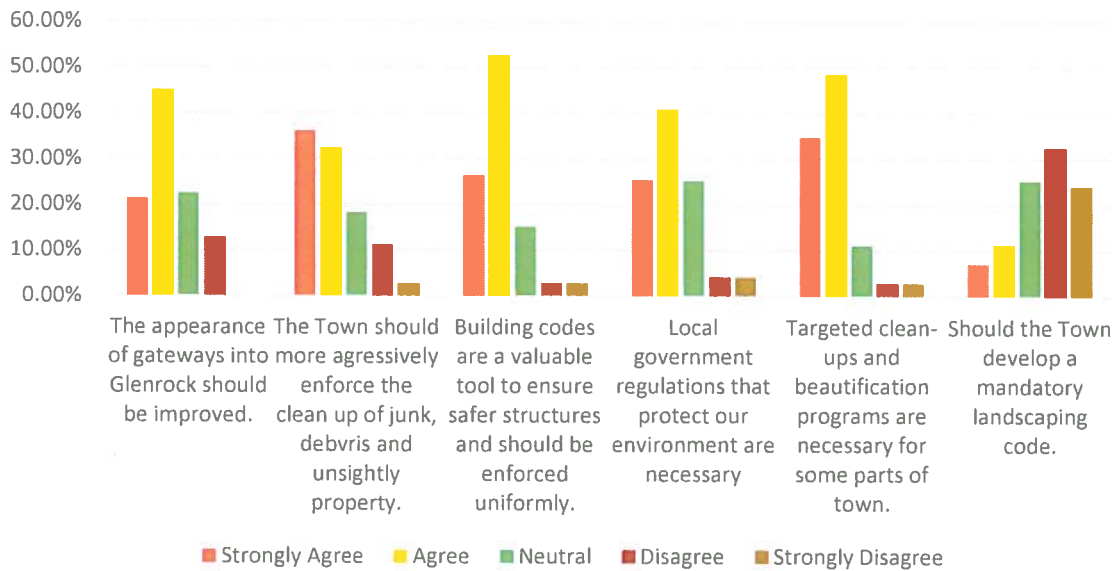


Build Glenrock! Your Vision Designs the Plan

