



LETTER OF INTEREST

State Shooting Complex

Joint interest from Campbell County Government, City of Gillette, and community partners in becoming the future home of the State of Wyoming Shooting Complex

February 29, 2024

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State Shooting Complex Oversight Task Force
200 W. 24th Street
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(307) 777-7881
shootingcomplex@wyoleg.gov

Campbell County, City of Gillette, and Community Partners
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RE: Consideration as the Future Location of the State of Wyoming Shooting Complex

Dear State Shooting Complex Oversight Task Force:

On behalf of Campbell County Government, the City of Gillette, the Town of Wright, and a multitude of community partners, we present this letter of interest to be considered for the future location of the new State of Wyoming Shooting Complex. This letter of interest highlights the amenities, infrastructure, and community partnerships established in our area that would complement and support a world-class shooting complex.

For ease of reference, the structure of this letter has the requested category information from the submission outline restated in **bold** with the appropriate responses in *italics*. Exhibits referenced in the text are included at the end of the letter.

Land:

- 1. Acreage of the proposed site or sites for the complex. The Task Force has suggested a minimum amount of 800 acres and a preference for sites consisting of 2500 acres or more.**

*A map has been provided in **Exhibit 1** which illustrates the geographic location of the site in relation to the City of Gillette. **Exhibit 2** shows a map of the specific location being proposed. Currently, the area proposed is largely undeveloped, however, it borders the site of the Pronghorn Industrial Park which is currently in the beginning stages of development with construction to start in the spring of 2024. The acreage possibilities would include potential combinations of State Land, BLM, and private land ranging anywhere from 2,000 – 5,000 acres.*

2. **Ownership of the proposed site. If any portion of the proposed site is owned by the Federal Government, a description of the likelihood that any transfer or approval of use of the site for the complex would be approved within a timeframe that would allow construction on the complex to begin in 2025.**

The ownership of the proposed land is split between Campbell County, the State of Wyoming, BLM, and private ownership. There are 167 acres of State of Wyoming land that have been identified to be beneficial to the project. Officials with the City of Gillette have been in contact with the private landowners regarding their willingness to discuss the acquisition of the identified property. Based on a conversation with City Officials on February 22, 2024, the private landowners are amenable to discuss the potential sale of the property for either a proposed shooting complex, continued use as a working ranch, or other agricultural uses. Ideally, the private landowners would like to sell the entire parcel as a single transaction. The private landowners control grazing leases on the surrounding State Land and BLM parcels. Any purchase agreements negotiated for the private property would need to consider continued interest or relinquishment of the State and Federal grazing leases and the response was favorable.

3. **Description of the topography and vegetation of the site.**

*A map has been provided in **Exhibit 3** showing the topography of the proposed site. The site has a mix of draws and hilltops with elevation differences of +/- 100ft. This natural topography allows for the suitable establishment of backstops for shooting ranges.*

*The vegetation in the area is comprised of native grass and sagebrush. An environmental study completed in May 2022 (**Exhibit 4**) for the development of the Pronghorn Industrial Park identified no endangered plants or impact to wildlife should the area be disturbed in construction.*

4. **The orientation of the site including the location and availability of a hill or other backstop in relation to the site.**

The north-south orientation of the site will account for the movement of the sun throughout the day to develop ranges that won't have to shoot into the sun. The natural topography will allow for the economical development of backstops and noise buffers.

5. **Description of buffer zones surrounding the proposed complex.**

The natural topography will allow for the cost-effective development of backstops and noise buffers.

6. **Zoning issues or other regulations that may impact the construction or operation of the complex.**

*A map has been provided in **Exhibit 3** showing the existing zoning in the general area. The proposed area currently has no zoning.*

7. **The impact of utility corridors on the construction and operation of the complex.**

The map included in **Exhibit 2** shows a north-south utility corridor consisting of high-voltage overhead power lines and a 42" diameter treated water main that will need to be accounted for in the development plan. This corridor can either set the eastern edge of the shooting complex, or if more acreage is needed for growth, infrastructure crossings, and buffer zones will be coordinated with the City of Gillette, PreCorp and Black Hills Corp.

8. Topographical maps of the proposed site, to the extent available.

See the information presented in **Exhibit 3** and the response to item #3 above.

Access:

1. Distance and travel time of the proposed location to the nearest highway.

The primary location identified for the State of Wyoming Shooting Complex has direct access to major state and interstate highways. Distance from the site to Interstate Highway 90 is approximately 2.5 miles, and from the site to Wyoming Highway 59 is approximately 4 miles. An overall area map is shown in **Exhibit 1**.

2. Describe the type of road that will be used to access the complex (paved, gravel, etc.)

Access to the site can be through multiple routes. Current roads to the site are mainly paved with the last part of the access being a maintained gravel roadway. Extension of Boxelder Road is in process to access the Pronghorn Industrial Park, which provides groundwork for extending access to the shooting complex. Additional southern access can be identified off Union Chapel Rd.

a. Include information on the entity who is responsible to maintain the road that will be used to access the complex.

Responsibility for maintaining the road would be a combination of City and County Services.

b. Include information on whether access to the complex will be available in all seasons.

Depending on overall governance and generated MOU's access to the facility could be available in all seasons.

3. Distance and travel time to the nearest regional airport.

Air access to the location is available through Northeast Wyoming Regional Airport for both regional and private flights. Regional flights from Denver currently run two times a day with a 100-seat total capacity for the day. The current commercial contract with Northeast Wyoming Regional Airport is held by SkyWest/United, which is responsible for establishing flight numbers and commercial airline size.

Additionally, the proposed site is within two hours of travel time from Rapid City Regional Airport and within 3.5 hours of Billings-Logan International Airport.

4. Distance and travel time to the nearest in-state airport.

Travel distance to Northeast Wyoming Regional Airport from the proposed site is approximately 10 miles.

a. Capacity of the in-state airport including information on the number of flights and seats on those flights.

In-state flights have the potential to coordinate with the Fixed Base Operator (FBO), GateOne, who currently holds the lease on the FBO terminal at Northeast Wyoming Regional Airport. At the writing of this letter, Northeast Wyoming Regional Airport can deplane aircraft as large as a 737. The functionality of Northeast Wyoming Regional Airport would be able to accommodate a large number of private flights during an event using this shooting facility.

b. Rental car availability at the airport.

The current rental car availability at Northeast Wyoming Regional Airport averages approximately 60 vehicles available per day. In the planning for larger events, the airport staff have a relationship with rental providers, Avis, Herts, and Enterprise, to increase available vehicles.

5. Any alternative transportation options available for transportation to the proposed site.

Alternative transportation companies with Campbell County include:

- *Uber Ride Share Drivers*
- *Lyft Ride Share Drivers*
- *Another Cab Company*
- *Five Star Taxi & Cab*
- *Need – A-Ride Taxi*
- *DC Cab & Limo*

Utilities:

1. Water and Sewer: Proximity to the site. A description of the capacity and ability to expand if necessary.

Water Utilities. *The Shooting Complex would be served by an extension of the water main through the proposed Pronghorn Industrial Park. However, the City of Gillette also owns the very large 42" treated water transmission line that runs north to south within the same overhead electric utility corridor from the Black Hills Neil Simpson Office to Union Chapel Rd (see **Exhibit 2**). At Union Chapel, the water transmission line heads west along Union Chapel adjacent to Sleepy Hollow. The City of Gillette can*

provide additional maps with the location of this transmission facility. Although not ideal, the City can supply water from this 42-inch transmission pipeline for the new shooting complex.

Sewer Utilities. *An extension of sewer from the proposed Pronghorn Industrial Park makes the most sense; however, new sewer lines on the south end of the private property could also be extended and tied into either the Sleepy Hollow sewer main that runs to the Wastewater Plant, or another line that ties directly into the sewer plant.*

2. Electricity: Proximity to the site and type of service available.

If the property is annexed, the City electric service from the Pronghorn Industrial Park can be provided. If the parcel is not annexed into the City the provider would be Powder River Energy Corporation for the area.

3. High-speed internet access: Proximity to the site and type of service available.

City-provided fiber can extend from the Pronghorn Industrial Park.

4. Natural gas or propane service availability at the site.

Black Hills Energy would likely extend natural gas service from either the Pronghorn Industrial Park or from Union Chapel Road, near Sleepy Hollow.

5. Other support available at the site: Including the potential availability of City or County staff, Volunteers, and others to assist in staffing the shooting complex, especially during matches.

Support staff available at the site shall be determined by the overall governance of the facility and any Memorandum of Understanding established for services such as grounds and maintenance.

Local partners have indicated most shooting competitions bring in many of their own staff and volunteers to run events, including offering discounts to participants for volunteering at events when they are not competing.

Dining & Lodging:

1. Number of restaurants in the area around the site.

- a. A description of the size of the area where those restaurants are located including the distance and travel time.**
- b. The type (e.g fast food or sit-down) and capacity of restaurants.**
- c. Availability of other dining options such as food trucks.**

Exhibit 5 identifies approximately 110 restaurants within 40 miles of the selected site. By including the availability of restaurants in Gillette and Wright we are illustrating the expansion of services at the southern end of Campbell County as well. The documentation provided breaks out types of food services

between fast food and sit down as well as types of offerings provided by the businesses such as specialty or full menu.

Exhibit 6 identifies food truck options. Approximately 25 food truck vendors who have worked in Campbell County and Gillette during different events.

2. Number of hotel rooms in the area around the site, including average occupancy rates to the extent available.
 - a. A description of the size of the area where those hotel rooms are located including the distance and travel time.

The Campbell County Visitors Bureau and Gillette Main Street and Campbell County Chamber of Commerce developed a list of hotels. **Exhibit 7** identifies 28 different hotels ranging from 0.4 miles from the proposed site to 38.7 miles away. The total number of hotel rooms is reported to be 1969. Included with the documentation is available shuttle service, and specific hotel amenities such as pool and breakfast services.

