UPTON
ECONOMIC DEVELOPMENT BOARD

Strategic Plan 2019 - 2022

FINAL PLAN AUGUST 2019

Prepared by

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STRATEGIC PLAN
July 1, 2019 – June 30, 2022

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!

<u>UEDB Board of Directors and Staff</u>
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Debbie Douglas, Owner Biker Buddies, Arrow Service

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

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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."

Vison 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. Marketing & Communications: Promote the Town of Upton for business growth and housing development; and inform, educate, and provide resources and assistance to various audiences locally, statewide and regionally in order to facilitate Upton community development.	5
2. Business Attraction in Diversified Industries: Attract 10 new full-time jobs per year, with wages equal to or greater than $40,000 per year, outside of traditional coal and energy related industries.	8
3. Business Retention & Expansion: Facilitate business and jobs retention and expansion in the greater Upton area.	10
4. Housing Development: Facilitate investment in new mixed housing development, and redevelopment of older housing stock within the greater Upton area.	12

**** Supporting Strategies** (to Primary Strategies)

Description	Primary Strategies Supported	Local, County or State Scope of Collaboration
5. UEDB as the center for information, resources, and assistance	2, 3, 4	All
6. Housing & Business Development Master Plan	2, 3, 4	All
7. Business development 'Fast Track' process	2, 3, 4	All
8. City, County & State Engagement	1, 2, 3, 4	All
9. Workforce development for business and K-12	2, 3, 4	All
10. Jobs Growth in diversified industries	2, 3	All

Definitions

UEDB board, committees and contractors: BOD (Board of Directors), ED (Executive Director), MAC (Marketing & Administrative Contractor), 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

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

#1 - 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. Create a Marketing, Communications and Education Plan	Complete plan	ED, GSA, MAC, WCSD#7, Tiger Transfer, Town, Chamber, PRECorp, WEDA, WBC, Weston Cty, SBDC, State of WY, utilities	ED, GSA, MAC	6 mo.	
a. Brand UEDB as the *community development center* for information, resources, and assistance b. Promote the following: – Tiger Transfer as a shovel ready, BNSF Certified Transload Center – *businesses and jobs attraction* – **WCSD#7, top rated K-12, certified computer science, with college accredited courses** – *attract new businesses, residents, entrepreneurs, and workforce* – Housing Development, MFR, SFR, affordable and move-up housing – *grow tax base, and K-12 enrollment* – Upton businesses retention & expansion – *provide resources and support for local business growth* – Business attraction in diversified industries – *diversify the economy and attract well paying, full-time jobs* – Workforce development – *in support of business, and prepare WCSD#7 students for careers and employment* c. Develop contacts lists – Segment target audiences into primary, secondary and tertiary segments – Develop contacts lists within each segment – Identify interests and concerns for each segment					
2. Website Development	New site launch, SEO analytics, website rank, # page visits, # click thru, leads	GSA, ED, MAC, LOIS, WCSD#7, Chamber, WEDA, WBC, Tiger Transfer, PRECorp, industry groups	GSA, ED, LOIS	2 mo. setup In progress Ongoing- Add content	
Create a user-friendly website: desktop, laptop, tablet, mobile friendly; easy info access, clean uncluttered layout • 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 • Setup and maintain key words/meta data for target audiences, and track website activity with Google Analytics					

Action	Metrics	Resources	Responsible	Timeline	√ Done
3. Create a Promotional Kit for the greater Upton area	Complete kit	State of WY dept of Revenue, GSA, WBC, Town of Upton, USDA, SBDC, WEDA, WCSD#7, PRECorp, Tiger Transfer	ED, MAC	6 mo.	
Include sections in the kit for use at conferences, presentations, prospect and business retention meetings distribution for: – Local business expansion – New business attraction – Education and workforce development – Residential development – Entrepreneurship a. Develop maps of Upton, Weston County, and NE WY – Identify areas for residential and business development b. Create a profile of the greater Upton area with data - demographics c. Identify development location opportunities: business, housing, hospitality and recreation d. Include the process for development review and permitting, and UEDB assistance e. Provide a list of resources, incentives, grants and financing f. Describe the workforce area, and skilled labor force g. Promote outdoor and recreation amenities and activities					
4. Create 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	Asap, Ongoing	
Promote targeted projects a. **2020 Census**- everybody counts in Upton – recruit census workers and volunteers for Upton b. Broadband speed test promotion c. Attract intermodal rail-users in the Midwest to Tiger Transfer – to develop BNSF intermodal park in Upton d. WY Entrepreneur + Mentor Program e. Outreach to regional single family and multi-family housing developers to attract to Upton f. Create and promote an Upton Startup Weekend					
5. Develop & Implement an UEDB Marketing Technology Stack	a. Marketing tech stack created, and staffed. b. Hits, follows, likes,contacts, website analytics, leads, convert to prospects, development	a. GSA, IEDC, ED, MAC, website, social media, other platforms b. GSA, ED, MAC, Chamber, WCSD#7, Upton businesses, UWY, WEDA, WBC, MAEDC, PRECorp, other utilities, industry groups & orgs, SBDC	GSA, ED, MAC	12 mo. & ongoing	