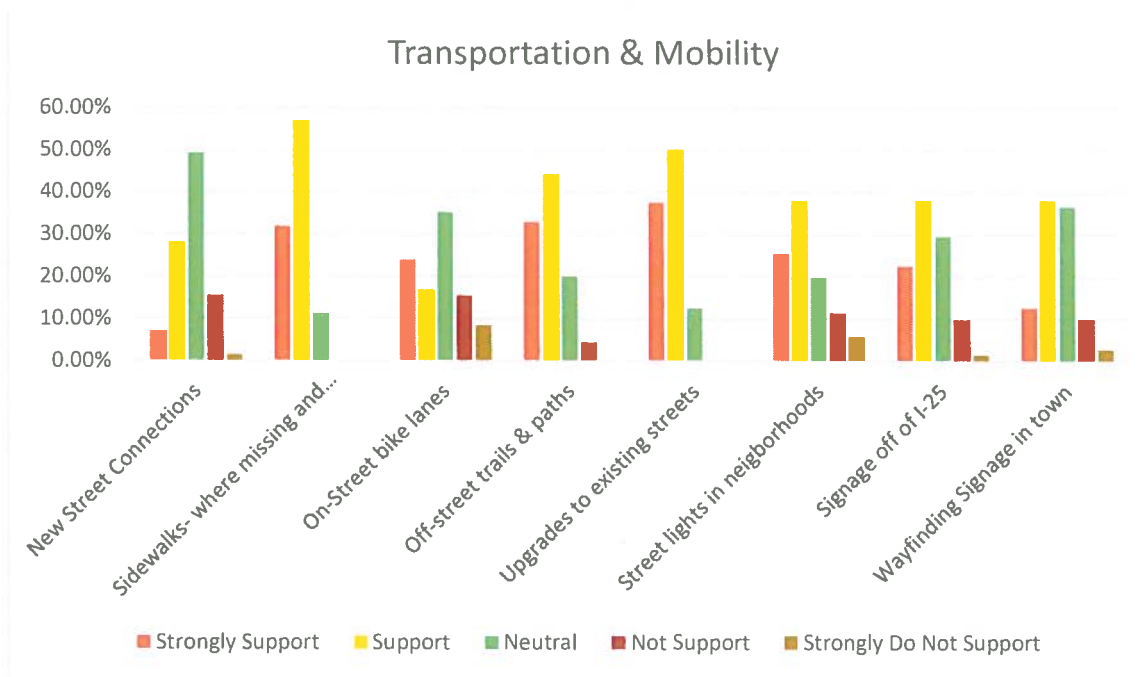
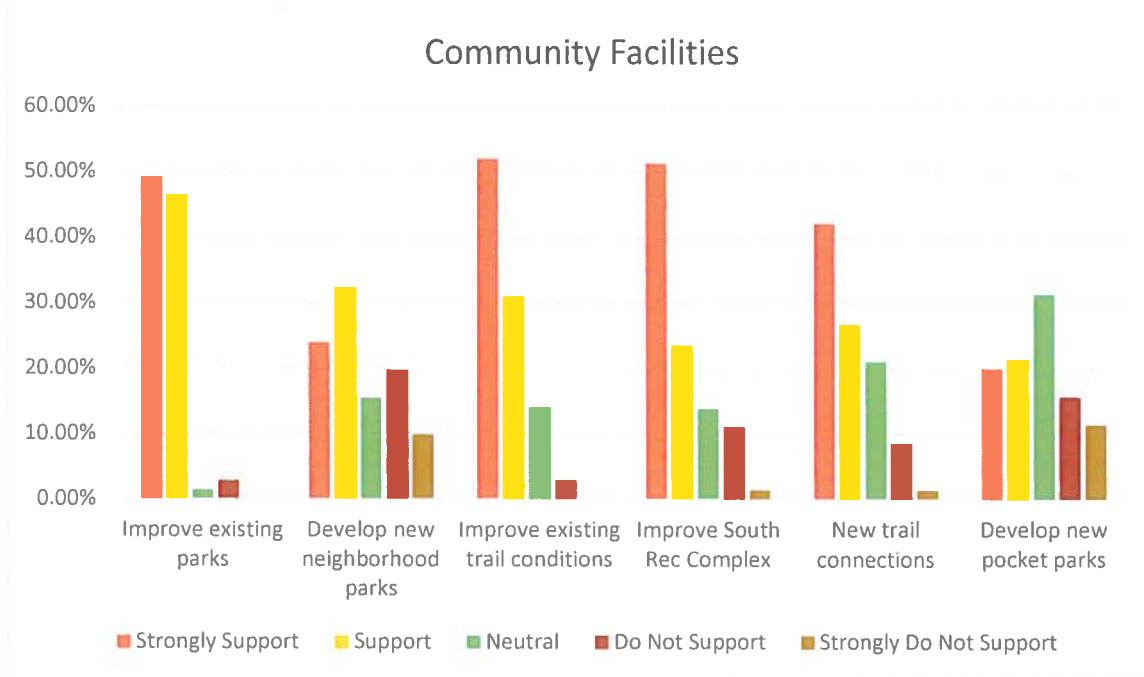
Land Use