- b. Capacity for expansion of hotel room inventory in the area if necessary.

A majority of the area within a one-mile radius of the proposed site is undeveloped with opportunity for new hotel development.

Additional information in:

Exhibit 8: the STR Report which identifies the Campbell County Hotel Occupancy for 2023.

Exhibit 9: Zartico Report for Campbell County Tourism Performance for 2023.

Exhibit 10: The Dean Runyon report identifies Travel and Tourist Impact for 2022.

3. Number of RV camping sites in the area around the site.
 - a. A description of the size of the area where the RV camping sites are located including distance and travel time.

RV Campsites within the grounds of the CAM-PLEX Multi-Event Center, a public facility, total 1,790 sites, which are within .5 miles from the proposed site for the State of Wyoming Shooting Complex. **Exhibit 11** includes the location of four (4) privately owned campgrounds, which include 161 more RV camping sites.

- b. The number of RV sites should be broken down by type of site including full hookup sites that have sewer, water and electricity at the site, sites that offer some hookups like electricity, and sites that do not offer hookups or electricity.

Exhibit 11 provides information on privately owned campground RV hooks ups as information was available.

Exhibit 12 breaks out the CAM-PLEX RV sites in types of hookups available for the publicly owned facility.

- c. Whether the RV camping facilities are publicly or privately owned.

All CAM-PLEX RV sites are publicly owned as part of the Campbell County Public Land Board that oversees the CAM-PLEX facility. Additional information provided in **Exhibit 11** is for privately owned campgrounds.

Economic Development:

1. Does the community have an economic development organization or other economic development plan.

Campbell County is home to Energy Capital Economic Development and the Gillette College Foundation Office of Economic Transformation. These offices work together to provide a comprehensive approach to economic growth and diversity, focusing on local entrepreneurs and small business development as well as recruiting larger corporations to the area. Support letters from Energy Capital Economic Development and Gillette College Foundation Office of Economic Transformation have been included with this letter of interest.

2. Availability of Economic Development Funding

Energy Capital Economic Development is funded through 1% funds from the City of Gillette and Campbell County Government. They work in partnership with the respective governments to secure grant funds for projects, including grants from the Wyoming Business Council, the Economic Development Administration, and other state and federal agencies.

Gillette College Office of Economic Transformation is a grant-funded program. The secured grant for the establishment and operations of that office is administered by the Gillette College Foundation, and any funds used for economic diversification are identified in the office's operations. One of the office's main goals is establishing long-term funding for economic diversification.

Other:

1. A description of other amenities available in the area around the site. The Task Force is interested in any amenities or activities in the area that may bring people to the area or keep people in the area before, during or after a visit to the shooting complex. This description should also include amenities and activities for family members traveling with competitors visiting the complex. The description should include the distance and driving time from the proposed site to the amenities.

The history and location of Campbell County provide unique access and local attractions which add to the value of our location selection. The overall physical location of Campbell County from Interstate Highway 90 provides direct thoroughfare from all areas of the country. Short drives to sights such as Devils Tower, the Black Hills National Forest, and the Big Horn Mountains/National Forest provide family activities outside of competitive shooting sports.

*In discussions with community partners and active participants in competitive shooting sports, the draw of family attractions is a deciding factor in choosing which events to attend. Aside from local attractions, within the City of Gillette, amenities such as a state-of-the-art recreation center with pool and climbing wall, outdoor splash pads at the Energy Capital Sports Complex, local golf courses, vibrant downtown attractions, Rockpile Museum, miles of walking paths, Durham Buffalo Ranch tours and local coal mine tours provide a day's worth of activities for families traveling to the area. **Exhibits 13, 14, 15 and 16** identify other local amenities available in our community to support events at the Wyoming State Shooting Complex.*

Travel times include:

- Devils Tower National Monument – 58 miles,
- Black Hills National Forest – 130 miles,
- Big Horn National Forest – 110 miles, travel through historic Buffalo, Wyoming,
- Durham Bison Ranch – 35.5 miles.

Campbell County community has a history of drawing people from all over the country and the world for shooting events. Individuals have had success in the past establishing complex shooting competitions which ran from the late 1990's through the early 2000's through a private endeavor, proving the draw of outdoor shooting competition in the local landscape. The topography, altitude, and varied terrain allow for multiple aspects of shooting sports, including archery. These attributes not only challenge high-level marksmen but also provide aspects that will support the growth of shooting sports from the family-friendly competitions of 4H shooting sports, .22 competitions, and Hunter Safety programs. Regionally, our area provides easy access to multi-state agencies to engage in training programs and the development of Safety Officers for events.

2. Unique characteristics of the proposed location. The Task Force is interested in learning about potential "wow" factors.

Currently, Campbell County is uniquely situated near multiple major supporters of gun rights and shooting sports. The following entities are in close proximity to the proposed site:

- Wetherby Firearms, Sheridan Wyoming, 112 miles away.
- Black Hills Ammunition, 143 miles away
- Bar-Sto Precision Machine and Longrifles, Inc., are both approximately 110 miles away.

Additionally, 307 Arms (based out of Gillette, Wyoming), the Gillette Gun Club, and the Wyoming Sportsman Group as well as a number of local gun owners in the community support this project. The expertise held in Campbell County associated with shooting sports is beyond compare and provides exponential potential for growth of what the complex could offer, and the location allows for an agile approach to the development and support of the community.

With the close proximity of enormous equipment associated with mineral extraction, some of the ranges could be staged to include that equipment. Items that may be used in staging a shooting range could be comprised of a large mining dump truck, a tire from a mining dump truck, a large bucket off a dragline, a pump jack from an oil well, and any other large construction or mineral extraction equipment.

3. To the extent identified, the proposed governance of the facility including who would own the facility and who would operate the facility.

Governance of the facility could be private, public, or somewhere in between. A joint powers agreement as identified in Wyoming Statute § 16-1-104 could be created under 104(c)(ii) “Recreational facilities” for the purpose of a shooting complex. The entities that form the joint powers board, would be the entities that fund the joint project. Campbell County Government and the City of Gillette are willing to consider variations of governance and partnerships to fund, manage, and oversee the facility. As governance is established, in the event of state or local government control or variation of partnerships, it would not preclude the support of local organizations.

Local entities that would be appropriate for the management of the shooting complex include the Joint Powers Land Board or the Campbell County Parks and Recreation Board. Some entities at the state level that may be appropriate for the management of the shooting complex are the Wyoming Game and Fish Department or the Department of State Parks and Cultural Resources (Wyoming State Parks). With any combination of local entities, local government entities, and/or state government entities, the joint agreement would be submitted to the Wyoming Attorney General’s Office for review consistent with Wyoming Statute § 16-1-105(a)(ii).

All stakeholders have expressed interest in working with any governance model that is eventually selected as the most appropriate for the State of Wyoming Shooting Complex.

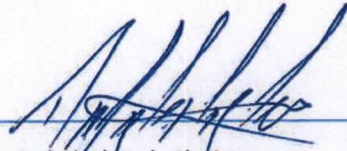
4. The letter of interest may include any additional information or proposals for Task Force consideration.

*The main location identified for this project is Southeast of the CAM-PLEX Multi-Event Center and south of the Pronghorn Industrial Park site. This location provides access to existing facilities of the CAM-PLEX, available site acreage between 2,000 and 5,000 acres. This location provides access to major state and interstate highways, regional airport, local hotels, dining, and industrial site locations for growing industry to support the State Shooting Complex. **Exhibit 17** shares the Market & Economic Analysis recently completed for the CAM-PLEX Master Plan, which identifies opportunities for expanded events within the community. This market analysis was initiated prior to the proposal of the Wyoming State Shooting Complex and demonstrates plans for continued economic development within the community, which would support the establishment and growth of the Wyoming State Shooting Complex. By selecting a site close to the CAM-PLEX Multi-Events Center, we are able to access the amenities of the CAM-PLEX, including areas for vendor trade shows, RV hookups, and the wealth of experience the CAM-PLEX staff have in coordinating large events. As a long-time host of the National High School Finals Rodeo and a new host for the International Pathfinder’s Camporee, Campbell County and the City of Gillette are successful in hosting large, multi-day events.*

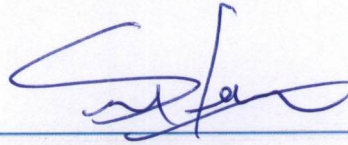
Campbell County Government and the City of Gillette have identified numerous industry partners who support the selection of our community for the State of Wyoming Shooting Complex. In addition to local

government, the support of our community partners including The Office of Economic Transformation, Energy Capital Economic Development, Campbell County Chamber of Commerce, Campbell County Visitor's Bureau and Gillette Main Street, Gillette Gun Club, Hunter Safety Programs, 4H Shooting Sports, 307 Arms, and Wyoming Sportsman Group, many of which have submitted letters of support as seen in **Exhibit 18**. The diversity of community partnerships and success in hosting large events allows us to tap into resources already existing with Campbell County which will not only support the facility but will increase travel and tourism to the area through promotion and marketing. This project presents the opportunity for Campbell County communities to come together on a project that would offer recreation for youth, families, and professional sportsmen to experience the hospitality and uniqueness of Campbell County, our local communities, and all of the Northeast Wyoming region.

We appreciate your time and consideration for this project, please reach out with any questions.