a. Development

Collaborate with GSA staff for planning, technical and staff support to create a marketing technology stack to attract new businesses, and residential development

Applications & staffing for the sales (attraction) process: 1. planning-collaboration > 2. attract > 3. Convert > 4. Nurture > 5. close > 6. Analytics

Possible UEDB Marketing Technology Stack: Google Drive > LinkedIn Sales Navigator + Google Ads + Facebook > Website + Constant Contact + POINTDRIVE (LinkedIn ap) > Outreach > GoToMeeting > Google Analytics

b. Implementation

- Identify the top 3 projects or initiatives to promote annually
- Identify objectives for each campaign, in alignment with strategic goals
- Determine target audiences
- Identify best portals for delivery of information to target audiences
- Track responses and interest; grow a pipeline of leads; convert leads to new business, jobs and housing
- Track campaign results

Actions	Metrics	Resources	Responsible	Timeline	√ Done
6. Distribute an E-Newsletter quarterly / monthly	# contacts, emails opened, click-thrus, UEDB contacts and requests, rsvps, # responses to opportunities, collaborations, partnerships, relationships developed	BOD, ED, MAC	GSA, ED, MAC	6 mo. & ongoing	

a. Build distribution list(s), including Upton City Council, the community, Weston County Commissioners, State officials, business prospects, residential developer prospects, investors, real estate professionals, site selectors, stakeholders, residents, partners, bankers, attorneys

b. Provide information, such as:

- UEDB economic development programs and activities, resources and assistance
- Town projects: infrastructure, parks & rec, community development, safety, services
- Education: WCSD#7 K-12, UWY, technical training
- Housing
- Business and jobs growth and opportunities
- Entrepreneurship / Startups
- Workforce
- Legislation and government
- Grants, financing, incentives
- Community news and events

7. Inform and educate the Upton City Council, the Community, Weston County Commissioners, and others about UEDB programs and activities	# attendees, feedback, participation in UEDB programs or activities	ED, BOD, MAC, Chamber, Town of Upton, WCSD#7, Sr Center, Weston Cty, WEDA, WBC, SBDC, utilities, WY state reg. depts., MAEDC	ED, BOD, MAC	4 mo. & ongoing	

a. Co-Host an Annual Community Event with the Town of Upton, the Chamber, and Weston County Commissioners
   - Provide entertainment, presentations, refreshments, time to network, and introduce elected officials and dignitaries
   - Celebrate community improvements
   - Recognize key contributions, contributors and milestones
   - Inform the community about UEDB activities, projects and programs; and open up for questions
   - Sponsorships – promote organizations, and develop community support
   - Possibly include fundraising for a community project
b. Encourage Council and community participation on UEDB advisory committees
c. Attend council meetings if possible, and when needed
d. Attend Chamber meetings
e. Attend 1-2 Weston County Commissioner's meetings each year
f. Email and social media outreach – see Goal #1 Marketing, Communications and Education

Actions	Metrics	Resources	Responsible	Timeline	√ Done
8. Advertising & Media Releases: Publish 4 - 6 articles per year promoting Upton economic development; and issue media releases on new projects, programs, activities & successes for Upton	New visitors to website, social media hits, inquiries, prospects, development, new residents	GSA, ED, MAC, WCG, UWY, WEDA, WBC, PRECorp, visitor's bureau, industry publications, groups & orgs, SBDC, IEDC, MAEDC	ED, MAC, BOD	2 mo. & ongoing	

