



Strategic Plan 2019 - 2022

FINAL PLAN AUGUST 2019
Updated December 2020

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STRATEGIC PLAN

July 1, 2019 – June 30, 2022

Updated December 2020

Why did Upton Economic Development Board create a strategic plan?

This first Upton Economic Development Board (UEDB) strategic plan was created to provide a road map to revitalize the Town of Upton with new well-paying jobs, business growth, redeveloped properties, and new mixed housing stock. The plan lays out action plans with timelines, metrics for quantifying progress, potential resources for implementation, and parties responsible to execute the plan.

It Takes a Village!

Developing a relevant, realistic strategic plan requires collaboration and resources from members of the community, stakeholders and partners, just to name a few.

It is a time-consuming process, and the UEDB wishes to acknowledge those who contributed time, expertise and input to this three-year plan. Thank you to all who contributed to this Strategic Plan!

UEDB Board of Directors and Staff

John Marshall, President

Clark Coberly, Vice President

Justin Mills, Treasurer

Carmen Diehl, Secretary

Tony Barton, Director

Dick Claycomb, Director

Dylan Esquivel, Director

James Martens, Director

Keith Materi, Director

Strategic Plan prepared by Stephanie Salazar, CEcD, UEDB Executive Director

Community Leaders

Tom Barritt, CEO/Partner Tiger Transfer

Reuben Ritthaler, COO/Partner Tiger Transfer

Cody Barritt, VP Operations Tiger Transfer

Mary Bickett, Bank Manager FirstTier Bank of Upton

Debbie Douglas, Owner Biker Buddies, Arrow Service



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S.M.A.R.T. GOALS: Specific • Measurable • Attainable • Realistic • Time-bound

UEDB Mission

“We serve as stewards that promote, develop, and support a strong greater Upton community.”

Vision for Upton

During the kickoff strategic planning session of the UEDB Board of Directors, ideal characteristics for the community of Upton were discussed. A list resulted from the discussion that describes a vision for an Upton, WY with economic vitality, an engaged, healthy and educated population, and a sustainable and vibrant community.

Jobs and business growth

- Strong & vibrant with diversified industries, other than coal and energy, in addition to retail, and a motel

Involved Community

- -Broader community involvement in municipal government, FFA, Upton Chamber, FCCLA, and other school-based organizations

Stability / Sustainable economy for future generations

- Diversification of jobs
- Concerns about limited natural resources of coal, which are estimated to be used-up by 2033

Attractive Community

- Eliminate deteriorated buildings or brownfields properties
- Refurbish or redevelop structurally sound houses and buildings (Note: City cleanup effort – created a list of lots and housing ownership)
- UEDB representation on the Upton Planning Board
- Encourage comprehensive plan for housing, housing types, and business uses in Upton
- New development of houses, and commercial and industrial buildings

Educated Population

- School education and workforce training and development > FBLA, TeamMates, FCCLA and other school-based organizations
- Age diversified educated population

Infrastructure Improvements

- 100% Broadband Fiber throughout Upton
- Water and sewer – for new housing developments or business centers

Housing

- New and revitalized housing
- Diversify housing: rental options, move-up homes, new starter homes, senior housing, affordable housing
- New development sites, master planned

Two additional strategic planning sessions focused on developing primary and secondary strategies and goals that the UEDB would focus on over the next three years. Community resources and assets that were identified serve as a foundation and support for the Upton economic development Strategic Plan.

Resources

1. Tiger Transfer Upton Logistics Center – BNSF Certified Transload Facility, ‘shovel ready’ and ‘rail-served’ for new or expanding business
2. Weston County School District #7 education, student group programs (FCCLA, FBLA, etc.),
3. Good relationships with the Town of Upton, Weston County, State of Wyoming, and University of Wyoming, Wyoming Business Council, Wyoming Economic Development Association, Powder River Energy Corporation
4. Multi-modal transportation access
 - Truck transportation central to I-90, Hwy 85, Hwy 16 and Hwy 116
 - BNSF double mainline rail, 44,000’ railroad track, with multiple side tracks and spurs within Tiger Transfer
 - Upton Municipal Airport – accessible to small aircraft and corporate jets – possible future use for FEDEX and UPS
5. Partners
 - Town of Upton
 - Tiger Transfer
 - WCSD#7 instructors, students groups – FCCLA, FBLA, etc., with after-school programs
 - Upton Chamber of Commerce
 - Senior Citizens
 - Upton area businesses
 - Weston County
 - BNSF Railway
 - WBC, WEDA, SBDC, SBA
 - Powder River Energy Corporation
 - RT Communications
 - Black Hills Energy