Del Shelstad, Chairman
Campbell County Board of Commissioners



Shay Lundvall, Mayor
City of Gillette

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- Exhibit 1 – Area Map*
- Exhibit 2 – Location Map*
- Exhibit 3 – Topographic Map*
- Exhibit 4 – Environmental Study*
- Exhibit 5 – Restaurants*
- Exhibit 6 – Food Trucks*
- Exhibit 7 – Hotels*
- Exhibit 8 – STR Report*
- Exhibit 9 – Zartico Report*
- Exhibit 10 – Dean Runyon Report*
- Exhibit 11 – Campgrounds - Private*
- Exhibit 12 – Campgrounds – Public – CAM-PLEX*
- Exhibit 13 – Museums/Clubs*
- Exhibit 14 – Retail*
- Exhibit 15 – Shopping Centers*
- Exhibit 16 – Laundry Facilities*
- Exhibit 17 – CAM-PLEX Final Market Analysis and Master Plan*
- Exhibit 18 – Letters of Support*

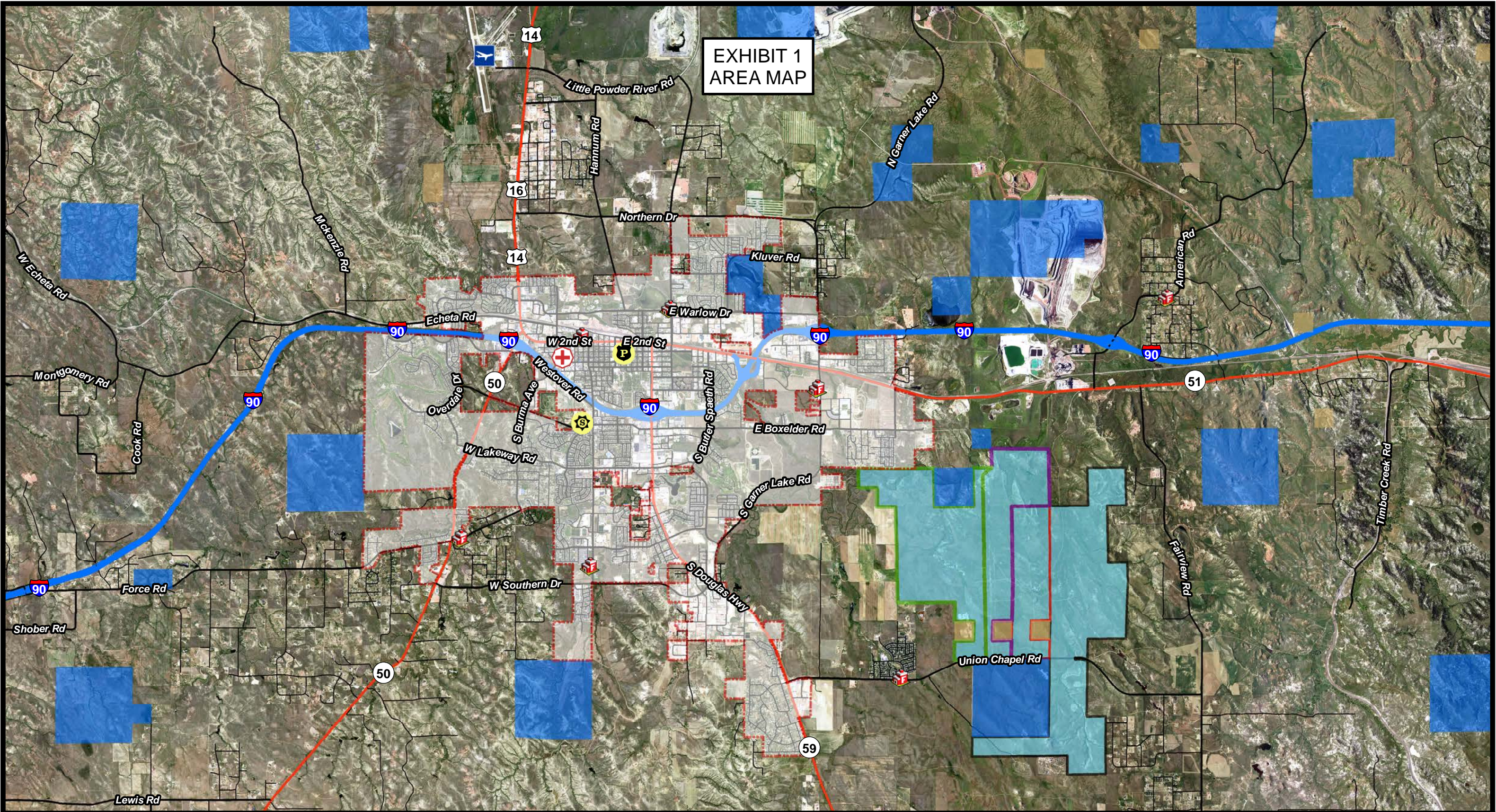




EXHIBIT 1
AREA MAP




 Fire Station

 Police Station

 Sheriff's Department


 Hospital

 Airports

 OPTION 1 1,425 ac

LEGEND

 OPTION 2 2,257 ac

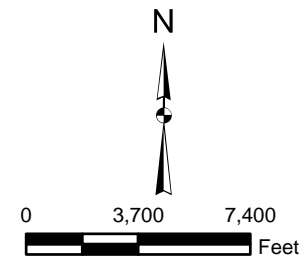
 OPTION 3 2,858 ac

 OPTION 4 4,860 ac

 CITY OF GILLETTE

 DEPT OF INTERIOR/BLM

 STATE OF WYOMING



CAMPBELL COUNTY
DEPARTMENT OF PUBLIC WORKS
500 S. Gillette Ave. Gillette, Wyoming 82716
Phone # 307 685-8061
Fax # 307 687-6349

EXHIBIT 1
AREA MAP

DATE: 2/27/2024 DRAWN BY: crn08

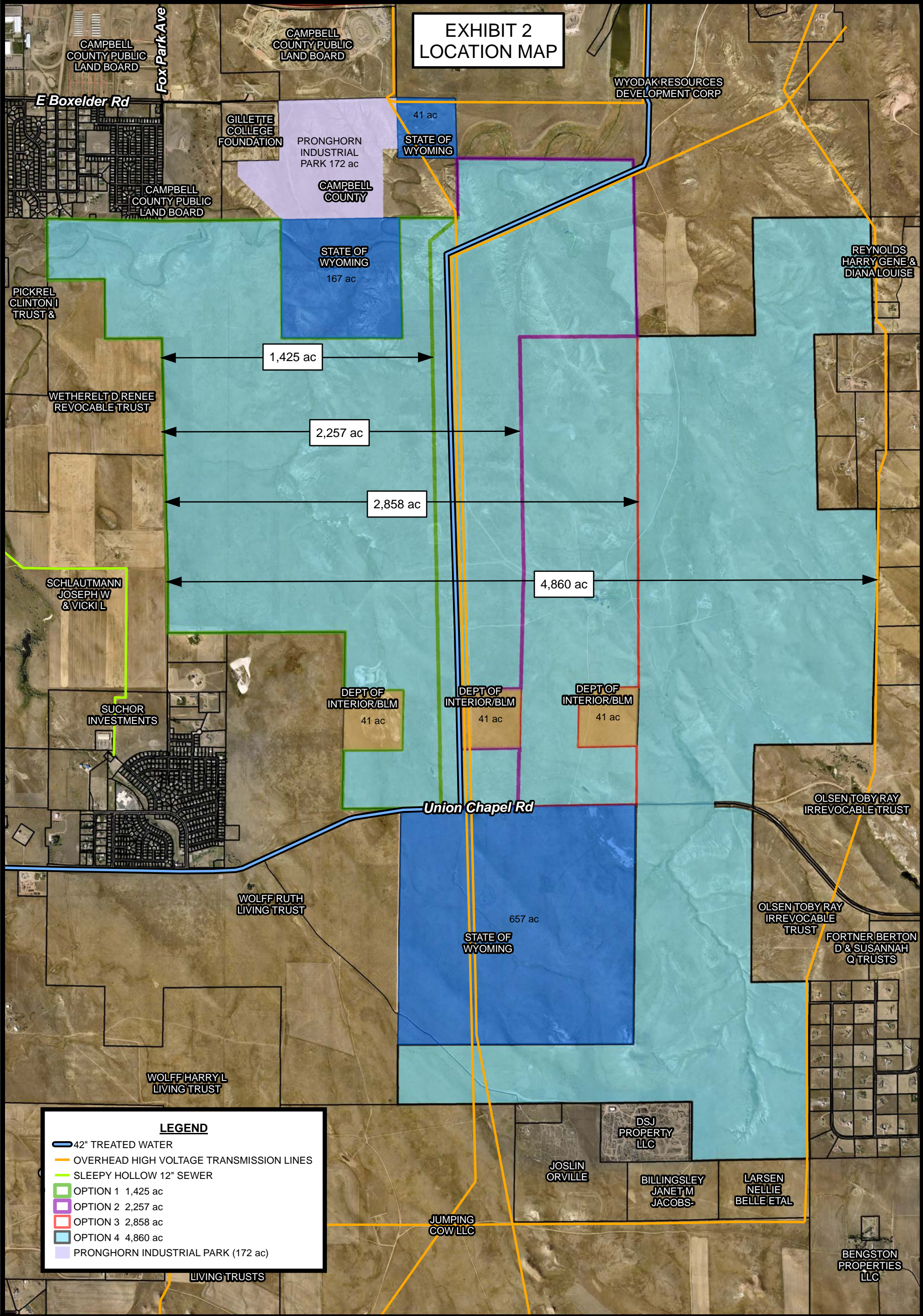
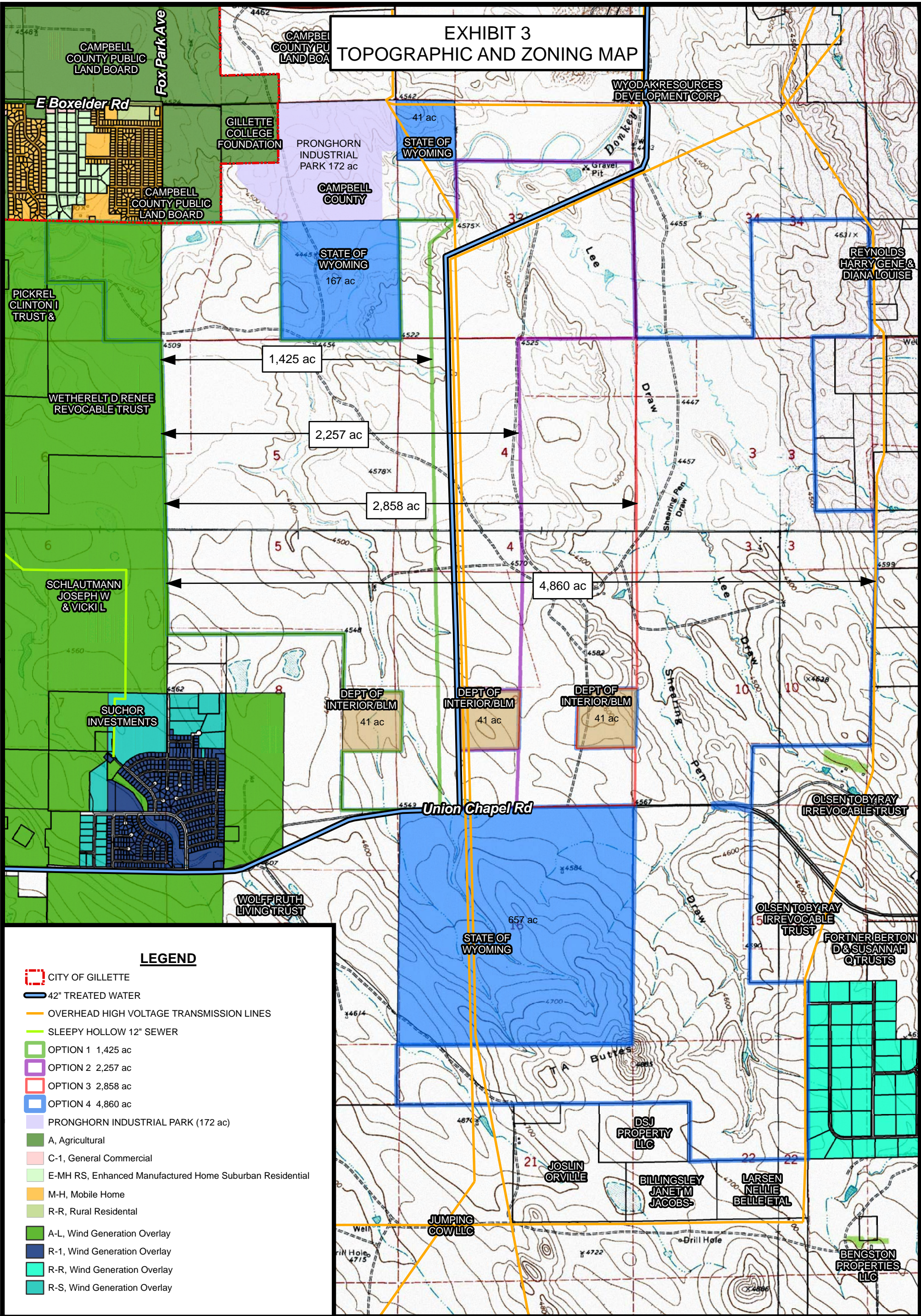