Nuisance Abatement

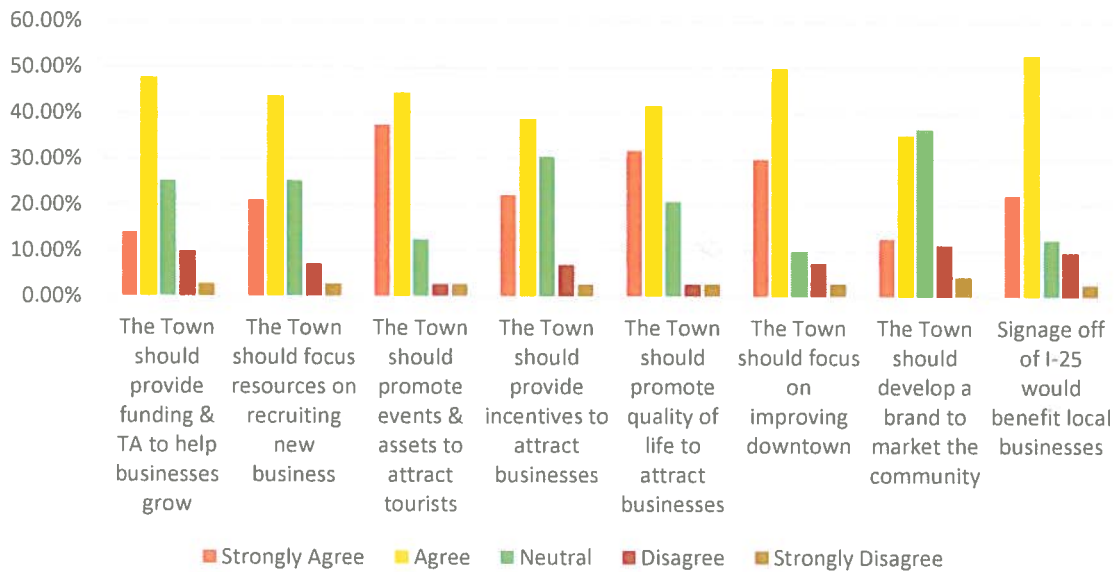


Build Glenrock! Your Vision Designs the Plan

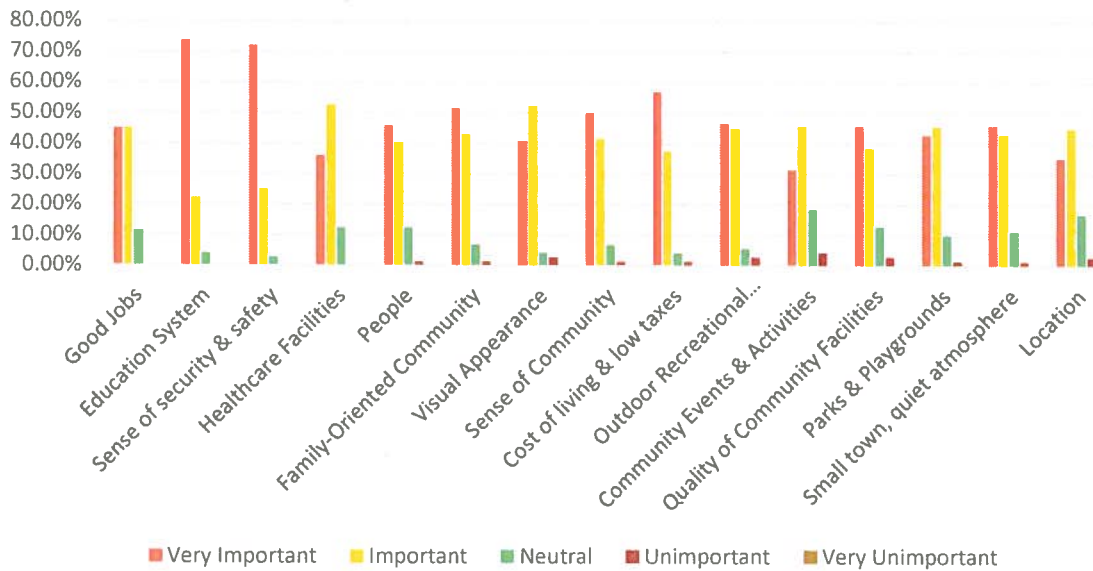


Build Glenrock! Your Vision Designs the Plan

Economics



Characteristics

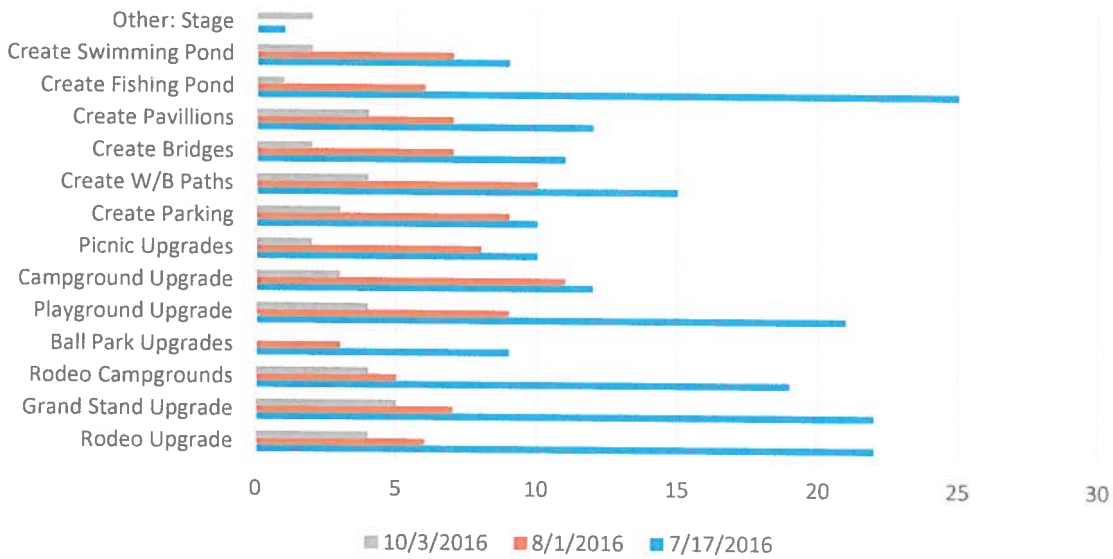


Build Glenrock! Your Vision Designs the Plan