Strategies

Primary Strategies

Description	Page
1. <u>Business Retention & Expansion</u> : Facilitate business and jobs retention and expansion in the greater Upton area.	5
2. <u>Housing Development</u> : Facilitate investment in new mixed housing development, and redevelopment of older housing stock within the greater Upton area.	6
3. <u>Business Attraction in Diversified Industries</u> : Attract new full-time jobs annually, with wages equal to or greater than \$40,000 per year, in diverse industries outside of traditional coal and energy related businesses.	7

** Supporting Strategies (to Primary Strategies)

Description	Primary Strategies Supported	Local, County, State, National Collaboration
<u>Workforce Development and Education</u> : Workforce training in trades, and academic education advancement – a supporting strategy, included in strategies 1, 2 and 3	1, 2, 3	All
<u>Marketing & Communications</u> : Promote the Upton for business growth and housing development; and inform, educate, and provide resources and assistance to various audiences locally, statewide and regionally	1, 2, 3, 4	All
UEDB as the center for information, resources, and assistance		
Business development 'Fast Track' process	2, 3, 4	All
City, County & State Engagement	1, 2, 3, 4	All
Housing & Business Development Master Plan	2, 3, 4	All
Jobs Growth in diversified industries	2, 3	All

Definitions

UEDB board, committees and contractors: BOD (Board of Directors), ED (Executive Director), EDO (Economic Development Organization)

Metrics: A method of measuring something, or the results obtained by measuring something

Strategic planning: An organization's process of defining its strategy, or direction, and making decisions on allocating its resources to pursue this strategy. It may also extend to control mechanisms for guiding the implementation of the strategy.

Strategic Plan Goals and Action Plans

July 1, 2019 – June 30, 2022

Updated December 2020

S.M.A.R.T. GOALS: Specific • Measurable • Attainable • Realistic • Time-bound

#1 – Business Retention & Expansion

Goal: Facilitate Upton area business and jobs retention and expansion.

Action	Metrics	Resources	Responsible	Timeline	√ Done
1. Business Retention & Expansion (BRE) Meetings: Meet with at least 2 Upton businesses per month	# meetings, # surveys, UEDB committee participation, new Chamber members, business expansions, # new jobs, grants	ED, BOD, WCSD#7, City Council & staff, Chamber, WCG, WEDA, SBDC, SBA, SCORE USDA, WBC, PRECorp, BHE, Range, Weston Cty, banks, WY Dept of Workforce Svc, EWC, Wyoming Works, UWY, NAM (Nat'l Assn. of Manu.) - Alliance of WY Manufacturers, Wyoming Works	ED, Chamber, WCSD#7	ongoing	
<p>a. Maintain list of Upton businesses and entrepreneurs</p> <p>b. Meet with local businesses</p> <ul style="list-style-type: none"> – Tour facilities and engage employees, if possible – Interview or survey owners / senior managers – Follow-up on business needs or challenges with support and / or referrals – Facilitate access to resources <p>c. Follow-up on business needs</p> <p>d. Facilitate workforce education and training</p>					
2. Attract workforce education and training programs to Upton in trades and industries that are deficient in the number of adequately trained employees	# of education / technical institution partnerships trade schools; # of trade curriculums developed	WCSD#7, WY Dept of Workforce Svc, Gillette College, EWC, WYOTech, Wyoming Works	ED, WCSD#7, BOD		
<ul style="list-style-type: none"> • Determine level of workforce interest in education/training in specific industries and trades • Partner and collaborate with WCSD#7 to expand and promote career training opportunities to students and adults • Collaborate with northeast WY businesses and educational and technical training institutions to bring satellite training curriculum to Upton that serves established and growing industries • Seek local businesses and expert professionals to provide technical training and internships 					

- Explore local resources and assets that may be leveraged for training equipment and training locations
- Identify grant funding and financing opportunities available for education and training (in addition to UEDB grants)
- Track business results of worker training