EXHIBIT 3
TOPOGRAPHIC AND ZONING MAP





ENVIRONMENTAL NARRATIVE

Pronghorn Industrial Park

May 2022

Environmental Narrative

A. PROJECT DESCRIPTION

1. **Beneficiaries**

The Pronghorn Industrial Park project has two committed beneficiaries, both of which are proposing to expand and grow their business creating jobs, thus fitting the long-term vision of the park.

Western Welding Academy (WWA). Western Welding Academy is a locally owned and operated organization, and their sole purpose is to train and educate skilled welders. Their organization has been open for little over two years, and in that small time frame they have quadrupled in size. They are opening a second campus in Gillette at the beginning of January 2022. Currently WWA employs twenty-four employees and within the next three to four years they plan to add an additional eighty individuals to their team. Western Welding Academy currently trains about four hundred students a year and will double in size by the end of 2022. Within the next couple of years, they intend to open four more campuses in Gillette, Wyoming. By expanding to five schools, they would be able to educate and send out over two-thousand welders per year into the workforce. Their organization brings in individuals from all over the country which benefits the local economy.

Development of the Pronghorn Industrial Park would be ideal for their organization because it would provide a space to build another Institution. They plan on expanding in the next three to four years, and they plan to invest twenty million dollars in new facilities within the new Pronghorn Industrial Park.

Blue Ridge Industrial (BRI). Blue Ridge Industrial is a relatively new business that is focused on aggressive growth. In their first year they surpassed their projected revenue by over 300% while hiring a salesman and an additional industrial inspector. Currently they are working to expand the services they offer by increasing the amount of equipment and infrastructure they have, i.e. purchasing more equipment and building a shop. Competitive pricing on land for industrial development will be crucial to the staying power of BRI while providing the necessary facilities to retain their current three employees while laying the groundwork to expand their workforce to a total of ten full time employees. The jobs that would be created by this will be full time high paying industry oriented jobs.

The future expansion of BRI would see an initial investment in a building of approximately \$750,000.00 with a projected long term investment of \$5,000,000.00 total over the course of 3-5 years.

In addition to the two committed beneficiaries, future beneficiaries could be other manufacturing companies utilizing carbon or carbon byproducts to produce value-added products. The recently awarded NETL Rare Earth Element Coal Ash Pilot Project will locate in the WyIC facility and is a potential future beneficiary of the Pronghorn Industrial Park.

A significant indirect beneficiary will be the citizens and communities located in North East Wyoming. These communities are in dire need of a diversified economy due to the long-term dependence upon the coal industry. In recent years, the coal industry has been declining, leaving a well-qualified workforce looking for new opportunities.

2. Proposed Construction

The overall project involves construction of an industrial park aimed at attracting industrial/manufacturing companies to locate their facilities. The full build-out of the park will require various levels of construction/improvements for the industrial park and associated utilities which are summarized as follows:

- East Boxelder Road and associated utilities will serve as the primary access into the industrial park and is the conduit for utility extensions to the area
- Connection to the City of Gillette Sanitary sewer system at a future date

Refer to Exhibit 1, topographic map of the project area, Exhibit 2, site map, and Exhibit 3, vicinity map to clarify the project scope and location. The access road to Pronghorn Industrial park is located on the east side of the City of Gillette, WY, in portions of Sections 29, 30, and 32 of T50N R72W.

Refer to the Preliminary Engineering Report for more specific details on the project. The report is a separate attachment to the grant application.

3. Need and Purpose

Energy Capital Economic Development Corporation is currently overseeing construction of the Wyoming Innovation Center (WyIC) project. This project was funded by the Economic Development Agency (EDA), the Wyoming Business Council (WBC), Campbell County, and the City of Gillette. When completed, this project will allow companies and researchers to take coal-to-products lab research to the pre-commercialization and pilot plant stage. Unfortunately, Campbell County currently has no shovel-ready industrial sites with large acreage lots available for companies that need large areas for material storage and processing plant construction and are ready to move to the commercialization step.

The solution will be the construction of the Pronghorn Industrial Park. The park will allow these companies to move into full commercial status in an industrial park designed for value-added carbon-based manufacturing. The combination of WyIC and Pronghorn Industrial Park will provide a logical pathway from development to full-scale production of value-added products.

Completing the Pronghorn Industrial Park will provide opportunities for Energy Capital Economic Development Corporation, Campbell County, and the City of Gillette to actively market the WyIC/Pronghorn Industrial Park model to researchers, developers, and manufacturers.

In the past decade, had a shovel-ready site been available for a large project, Campbell County likely would have landed new industrial development. Two such examples include:

2009 – High Plains Gasification – Advanced Technology Center (HPG-ATC)

This project was sponsored by the University of Wyoming and General Electric and was put out for competitive proposals by communities throughout the State. Campbell County and the City of Gillette teamed to provide a proposal to site this facility on a portion of the property proposed for the Pronghorn Industrial Park.

The Campbell County/City of Gillette proposal was not selected for the project. One of the reasons cited was that Cheyenne, Wyoming had a shovel-ready industrial site ready for the project.

2016 – Rex Carbon, LLC Activated Carbon Plant

This project was identified as a large scale activated-carbon plant to be located on a 50-acre portion of the property proposed for the Pronghorn Industrial Park. Campbell County, the City of Gillette, and Energy Capital Economic Development teamed to submit a grant application to the State of Wyoming for infrastructure improvements for the development. The developer ended up backing out of the project due to the high cost of his match for grants and loans. Had the site been shovel-ready, a commercial manufacturing plant for activated carbon most likely would be operating at the Pronghorn Industrial Park today.

4. Alternatives to the Proposed Project

Campbell County owns 640 acres (former State trust land) bordering the north edge of the City of Gillette (Section 16, T50N, R72W). While this site offers substantial acreage for development, the following make it less attractive and less viable:

- The site is not isolated and has City residential developments to the south and commercial/residential developments to the north.
- City utilities are not as accessible and would be expensive to extend
- Carbon feedstock would be further away

Campbell County owns other undeveloped properties but they are either too small or are located in the corporate limits of the City of Gillette, so none are feasible for an industrial park.

B. HISTORIC/ARCHEOLOGICAL RESOURCES

For the 2009 HPG-ATC proposal, a cursory archeological study was conducted on a portion of the site to be constructed. According to Mr. Jon Frizell with North Platte Archaeological Services, Class I research using the Wyoming State Archives shows there has been one project in Section 32, T50N, R71W involving an Ineligible Lithic Scattering (comprised of two artifacts).