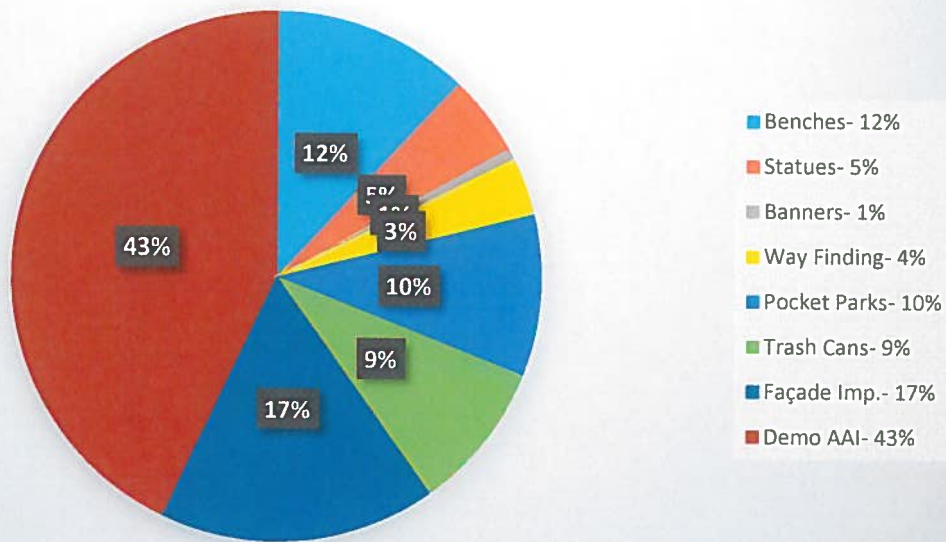


Build Glenrock! Your Vision Designs the Plan Event Survey Questions

South Rec Complex- Upgrades & Ideas: Choose Top 7

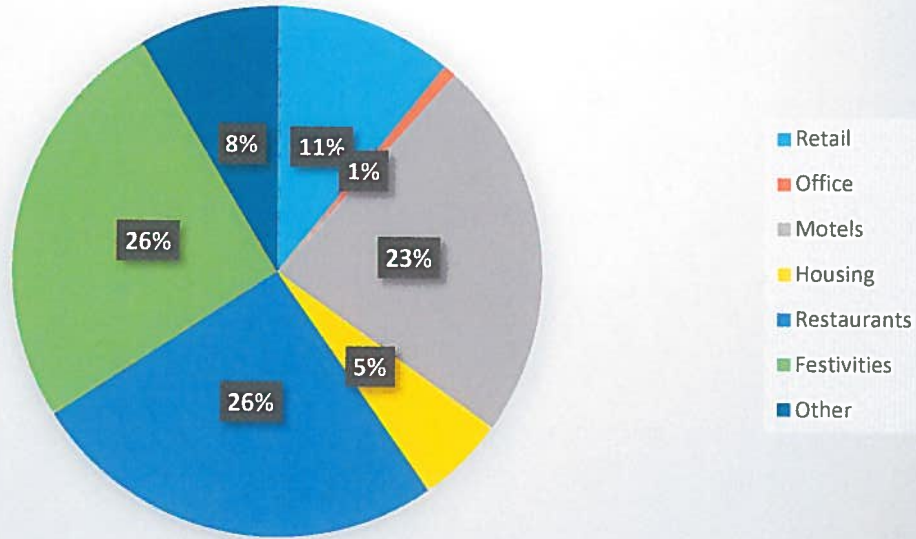


Beautification

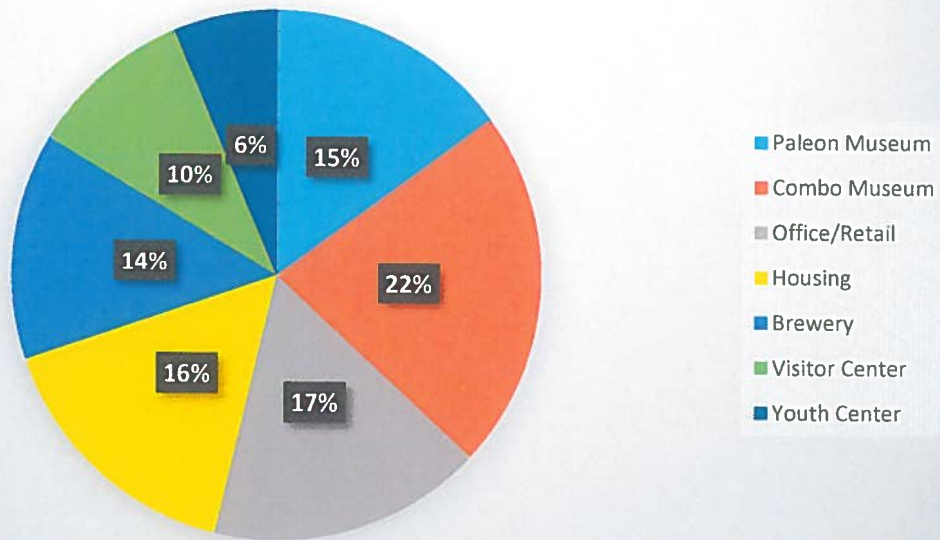


Build Glenrock! Your Vision Designs the Plan Event Survey Questions