Actions	Metrics	Resources	Responsible	Timeline	√ Done
3. Develop a plan for new building development for business growth, and a business incubator-workforce education & training facility	Completed plan	USDA RBDG funding, Wyss Associates, UEDB staff and board, WCSD#7, Chamber, Upton property owners and businesses, Town of Upton, SBDC, WBC, WY Dept of Workforce Svc, EWC, UWYO, WYOTech	ED, BOD	November 2021	

- Identify downtown properties for building development
- Determine the types of uses for the buildings
- Identify a location for a business incubator-workforce education & training center, with the potential for growth
- Determine building type and uses for the center
- Assess multi-modal transportation and pedestrian access

4. Co-host 1 - 3 Workshops with the SBDC, FirstTier Bank and Chamber for Upton Businesses	# of Attendees and sponsors, new businesses and Chamber members	GSA, SBDC, WY Working, WY Dept of Workforce, Google, LinkedIn, IEDC, SBA	ED, Chamber	Ongoing	
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- Marketing with digital and social media training
- Business Planning for startups, expansion, and exit strategy
- Workforce development training and retention
- Financing & grants

#2 – Housing Development

Goal: Attract **housing** investors, developers and builders to build multi-family, and single-family homes.

Action	Metrics	Resources	Responsible	Timeline	√ Done
1. Develop a Hotel as a 'landing pad' for business, worker and residents prospects to visit	Hotel opening	UEDB, private investors, Cobblestone hotel		December 2021	
2. Outreach and promote Upton to Residential Developers / Investors	# investor meetings, # leads/prospects, \$ investment	ULI, Builder's Assns., Trade Journals, WEDA,	BOD, ED	Ongoing	

- Populate the website property listing platform – LOIS
- Outreach to real estate professionals, and investor/developers
- Publish articles locally, regionally and nationally – digital, social media, print

3. Develop Master Plans for Housing Development in strategic areas in Upton	Creation of Master Plans	UEDB, Town, property owners, Town, WCSD#7, Upton Builders, USDA, WBC	Town of Upton, BOD, ED	Ongoing	
Collaborate with property owners, the Chamber and Town of Upton to create master plans for housing development					
a. Identify and list properties for residential development, with site specifications, ownership and pricing on the website					
b. Identify land entitlement and preparation needs to obtain 'shovel ready' status for development					
c. Identify financing resources: grants, low-interest loans, new market tax credits, opportunity zone funds...					
d. Develop a 'one stop' development review process					
e. Create a 'fast track' development review and permitting process for priority projects					
Action	Metrics	Resources	Responsible	Timeline	√ Done
4. Partner with WCSD#7 to facilitate mixed-housing development to include single family residences and teacheridges	Sites shovel ready, financing for infrastructure, buyer financing, houses built	WCSD#7, Town of Upton, UEDB, Chamber, PRECorp, BHE, USDA RBDG, WBC, Upton builders, banks, USDA	WCSD#7, BOD, ED	Ongoing	
a. Master plan sites for development funded with grants – USDA RBDG, WBC, PRECorp resources					
b. Identify and obtain financing for site work					
c. Attract master developers and builders to build multi-family, and single-family homes					
d. Partner with WCSD#7 Student Construction Program to develop affordable single-family homes					
– Create structure for administration, site sales, buyer financing, underwriting and obtaining certificate of occupancy					
– Pre-sell homes					
– Build homes					
5. Promote housing development opportunities to real estate professionals, investors, developers, builders	# inquiries, # leads, # prospects, \$ investments, and # plans, plats, permits, housing units	GSA, websites, WCG, local/regional & national publications, digital media outlets, conferences, events, ED, real estate professionals	ED, BOD	Ongoing	

#3 – Business Attraction in Diversified Industries

Goal: Attract 10 new full-time jobs per year, with wages equal to or greater than \$40,000 per year, preferably outside of traditional coal and energy related industries.