Based on the limited data available for the proposed project, the potential for significant cultural resources within the project area is considered to be minimal. No other anthropological, archeological, historical, or cultural resources on the properties were noted that could affect development. Nothing has changed on the property since the 2009 study.

SHPO has no issues with the project and their letter has been included as Exhibit 10.

Letters were sent via certified mail to all identified tribes that are potentially affected by the project on May 6, 2022. Copies of the certified letter receipts and representative copy of information sent are attached in Exhibit 11.

C. AFFECTED ENVIRONMENT

1. Affected Area

The Pronghorn Industrial Park site consists of approximately 100 acres of undeveloped property that will be annexed into the City of Gillette. The site has varying topography, with steeper slopes in the northeast portion of the subdivision and flatter slopes to the west and south. The site has an average elevation of approximately 4,500 feet. See Exhibit 1 for a topographical representation of the site. See Exhibit 6 for site photos of the access roadways and proposed industrial park.

From previous research conducted, this property is considered a Greenfield site since:

- No harmful activities have occurred on this property
- The land has never been developed
- The property has been primarily used for grazing purposes
- No structures have ever been erected upon the site
- It is an exurban site, is within 1 mile of municipal corporate limits, and will be an ideal site for expanding urban development.

The site consists of native vegetation and disturbed areas are easily revegetated. Relatively little sagebrush habitat and no significant concentrations of dense sagebrush stands exist in the project area.

Native wildlife consists of Pronghorn (Antelope) and Mule Deer, however, no big game range exists in the project area and no significant impacts to critical big game habitats or movement corridors are expected to result from the development of the project. Nesting raptors, including bald eagles, or sites of heavy raptor use are unlikely to occur within the proposed project site. Little or no sage-grouse use of the relatively sparse and limited sagebrush habitats within the project area is anticipated.

There are no designated State and National Parks, National Wildlife Refuges or National Game Preserves located on or in the vicinity of the proposed project activities. Also, there are no Wilderness Areas, as designated or proposed under the Wilderness Act, or wild or scenic rivers, as designated or proposed under the Wild and Scenic Rivers Act, that are located on or in the vicinity of the proposed project activities.

The major direct impact resulting from the development of the project will be increased traffic utilizing East Boxelder Road. This impact will be lessened with the future development of Fox Park Road as all truck traffic will be required to access East Boxelder Road using this road. There is no residential development east of Fox Park Road so increased traffic will not impact the general public. The Campbell County Public Land Board leases property east of Fox Park Road to various user groups, including an equestrian group, model airplane club, a BMX track, and a speedway. The upgrade of East Boxelder Road should help offset the direct impact of increased traffic by providing all-weather paved access to these lessees.

The indirect impacts resulting from the project should be minimal. Given the adjacent landowners (Campbell County Public Land Board to the north, the State of Wyoming to the south, Wyodak Resources (mining) to the east, and Gillette College to the west), it is unlikely that any adjacent development will occur in the future. See [Exhibit 2](#) for information regarding adjacent land use and ownership.

2. Coastal Zones

The project is not located within a designated coastal zone subject to the Coastal Zone Management Act. There are no shorelines, beaches, dunes, or estuaries within or adjacent to the project site and there are no proposed overwater structures that could impact navigable waters.

3. Wetlands

A revised scope for the buildout of the park will now take lots 1, 2 & 3 out of the park. In doing so, the U.S. Fish and Wildlife Service Information for Planning and Consultation (IPaC) site shows that no wetlands will be impacted by the project ([Exhibit 8](#)). The IPaC site does show a Riverine R4SBC that may be impacted. During the design phase of the project, USACE will be contacted to determine any actions/permits that are required.

4. Floodplains

A revised scope for the buildout of the park will now take lots 1, 2 & 3 out of the park. The project does not impact any flood plains. There are no anticipated direct or indirect impacts to the 100-year floodplain resulting from any phase of the project ([Exhibit 8](#)).

The City of Gillette and Campbell County participate in the National Flood Insurance Program and actively manage their respective floodplain jurisdictions.

The City of Gillette Wastewater Treatment Plant is not located in the 500-year floodplain.

5. Climate Change

Climate change will impact Campbell County, Wyoming with increased frequency of severe storms mixed with drought. The County and the State will experience more severe wildfires and less snowpack resulting in lower summer stream flows.

The proposed project will have an impact on fighting wildfires resulting from climate change with the addition of hydrants as the water main is extended along East Boxelder. The hydrants can serve as an operational benefit to fighting wildfires in providing more access to water for filling tender trucks. Being able to respond more rapidly to wildfires will help mitigate increases in greenhouse gas emissions that would have otherwise occurred.

6. Endangered Species

The U.S. Fish and Wildlife Service Information for Planning and Consultation (IPaC) website identified the following threatened plants and species potentially in the area:

- Ute Ladies' Tresses Threatened Flowering Plant
- Northern Long-Eared Bat Threatened Mammal
- Monarch Butterfly Candidate

None of these species is known to be located or have critical habitat in or near the project area but a formal study has not been performed. See Exhibit 9 for IPaC information.

7. Land Use and Zoning

The Pronghorn Industrial proposed site is currently located outside of the corporate limits of the City of Gillette and is unzoned per Campbell County zoning regulations. Upon annexation of the entire proposed project site into the City of Gillette, it is anticipated that City zoning will be I-2 Heavy Industrial Zoning designation. Adjacent property zoning is described as follows:

North:	Unzoned Campbell County Public Land Board property
North East:	Unzoned mining company property
East:	Unzoned Wyoming State Land and Investment property
East:	Unzoned Campbell County property
South East:	Unzoned private ranching property
South:	Unzoned Wyoming State Land and Investment property
South West:	Unzoned private ranching property
West:	Unzoned Campbell County property
West:	Zoned A (Agricultural) Gillette College Foundation property located in City of Gillette

The project area has no agriculture land parcels designated as “prime/unique agriculture lands” by the U.S. Department of Agriculture (USDA) under the Federal Farmlands Protection Act or a local equivalent.

8. Solid Waste Management

Neither WWC nor BRI will produce any toxic or hazardous waste and their solid waste will meet standards for the Campbell County Solid Waste permit.

Beyond the two committed beneficiaries, it is unknown what solid waste quantities or types that other future beneficiaries will produce once they occupy the industrial park. They will have to meet all permit requirements to dispose of their solid waste in the landfill.

Campbell County owns and operates a solid waste (no liquid waste permitted) and construction/demolition landfill that is permitted to accept common waste streams. The active Campbell County landfill site is located north of Gillette on Highway 59, near the Dry Fork Station power plant. The current site has a projected remaining life of 30+ years. The landfill has permitted cells for municipal solid waste, construction and demolition waste, and drop-off areas for tires, steel, refrigerants, and household hazardous waste. The landfill also accepts limited quantities of petroleum contaminated soils and lime. Waste is hauled directly to the landfill by commercial carriers, the City of Gillette, and private citizens.

The County also operates a municipal recycling center known as CARE. The facility accepts source-separated plastic, steel, paper, aluminum, newspaper, and cardboard. The CARE facility is located in the City of Gillette at 909 Westover Road. (Section 28, T50N, R72W)

9. Hazardous or Toxic Substances

Neither WWC nor BRI will produce any toxic, hazardous, or radioactive substances.

Future beneficiaries utilizing the industrial park will be required to disclose the substances they store, use, and dispose of during the building permit process and appropriate mitigation measures will be required.

No known hazardous or toxic substances have been or must be remediated before construction.

No Phase I or Phase II Environmental Site Assessment has been performed for any phase of this project.

10. Water Resources

Donkey Creek meanders through small portions of Lots 2 and 3. Given the large lot size, it is anticipated that the initial and final construction of the subdivision improvements will not impact the live drainage. Protections from stormwater runoff will need to be in place during construction and remain until adequate revegetation of disturbed areas has occurred and stormwater permits have been cleared by the permitting jurisdiction.

Water supply for the industrial park will be from the City of Gillette water distribution system, so no groundwater will be impacted by wells.

Per City subdivision requirements, surface water discharges from each lot may be required to be detained and metered to historic flows, so no increase in runoff is anticipated to occur post-development.

The proposed project is not located within an area mapped by the EPA as a sole source aquifer recharge area.

11. Water Supply and Distribution System

The project will be served by the City of Gillette water distribution system. Water quality meets or exceeds EPA drinking water standards and is in compliance with the Safe Drinking Water Act. Supply from the 12" diameter looped supply system and internal distribution system will meet all anticipated uses of the project and will provide the required fire flow at hydrants to meet fire code.

Both the committed beneficiaries will have minimal water needs.

12. Wastewater Collection and Treatment Facilities

The industrial park will be served by the City of Gillette sanitary sewer system in the future. Sewer will gravity flow down the north/south subdivision street and the east/west subdivision street, gathering in a force main manhole at the south end of the north/south street. From there, it will be pumped approximately 6000 feet to an existing City of Gillette manhole on the south side of Fox park Subdivision and will then gravity flow to the City of Gillette wastewater treatment plant. Connection to the sanitary sewer system will increase the long-term viability of the industrial site and will allow a wide variety of industrial uses in the park. The annexation agreement with the Gillette College Foundation states that the Foundation must connect to the City sanitary sewer system in the event it is available in the future. Currently, the site is served by a septic/leach field system and will be connected to the City sewer once the sanitary sewer system is in place.

Initial beneficiaries on lots 6 and 7 will be required to construct and utilize small wastewater septic/leach systems until City sewer is available. At that time, they will be required to connect to the system.

13. Environmental Justice (Executive Order 12898)

The proposed project will not result in disproportionate adverse human health or environmental impacts relative to minority and low-income populations.