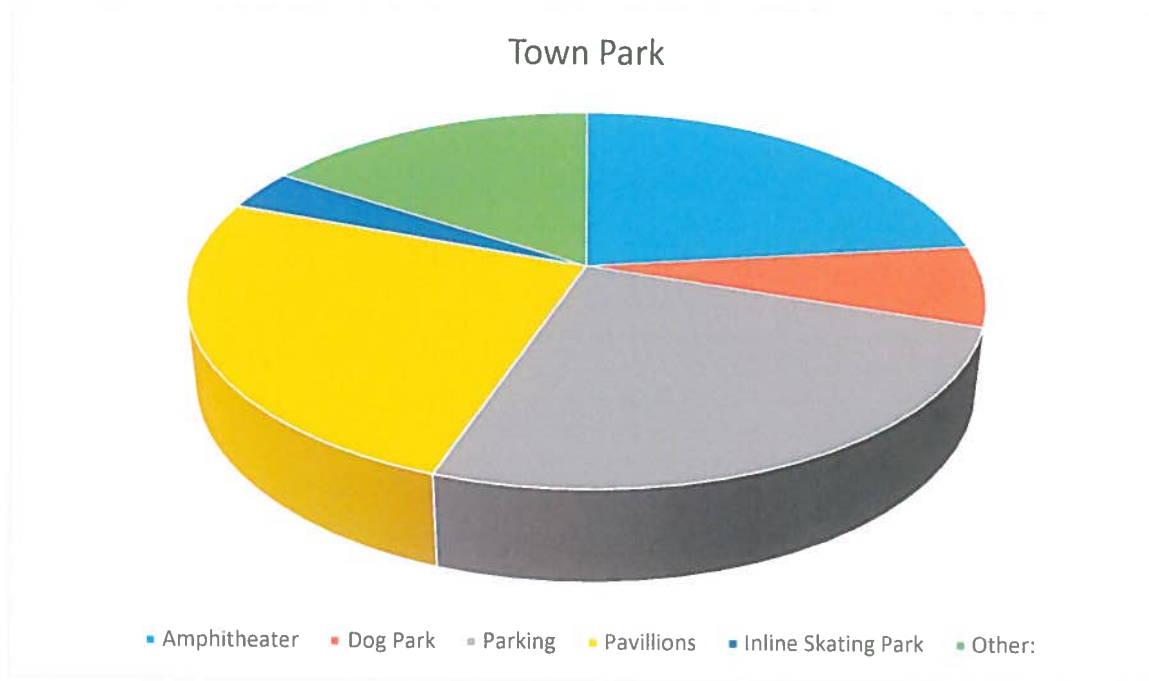
Economics



Lincoln Building Renovation



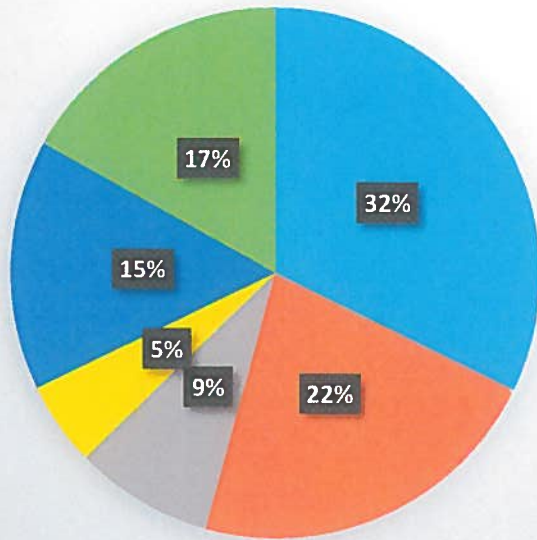
Build Glenrock! Your Vision Designs the Plan Event Survey Questions



Other: Swimming Pool, Splash Park, Concession Stand Friendly Area, Area for additional Activities