- Identify trade and industry publications with target audiences for investment, development, new businesses
- Have GSA create 4 - 6 articles per year for publication
- Have GSA and UEDB contractor post media releases on projects, programs, activities and successes, and needs

#2 – 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. Attend 3 – 5 Targeted Industry Sector Conferences per year	# conferences attended, meetings, inquiries, leads and prospects, new businesses & jobs	BNSF, WBC, WEDA, UWY, PRECorp, Chamber, Upton businesses, industry groups, Tiger Transfer, John Marshall and GSA	ED, BOD	Ongoing	

- Identify industry organizations in sectors located in Wyoming, and in which Upton residents are employed, such as Engineering, Healthcare, Computer Science, in addition to manufacturing
- Pre-schedule prospects meetings at conferences (see industry group membership list, conference attendee lists…)
- Follow-up on ALL LEADS and utilize marketing stack techniques to convert leads to prospects to Upton businesses

Action	Metrics	Resources	Responsible	Timeline	√ Done
2. Attend the Break Bulk Carriers Conference for Freight Forwarders. www.americas.breakbulk.com ***Note: Freight Forwarders can influence (1) shippers and BNSF to develop Tiger Transfer as an Intermodal facility, increasing rail business and jobs, and (2) their rail-served business customers to locate in Upton.***	# leads & inquiries, # prospects in the pipeline, new businesses & jobs, BNSF support for intermodal location	Freight Forwarders, BNSF, Tiger Transfer, WBC	GSA, ED, MAC	2 mo.	
a. Develop relationships with Freight Forwarder decision makers b. Obtain FF and BNSF support for an interior Midwest intermodal facility located in Upton, WY c. Obtain FF referrals to their business customers, if possible					
3. Create Master Plan(s) for Development Sites for Business in Upton	Completed plan(s)	Town of Upton, Weston County, State of WY, USDA, EDA, WBC, WEDA, BOD, PRECorp	Town, BOD, BOD committees, ED	12 mo.	
Collaborate with the Town of Upton to create master plan(s). • Identify locations for commercial office and retail, and industrial businesses • Create a master infrastructure plan for improvements and expansion to serve business • Outline the Development Review-Permitting Process, including local, county, state and federal laws and regulations for business development • Identify incentives and financing sources					
4. Launch an Upton Startup Weekend Event ***Produce an entrepreneurial-friendly environment in Upton***	# 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	ED, BOD, UWY, Tech Stars	10 mo. - May 2020	
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					

Actions	Metrics	Resources	Responsible	Timeline	√ Done
5. Develop a Kitchen Coop to (1) assist Entrepreneurs in Food Production, and (2) Provide Meals to those in need	Kitchen Coop setup, and in use	UEDB, Consultant, USDA, WBC, PRECorp, Town of Upton	BOD, ED	18 mo.	
a. 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 **b.** Collaborate with WCSD#7, Senior Center, WC Children's Center Upton Children's Center, the Food Bank, Meals on Wheels and others to create a plan to meet community needs for meals					
6. Create a Revolving Loan Fund	RLF created	USDA, UEDB, PRECorp, BHE, WBC, HLA Bookkeeping	BOD, ED, USDA, HLA,	12 mo.	
• Identify funding sources for a RLF • Apply for grants or low interest loans • Setup a loan administrator and underwriter– ie. Rural Development, hla Bookkeeping, etc. or an agency like WIDC Frontier (Cdc) • Issue loans					
7. Create an Airport Advisory Committee and Develop an Airport Master Plan ***Preparation for UPS or FEDEX cargo plane access to support business growth in Upton.***	Advisory Cte created, Master Plan created	Upton Airport Board, UEDB, Town of Upton, USDA, FAA, PRECorp, Weston Cty, WY Airport Orgs.	Upton Airport Board, Town of Upton, UEDB, ED	In process - 24 mo.	
Create an UEDB Airport Advisory Committee with the Upton Airport Board, Town of Upton representatives, and Tiger Transfer representation to develop a plan for airport maintenance and/or financing and engaging a consultant to create an Upton Airport Master Plan.					