14. Transportation (Streets, Traffic, and Parking)

Refer to Exhibit 1 for a graphical representation of the full transportation network buildout. Primary access to the Pronghorn Industrial Park will be via East Boxelder Road. We anticipate the City will require that industrial park truck traffic use Fox Park Road and East Boxelder Road by formal regulation of truck routes. Neither of these routes goes directly through a residential area, near a hospital or a school. East of Fox Park Road, there are leased recreation areas on the Campbell County Public Land Board property. These recreational areas include an equestrian area and model plane airport. Further east, and directly west of the proposed industrial park is the Gillette College Rodeo facility. The construction of the College Rodeo facility did increase truck traffic and pickup traffic hauling stock trailers.

It is anticipated that once the industrial park is developed and tenants have located there, commercial truck traffic in the area will increase. However, since the park only contains five (5) lots, the traffic is not expected to be extensive. City Subdivision regulations will likely require a traffic study to mitigate potential traffic issues.

East Boxelder Road Extension will be designed for heavy truck traffic and be paved with Portland cement paving for strength and endurance.

It is not anticipated that the capacities of any of the transportation networks will be exceeded or that Level of Service will decrease.

15. Air Quality

Both the committed beneficiaries are anticipated to have minimal air quality/emissions impacts.

Depending on the nature of future beneficiary facilities, an Air Quality Permit through Wyoming DEQ may be required.

According to WDEQ Air Quality Division, the proposed site has never been issued an air quality permit and there have been no historical uses or violations.

Campbell County is in attainment for all air pollutants. The proximity to Class 1 air sheds is 170 km to Wind Cave National Park and 235 km to Badlands National Park.

16. Noise

Both the committed beneficiaries are anticipated to have minimal noise impacts to surrounding areas due to the location of the park and the types of work performed.

It is anticipated that any future large-scale production plants will likely increase the ambient noise level, however, the proximity to residential properties, size of lots, and topography of the site should help mitigate any increase.

Neither the State of Wyoming, Campbell County nor the City of Gillette has noise regulations.

The closest residential area is ½ mile from the western-most portion of the proposed park. The only other inhabited facility within ½ mile is the Gillette College Rodeo facility located on the adjacent acreage to the west.

17. Permits

It is anticipated that the following permits will be required to complete the project

- City of Gillette subdivision
- City of Gillette Zoning
- City of Gillette construction permits for roadway infrastructure
- Wyoming DEQ Storm Water Permit
- Tenant/beneficiary construction will require:
 - City of Gillette construction permits
 - Wyoming DEQ Storm Water permit
 - Wyoming DEQ Air Quality permit (depending on the nature of the proposed facility)
 - Wyoming DEQ Commercial Small Wastewater permit

18. Public Notification/Controversy

The Campbell County Commissioners took formal action to approve the submission of the EDA Grant for the Pronghorn Industrial Park at their September 21, 2021 business meeting. The agenda and supporting documents are placed on the County website the week before the official meeting so the public can view agenda items. Public notice of our intent to submit a funding application to EDA was provided via our website.

See [Exhibit 7](#) for public notice of the intent to submit an EDA grant application.

19. Cumulative Effects

The only major project in the recent past in the area was the construction of the Gillette College rodeo facility to the west of the proposed project. This facility is generally not open to the public and is used solely by the Gillette College Rodeo team for training and practice. Construction of this facility did increase traffic on East Boxelder Road. There are no proposed projects in the vicinity that will add to cumulative impacts on the surrounding area.

Given that the proposed project site is surrounded by public land (The State of Wyoming, Campbell County Public Land Board, Campbell County, and the Gillette College Foundation) it is unlikely that future development will occur in and around the project area and thus cumulative impacts will be negligible.

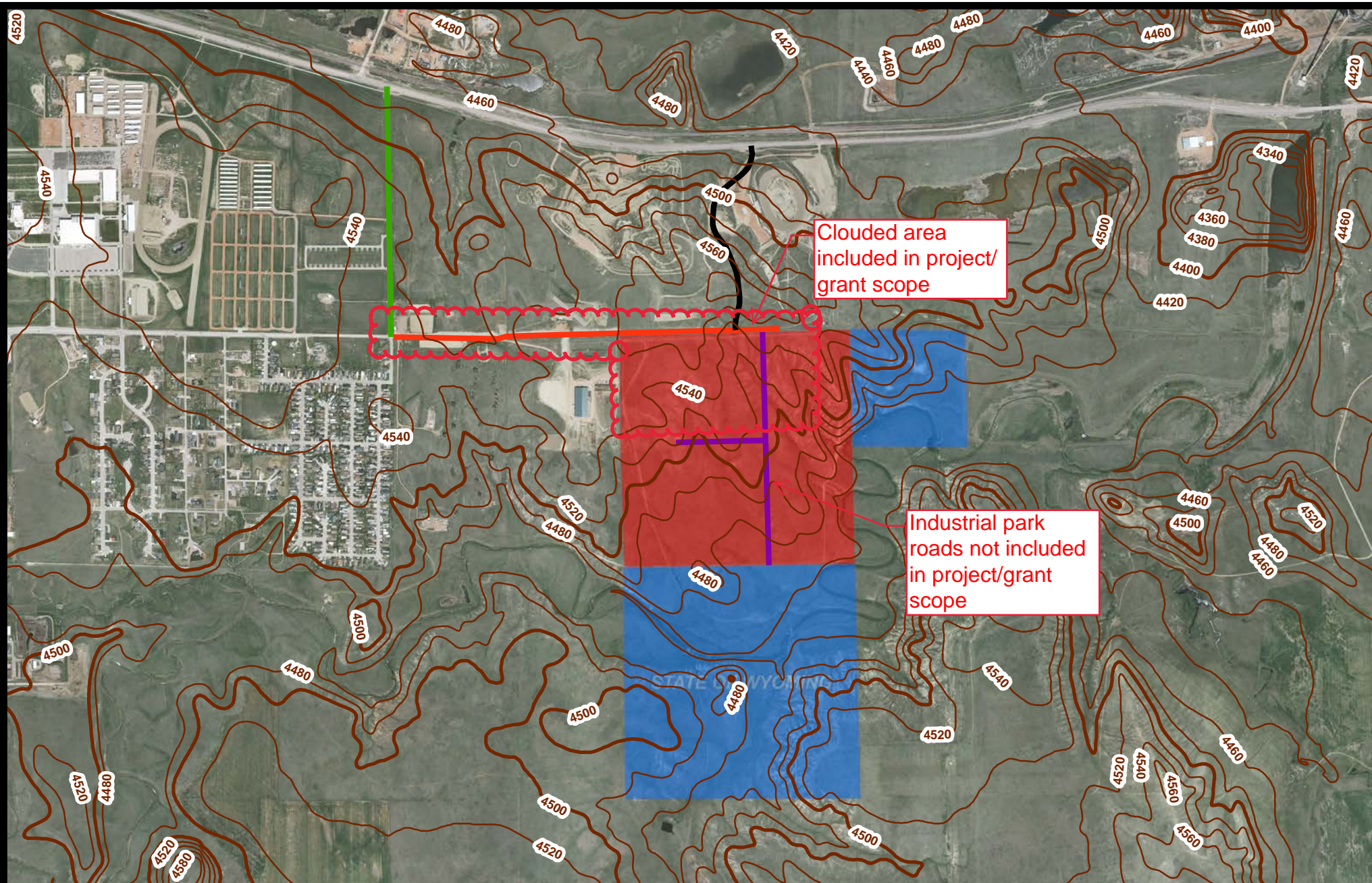
D. MITIGATION

Mitigation methods to reduce impacts identified in Section C include the following:

- Ensure approved, weed-free, region-specific seed mix is used to reclaim all areas disturbed during the construction of the roadways and subdivision improvements
- Work with the City of Gillette regarding truck routes and try to force all trucks to use Fox Park Road and not East Boxelder Road west of Fox Park Road.
- Work with City on speed limits and other regulatory methods to increase safety
- Avoid disturbance of any palustrine wetlands located along Donkey Creek
- Place all 100-year floodplains in drainage easements on the subdivision plat to prohibit building anything in the easement
- Work with recreation groups located on Campbell County Public Land Board property to minimize their impact from increased traffic

E. LIST OF EXHIBITS

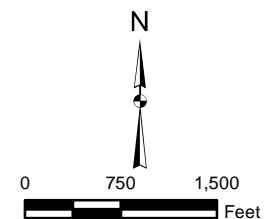
- Exhibit 1: Pronghorn Industrial Park Topographic Map
- Exhibit 2: Pronghorn Industrial Park Site Map
- Exhibit 3: Pronghorn Industrial Park Vicinity Map
- Exhibit 4: FEMA flood plain map
- Exhibit 5: FEMA Firm Panel 56005C1468D
- Exhibit 6: Site Photos
- Exhibit 7: Public Notice of Intent to apply for EDA Grant
- Exhibit 8: IPaC Wetland Information
- Exhibit 9: IPaC Endangered Species Information
- Exhibit 10: SHPO Review Letter
- Exhibit 11: Tribes Letters
- Appendix A: Applicant Certification Clause