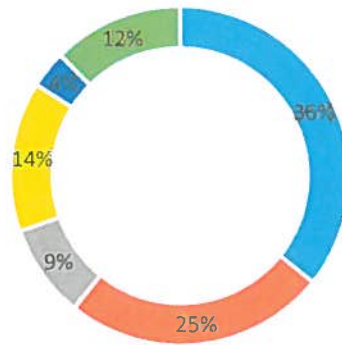
Pick Top 2 Choices

Community Quality



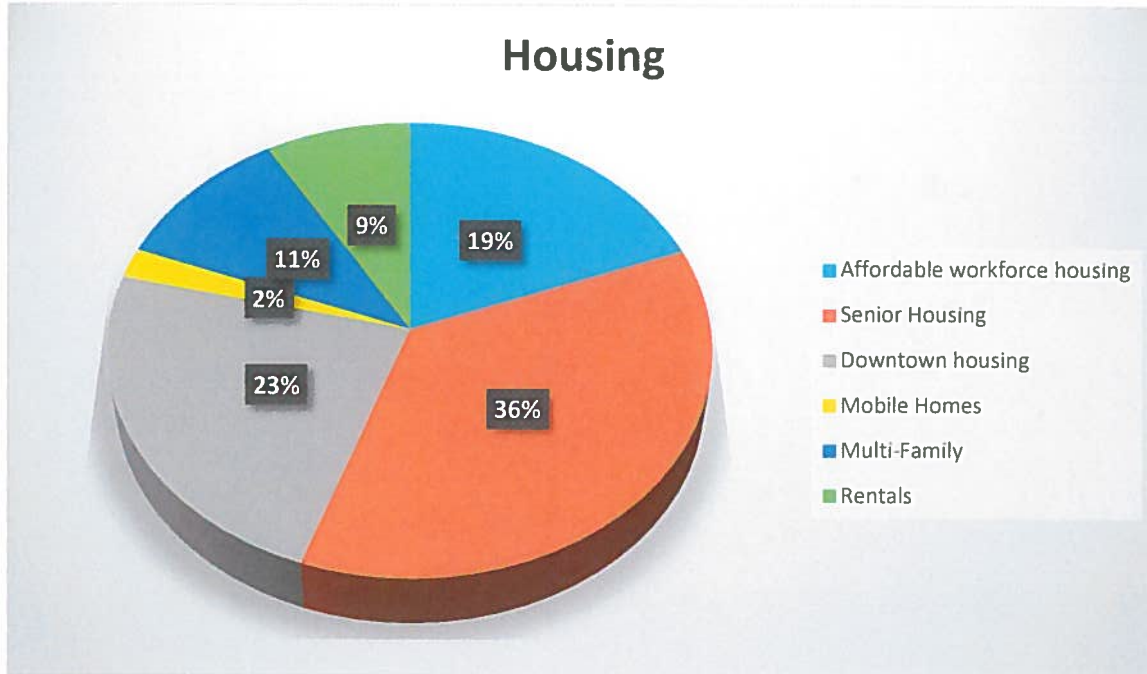
- Continue improvement to infrastructure; take care of what we have
- Community appearance- gateways, neighborhoods, beautification
- Wayfinding signs in town- public parking- historical info.- business
- Develop a consistent brand for the town/downtown
- Renovation of the Lincoln Building

Transportation

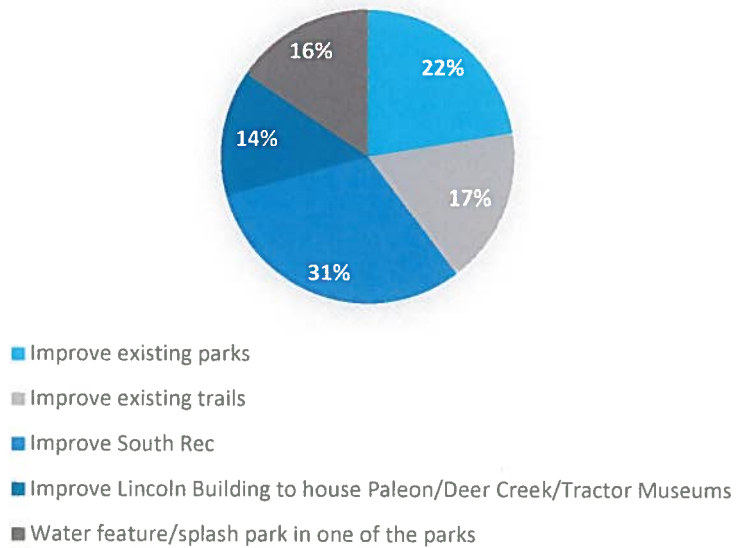


- Improve & expand Al's Way
- Create a historical path up to the Rock in the Glen
- Signage off of I-25/Wayfinding signs in town
- Sidewalks where missing
- Upgrades to existing streets
- New Street Connections