Action	Metrics	Resources	Responsible	Timeline	√ Done
1. Create Master Plan(s) for Building Development Sites for Business in Upton	Completed plan(s)	Upton businesses & property owners, Chamber, Town, USDA RBDG, EDA, WBC, WEDA, BOD, PRECorp, BHE, consultants	UEDB committees, Town, ED	November 2021	
Collaborate with Upton businesses, property owners, Chamber and Town to create building development master plan(s).					
• Identify locations to expand or redevelop commercial office and retail, and industrial businesses					

- Create a master infrastructure plan for improvements and expansion to serve business
- Identify the types of buildings needed and their uses

Action	Metrics	Resources	Responsible	Timeline	√ Done
2. Launch an Upton Startup Weekend Event <i>Produce an entrepreneurial-friendly environment in Upton</i>	# attendees, teams, mentors, investors, and other participants; location origin of attendees; sponsorships in-kind and \$; and length of stay in Upton	UWY, WCSD#7, Weston County, Town of Upton, Goose Landing, Chamber, SBDC, GSA, WCG, WBC, WEDA, TechStars	ED, BOD, UWY, Tech Stars	March 2022	

Create a startup weekend event for 18+ years old in partnership with WCSD#7, UWY, WBC-Broadband, SBDC, and Tech Stars

- Invite local and regional startup participants, mentors, angel investors, and local businesses
- Partner with **WCSD#7**, University of Wyoming, Tech Stars and SBDC to plan and administer the startup weekend
- Obtain sponsorships to provide food and beverages, lodging, marketing and prizes for the participants
- Track the results of the event

Publish the outcome of the startup weekend, locally, regionally, and nationally

3. Attract Entrepreneurship in: <i>Food Production</i> <i>Small Manufacturing</i> <i>Construction Trades</i>	# prospect mtgs, # SBDC mtgs, # startups	SBDC, SBA, SCORE, WCSD#7, UEDB, WY Dept of Workforce, PRECorp, BHE, Town of Upton, Chamber, WBC, EWC	UEDB BOD & staff, Chamber, WCSD#7	Ongoing	
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a. Facilitate access to business planning, budgeting, marketing, industry analysis, bookkeeping, workforce training, financing, and professional support

b. Develop a Kitchen Coop to attract food production entrepreneurs

- Create a plan with a assistance from others experienced in makers spaces, coops, and specifically kitchen coops
- Identify funding sources for equipment, administration, building lease or purchase and operating costs
- Collaborate with SBDC and WBC and others to attract qualified food production entrepreneurs
- Collaborate with WCSD#7, EWC, UWYO, Gillette College, culinary schools

c. Develop a Business Incubator-Workforce Education & Training Center

See Priority #1 Business Retention & Expansion, Action 3

Supporting Strategies

Marketing & Communications

Goal: Promote the greater Upton area to develop business and housing; attract new residents to Upton; increase enrollment at Weston County School District #7 (WCSD#7); and inform, educate, and provide resources and assistance to a variety of target audiences.

Target audiences include: 1. UEDB directors, staff and contractors, 2. Town of Upton, Weston County and Wyoming State elected officials and staff, 3. Upton residents, businesses, partners, stakeholders, and centers of influence, 4. business and developer prospects, 5. new residents and workforce.

Action	Metrics	Resources	Responsible	Timeline	√ Done
1. Continue to develop marketing and communication tactics that support Priorities 1 - 4	# contacts from entrepreneurs, business prospects, developers; workforce training programs started and utilized	ED, GSA, MAC, WCSD#7, Tiger Transfer, Town, Chamber, PRECorp, WEDA, WBC, Weston Cty, SBDC, State of WY, utilities	ED, GSA	ongoing	
<ul style="list-style-type: none"> a. Brand UEDB as the <i>community development center</i> for information, resources, and assistance b. Promote the following: <ul style="list-style-type: none"> – Tiger Transfer as a shovel ready, BNSF Certified Transload Center – <i>businesses and jobs attraction</i> – WCSD#7, top rated K-12, certified computer science, with college accredited courses – <i>attract new businesses, residents, entrepreneurs, and workforce</i> – Housing Development, MFR, SFR, affordable and move-up housing – <i>grow tax base, and K-12 enrollment</i> – Upton businesses retention & expansion – <i>provide resources and support for local business growth</i> – Business attraction in diversified industries – <i>diversify the economy and attract well paying, full-time jobs</i> – Workforce development – <i>in support of business, and prepare WCSD#7 students for careers and employment</i> c. Grow contacts lists <ul style="list-style-type: none"> – Broaden outreach to grow contacts in targeted markets – Address interests of target audiences: local and prospective businesses, entrepreneurs, workers, the community – Address interests and concerns for each segment 					
2. Website Content Management	SEO analytics; website rank; # page visits; # click thru; # leads for businesses, workers, developers and investors	GSA, ED, MAC, LOIS, WCSD#7, Chamber, WEDA, WBC, Tiger Transfer, PRECorp, industry groups, industry publications (digital & print)	GSA, ED, LOIS	Ongoing	
<ul style="list-style-type: none"> • Provide information, resources, and assistance for economic development, and to update audiences. • Content to include: 1) land or buildings for sale or lease for business and housing, 2) development review process and contacts, 3) UEDB resources and support, 4) WCSD#7 education and extracurricular programs, and student groups, 5) business and development resources, grants and financing, 6) UEDB activities, grants & scholarships updates, 7) news and events in Upton, the region, WY, USA, 8) Weston County Gazette articles 					