Legend

Pronghorn Industrial Park
State of Wyoming

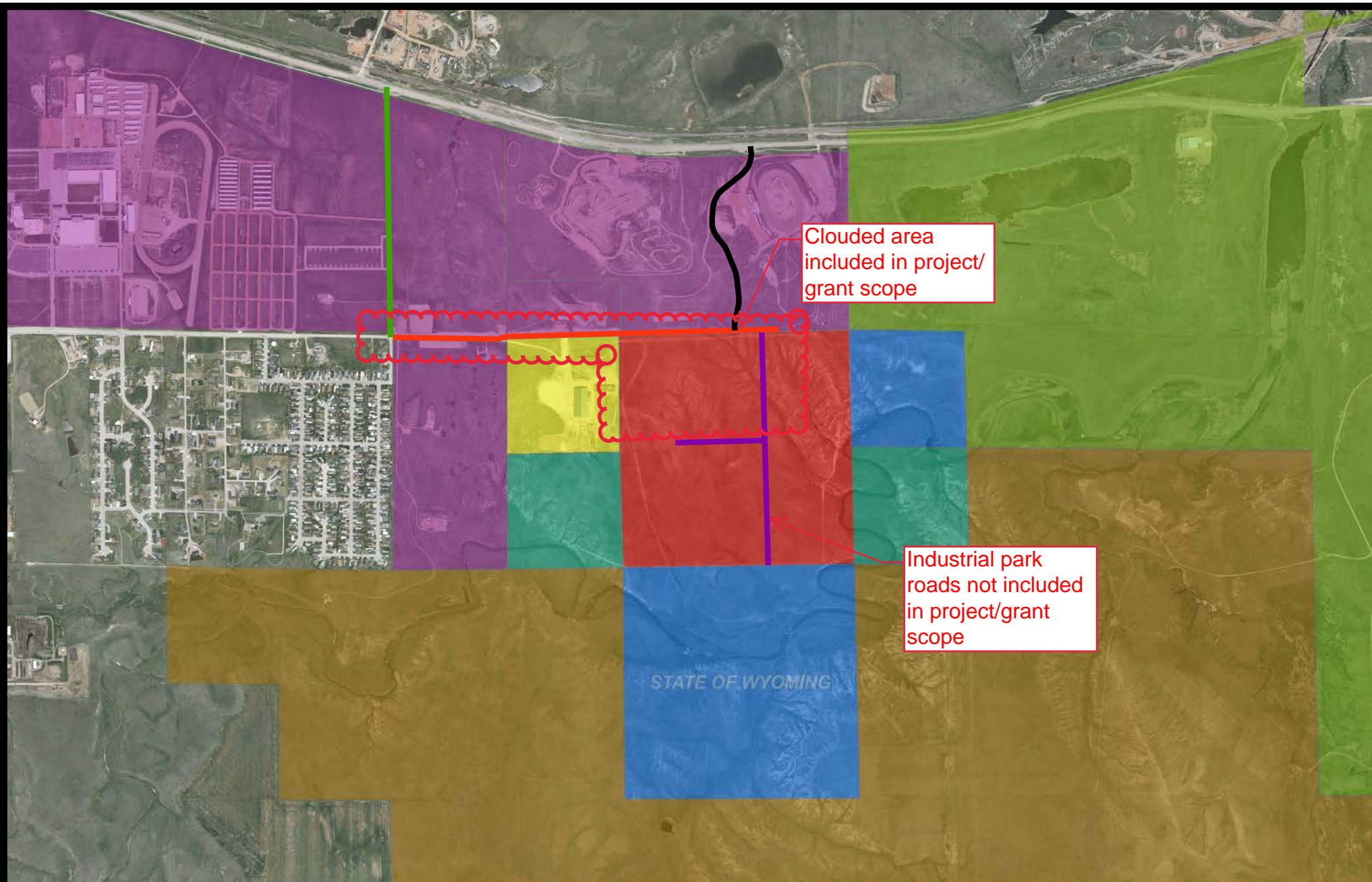
Boxelder Road Extension
Industrial Park Roads
Fox Park Road
State Highway 51 Access














CAMPBELL COUNTY
DEPARTMENT OF PUBLIC WORKS
500 S. Gillette Ave. Gillette, Wyoming 82716
Phone # 307 685-8061
Fax # 307 687-6349

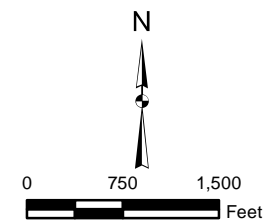
EXHIBIT 1 PRONGHORN INDUSTRIAL PARK TOPOGRAPHIC MAP

DATE: 8/10/2020 DRAWN BY: crn08



Legend

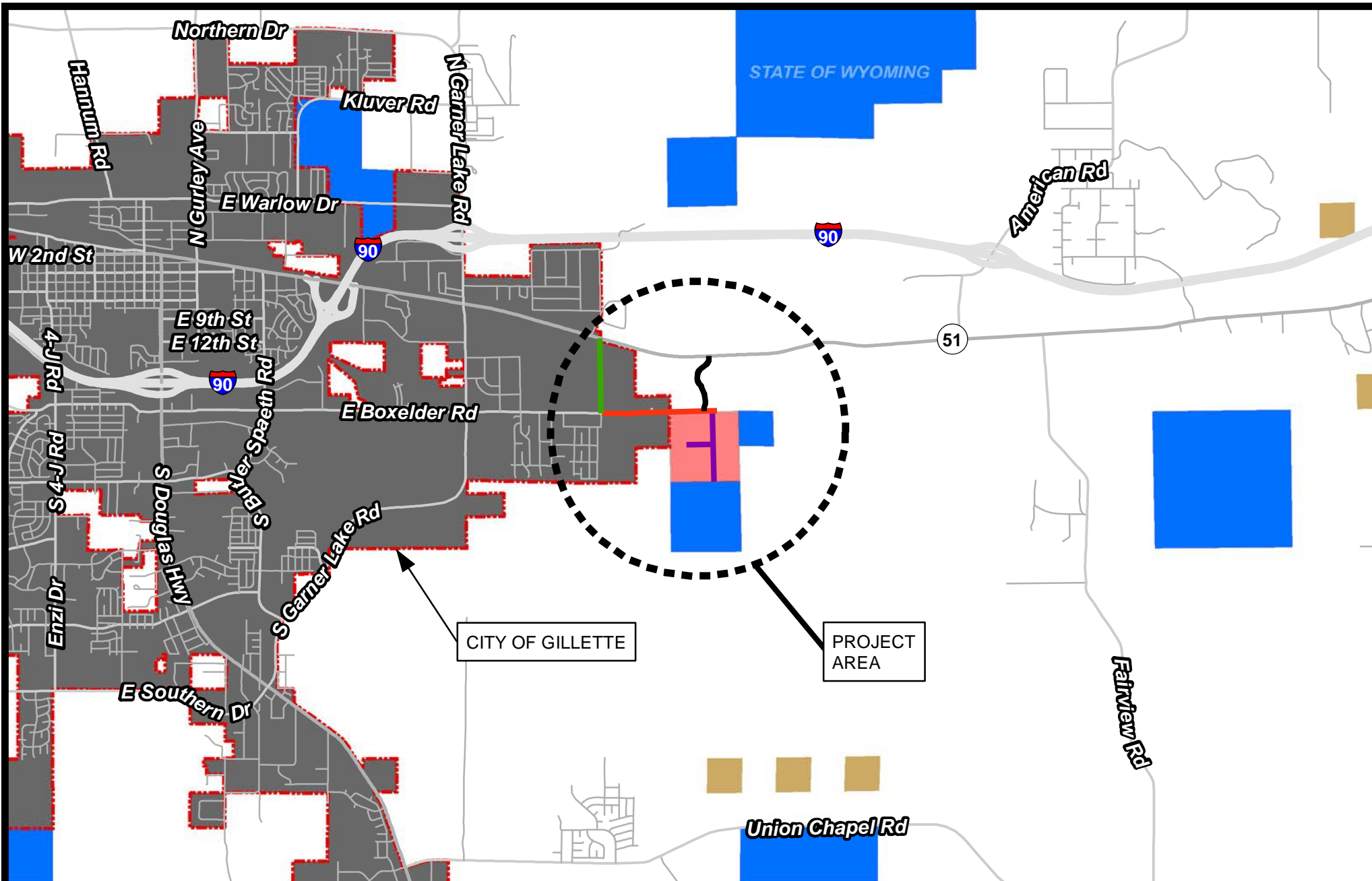
- | | |
|---|---|
|  Campbell County (Unzoned) |  Boxelder Road Extension |
|  Campbell County Public Land Board (Unzoned) |  Industrial Park Roads |
|  Gillette College Foundation (Agricultural Zoning) |  Fox Park Road |
|  Private Ranch (Unzoned) |  State Highway 51 Access |
|  Pronghorn Industrial Park | |
|  Wyodak Resources (Mining) (unzoned) | |
|  State of Wyoming | |