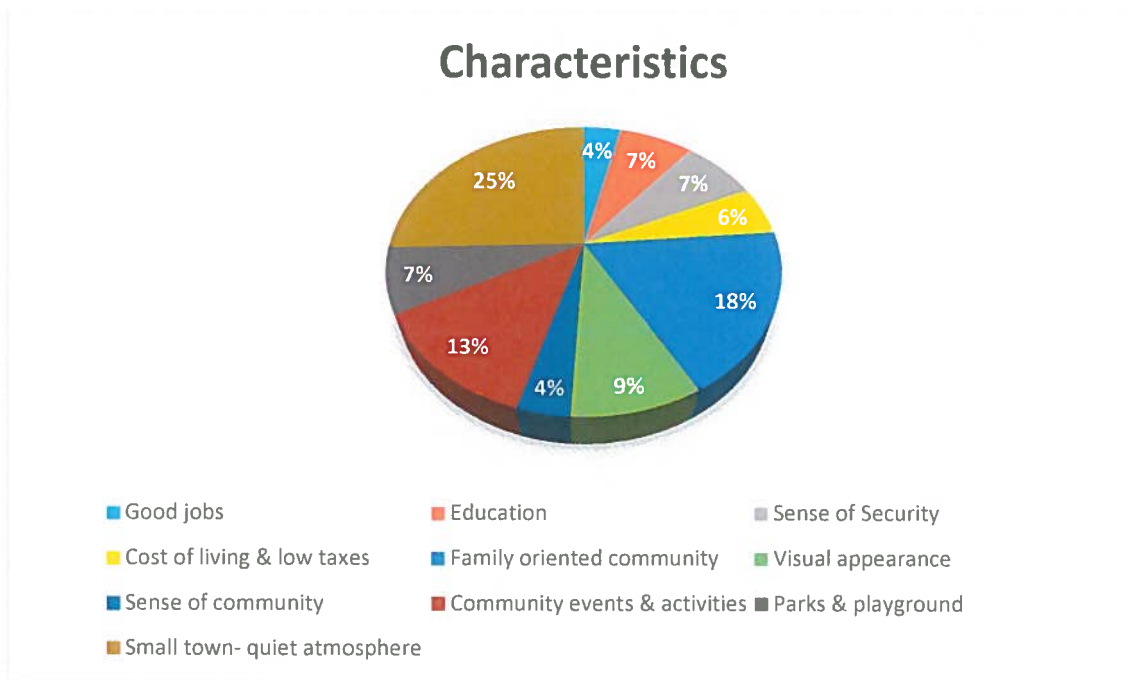
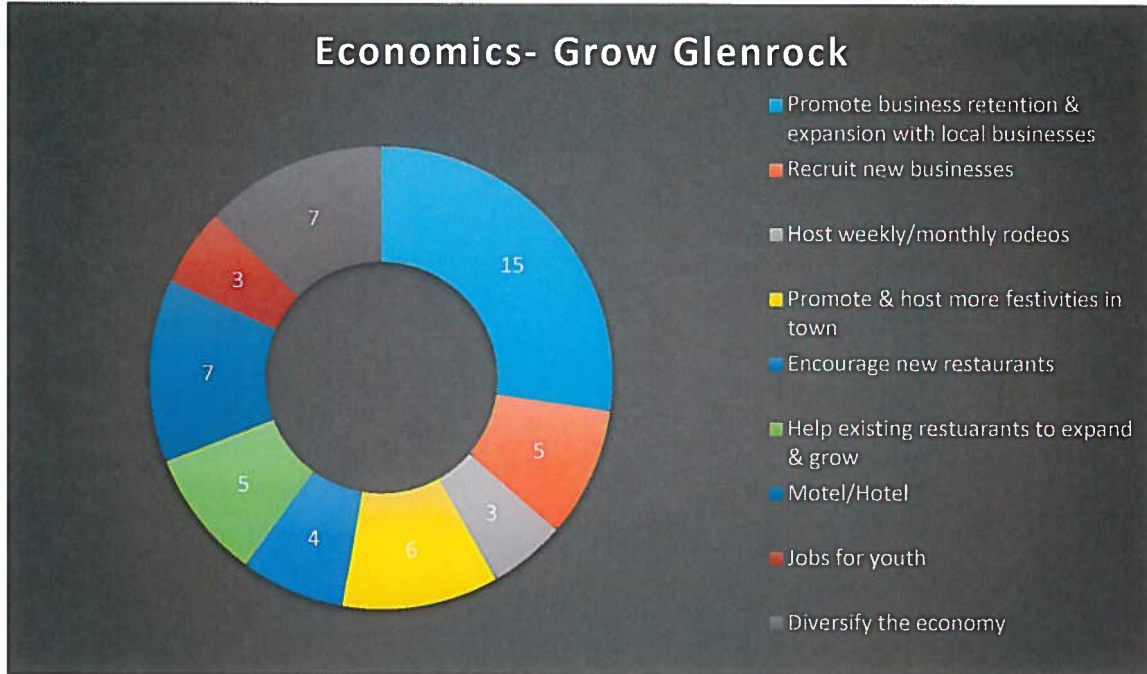
Pick Top 2 Choices