Action	Metrics	Resources	Responsible	Timeline	√ Done
3. Tailor Promotional Kits for business, workforce and housing development	# tailored submittals	State of WY dept of Revenue, GSA, WBC, Town of Upton, USDA, SBDC, WEDA, WCSD#7, PRECorp, Tiger Transfer	ED	Ongoing	
<p>Include sections in the kit for use at conferences, presentations, prospect and business retention meetings distribution for:</p> <ul style="list-style-type: none"> – Local business expansion – New business attraction – Education and workforce development – Residential development – Entrepreneurship <p>a. Maintain and develop new maps of Upton, Weston County, and NE WY</p> <ul style="list-style-type: none"> – Identify areas for residential and business development <p>b. Maintain a profile of the greater Upton area with data - demographics</p> <p>c. Profile development location opportunities: business, housing, hospitality and recreation</p> <p>d. Include the development review and permitting process, and UEDB assistance</p> <p>e. Provide a list of resources, incentives, grants and financing</p> <p>f. Promote the workforce area, and skilled labor force</p> <p>g. Promote outdoor and recreation amenities and activities</p>					
4. Update and expand Digital, Social, Email and Print Media Marketing Campaigns	Hits, follows, # likes, # contacts, SEO website analytics, # leads/prospects, new \$ invested, # jobs & businesses	GSA, ED, MAC, Town of Upton, WCSD#7, UWY, Chamber, WBC, Weston County Gazette, Facebook, LinkedIn, Constant Contact, Twitter, etc.	GSA, ED, Town, Chamber, WCG	Ongoing	
<p>Promote targeted projects</p> <ul style="list-style-type: none"> a. Attract rail-users in the Midwest to Tiger Transfer b. Cobblestone Inn & Suites hotel c. Black Hills West development to commercial and residential real estate developers d. Outreach to regional single family and multi-family housing developers to attract to Upton e. Business incubator/workforce training center 					
5. Distribute an E-Newsletter quarterly / monthly	# contacts, emails opened, click-thrus, UEDB contacts and requests, rsvps, # responses to opportunities, collaborations, partnerships, relationships developed	GSA, WCG, BOD, ED	GSA, WCG, Copywriter, ED	ongoing	
<p>a. Provide information, such as:</p> <ul style="list-style-type: none"> – UEDB economic development programs and activities, resources and assistance – Town projects: infrastructure, parks & rec, community development, safety, services 					

- Chamber projects, programs and events
- Education: WCSD#7 K-12, UWY, college accredited classes, technical training
- Housing plans and development
- Business and jobs growth and opportunities
- Entrepreneurship / Startups
- Workforce trends and resources
- Legislation and government
- Grants, financing, incentives
- Community news and events

Actions	Metrics	Resources	Responsible	Timeline	√ Done
6. Advertising & Media Releases: Publish 4 - 6 articles per year promoting Upton economic development; and publish additional articles in the WCG on new projects, programs, activities & successes for Upton	New visitors to website, social media hits, inquiries, # prospects, new development, new residents	GSA, ED, WCG, Copywriter, UWY, WEDA, WBC, PRECorp, visitor's bureau, industry publications, groups & orgs, SBDC, IEDC, MAEDC	ED, Copywriter, WCG, BOD	ongoing	
<ul style="list-style-type: none"> • Identify trade and industry publications with target audiences for real estate investment, development, business development • Have GSA create 4 - 6 articles per year for publication • Copywriter to write bi-monthly articles for the WCG, and subsequently publish on additional portals 					