#3 – 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, MAC, City Council & staff, Chamber, WEDA, SBDC, WBC, PRECorp, BHE, RT Communications, Weston Cty, banks, Dept of Workforce, WY at Work	ED, BOD, MAC, Chamber	asap	ongoing
a. Create an updated list of Upton businesses and entrepreneurs b. Meet with local businesses – 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 c. Compile survey data, without specific attribution, and report back to survey participants, UEDB, and the community					

Actions	Metrics	Resources	Responsible	Timeline	√ Done
2. Co-host at least 1 Upton Business Event with the Chamber: breakfast meeting, or an evening reception	# Attendees, $ sponsorships, business collaboration, Chamber membership, UEDB cte participation	NAM (Nat'l Assn. of Manu.) - Alliance of WY Manufacturers,	ED, MAC, Chamber	6 mo.	
a. Schedule presentations, speakers, activities at interesting locations in or related to Upton, such as: – Meet your legislators & legislative updates – NIST-MEP (National Institute of Standards & Technology - Manufacturing Extension Partnership) – "Made In America" Film Night – Virtual Reality Experience b. Open with Networking and provide food and beverages c. Close with "call to action" and/or networking					
3. Co-host Workshops with the SBDC, FirsTier Bank and Chamber for Upton Businesses	# Attendees, $ sponsors, $ investment, new jobs, new Chamber members, $ UEDB grants	GSA, SBDC, WY Working, WY Dept of Workforce, Google, LinkedIn, IEDC, SBA	ED, MAC, Chamber	6 mo.	
• Grow With Google Day • Other marketing with digital and social media training • Business Planning for startups, expansion, and exit strategy • Workforce training and retention • Financing					
4. The Shallert Group – Destination Business Training: **Either Host 7 businesses to attend a Destination Boot Camp; or Host a 1 or 2 Day Workshop in Upton**	Host business training	Shallert Group, Wyoming Workforce, WBC, Chamber	ED, MAC, Chamber, Shallert Group	6 mo.	
• Determine whether to host a workshop or sponsor a Boot Camp. • Obtain funding: sponsorships, Wyoming Workforce grants (70% of cost for the boot camp as of Aug 2019), workshop admission • Promote locally and/or within Weston County • Track business results of training					
5. Create Revolving Loan Fund for business expansion and entrepreneurs **See Business Attraction #6.**					

#4 – Housing Development

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

Action	Metrics	Resources	Responsible	Timeline	√ Done
1. Attend a Residential Development Conference annually ***Promote Upton to Residential Developers / Investors***	# meetings with investors, # leads, # prospects, $ investment	ULI, Builder's Assns., Trade Journals, WEDA, Community Dev Departments in other WY Cities	BOD, ED, MAC	11 mo.	
• Pre-schedule prospects meetings (see industry group membership list, conference attendee lists…) • Follow-up with leads LinkedIn messaging, emails, news, calls – see networking marketing stack • Convert leads to prospects, and prospects to investors					
2. Develop a Master Plan for Housing Development for Upton	Master Plan created	Town of Upton, UEDB, Town Engineer, WCSD#7, Upton Builders, USDA, WBC	Town of Upton, BOD, ED	12 mo.	
Collaborate with the Town of Upton to create a master plan for housing development a. List properties for residential development and redevelopment, with site specifications, ownership and pricing b. Prioritize locations for master planned development c. Identify land entitlement and preparation needs to obtain 'shovel ready' status for development d. Identify financing resources: grants, low-interest loans, new market tax credits, opportunity zone funds… e. Develop a 'one stop' development review process f. Identify a 'one stop' point of contact g. Create a 'fast track' development review and permitting process for priority projects					
3. 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, PRECorp, BHE, USDA, WBC, Upton Builders, FirsTier, First State Bank	WCSD#7, BOD, ED	12 mo.	
a. Identify and prioritize properties for master planned residential subdivisions b. Master plan sites for development, and fund with grants – WBC, PRECorp resources c. Identify and obtain financing for site work d. Attract master developers and builders to build multi-family, and single family homes e. 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					
4. Promote housing development opportunities to real estate professionals, investors, developers, builders **See #1 Marketing and Communications, Sections 4 & 6**	# inquiries, # leads, # prospects, $ investments, and # plans, plats, permits, housing units				