Community Facilities



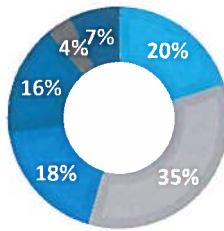
Pick Top 2 Choices



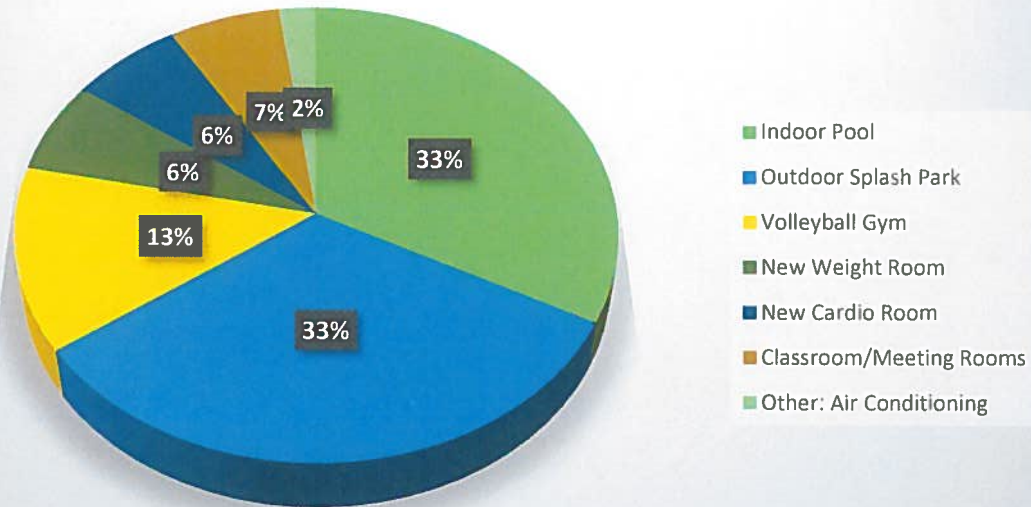
Pick Top 2 Choices

TOURISM- CULTURE- ARTS

- Renovate Lincoln Building- Paleon, Deer Creek, Tractor Museums
- Improve South Rec- Rodeo Arena, Camping, Picnic, Ponds, Playground
- Town Parks- Town Park, Tot Lot, Kimball Park, Rookstool Park
- Historical Trails- Rock in the Glen, Pony Express, Oregon/Mormon Trails
- Visitor Center
- Build on cultural opportunities- Artist gallery

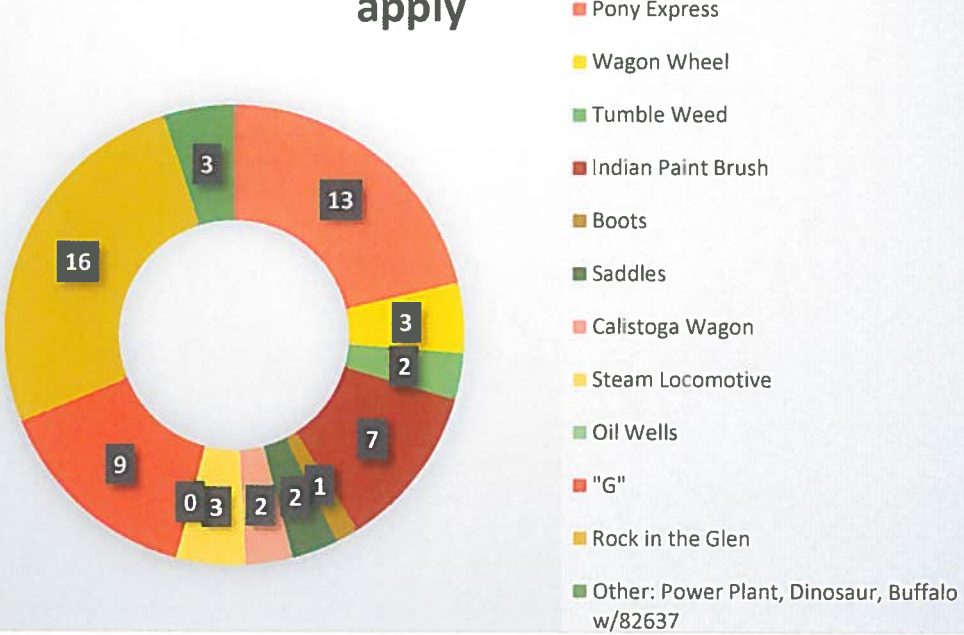


Rec Center Improvements



Pick Top 2 Choices

Branding Ideas for Glenrock- Pick all that apply



APPENDIX B

Contacts:

Wyoming Business Council (WBC)
214 W. 15th Street
Cheyenne, WY 82002
(307) 777-2800

WBC- Regional Director
Kimberly Rightmer
2435 King Blvd, Box 1
Casper, WY 82604
(307) 577-6012

Wyoming Economic Development Association (WEDA)
Brittany Ashby
1401 Airport Parkway, Suite 300
Cheyenne, WY 82001
(307) 772-9146

Wyoming Association of Municipalities
315 W. 27th Street
Cheyenne, WY 82001
(307) 632-0398

Douglas- Workforce Center
311 North Russell Ave., Suite B
Douglas, WY 82633
(307) 358-4688

Casper- Workforce Center
851 Werner Court, #120
Casper, WY 82601
(307) 234-4591

Wyoming Business Alliance
145 S. Durbin Street, #101
Casper, WY 82601
(307) 577-8000

Converse County Commissioners
107 North 5th Street, Suite 114
Douglas, WY 82633
(307) 358-2244

Glenrock Area Chamber of Commerce
PO Box 411
Glenrock, WY 82637
(307) 436-5652

Glenrock Main Street
PO Box 417
Glenrock, WY 82637
(307) 436-9294 ext 5

Town of Glenrock
PO Box 417
Glenrock, WY 82637
(307) 436-9294

Town of Rolling Hills
38 South Badger
Glenrock, WY 82637
(307) 436-5348

APPENDIX C

CBI- Local Economy Presentation

APPENDIX D

Converse & Niobrara Counties Broadband Feasibility Study

APPENDIX E

Glenrock's Comprehensive Development Plan

(To be added when adopted by Town of Glenrock)