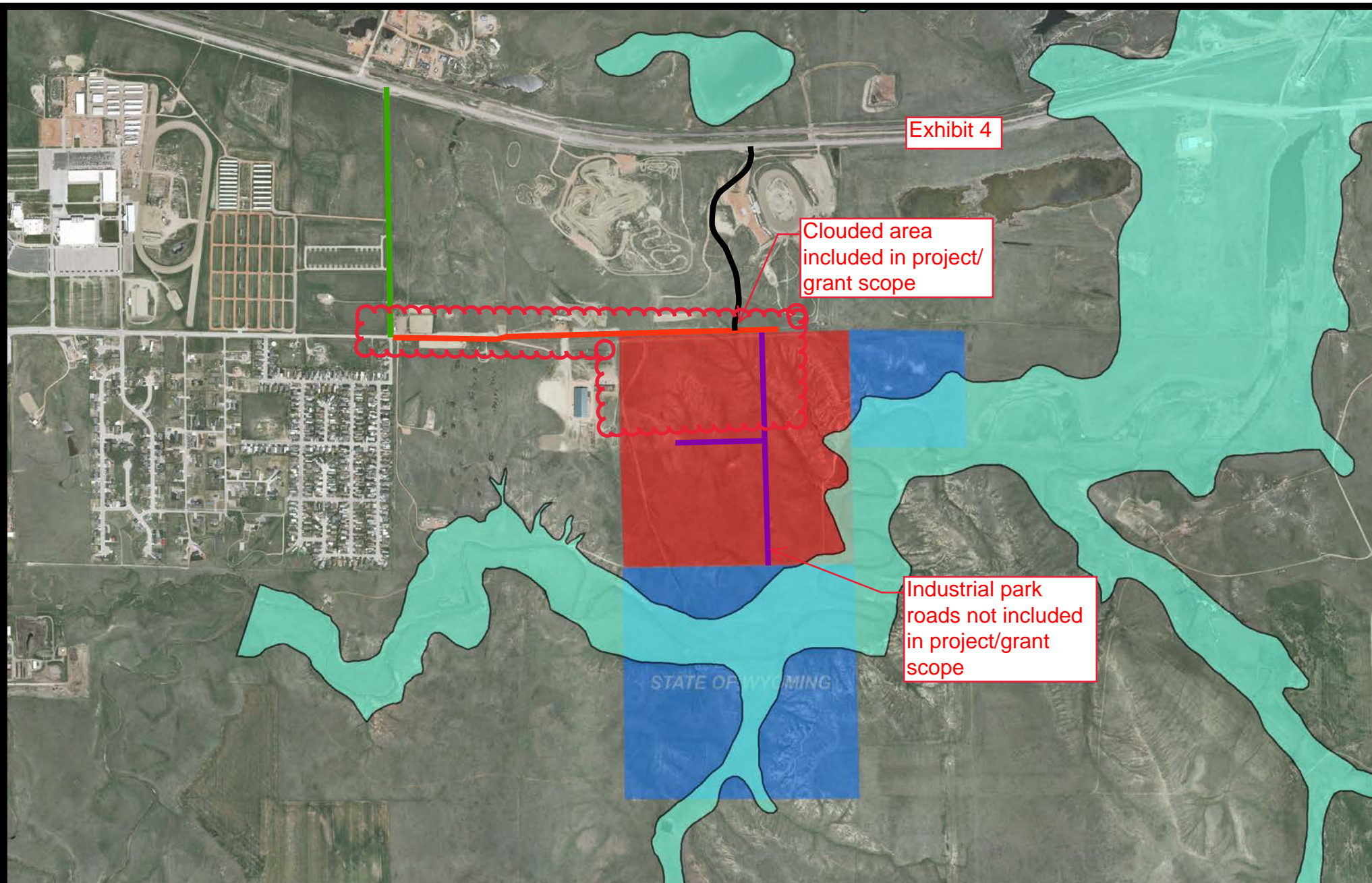


CAMPBELL COUNTY
DEPARTMENT OF PUBLIC WORKS
500 S. Gillette Ave. Gillette, Wyoming 82716
Phone # 307 685-8061
Fax # 307 687-6349

EXHIBIT 2 PRONGHORN INDUSTRIAL PARK SITE MAP

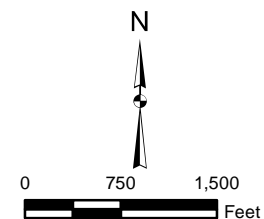
DATE: 8/10/2020 DRAWN BY: crn08





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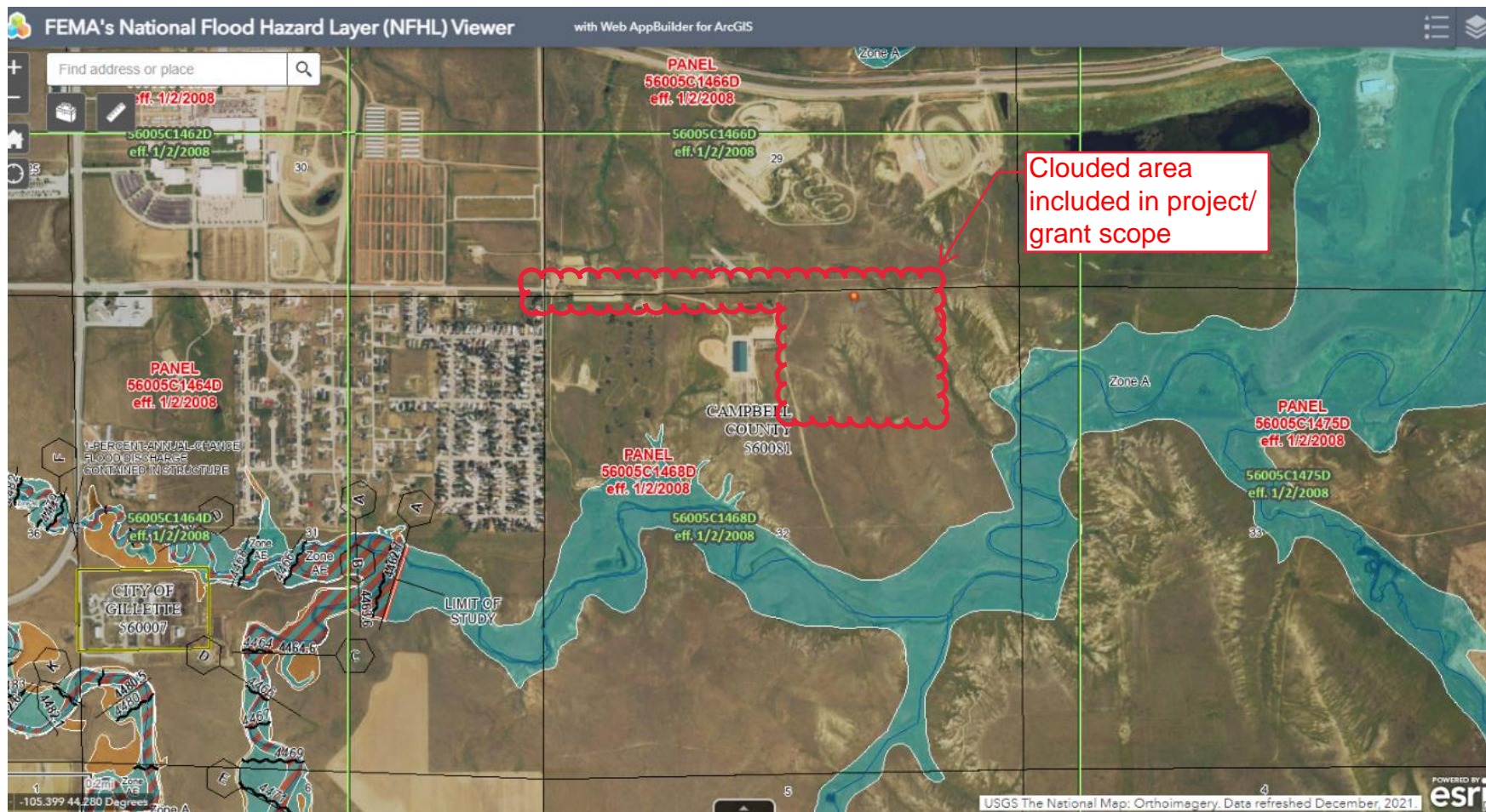
- | | |
|--|---|
| Pronghorn Industrial Park (Future I-2 Zoning) | Fox Park Road |
| FEMA Flood Plain From Firm Panel 56005C1468D | Boxelder Road Extension |
| State of Wyoming | Industrial Park Roads |
| | State Highway 51 Access |



CAMPBELL COUNTY
DEPARTMENT OF PUBLIC WORKS
500 S. Gillette Ave. Gillette, Wyoming 82716
Phone # 307 685-8061
Fax # 307 687-6349

EXHIBIT 4 PRONGHORN INDUSTRIAL PARK FLOOD PLAIN

DATE: 6/29/2020 DRAWN BY: crn08





N D E S O T U S E R S

A P
For information and questions about this Flood Insurance Rate Map (FIRM), available products associated with this FIRM, including historic versions, the current map date for each FIRM panel, how to order products, or the National Flood Insurance Program (NFIP) in general, please call the FEMA Map Information eXchange at 1-877-FEMA-MAP (1-877-336-2627) or visit the FEMA Flood Map Service Center website at <https://msc.fema.gov>. Available products may include previously issued Letters of Map Change, a Flood Insurance Study Report, and/or digital versions of this map. Many of these products can be ordered or obtained directly from the website.

For community and countywide map dates, refer to the Flood Insurance Study Report for this jurisdiction.

A r e a s

To determine if flood insurance is available in this community, contact your Insurance agent or call the National Flood Insurance Program at 1-800-638-6620.

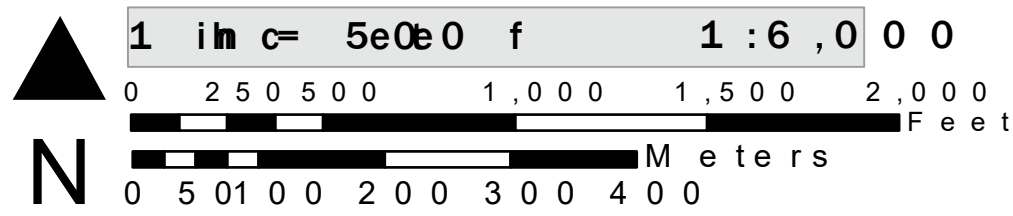
Basemap information shown on this FIRM was provided in digital format by the United States Geological Survey (USGS). The basemap shown is the USGS National Map: Orthoimagery. Last refreshed October, 2020.

This map reads from FEMA's National Flood Hazard Data (NFHD) and National Flood Insurance Program (NFIP) data. It does not reflect changes to flood hazard data subsequent to the date of the last update. For additional information, please contact the National Flood Insurance Program at 1-800-358-3447. This map is for informational purposes only and should not be used for engineering or construction purposes. Mapping Updates: Data Sheet for the map is available at <https://www.fema.gov/national-flood-hazard-data>.

This map complies with FEMA's standards for the use of digital flood maps if it is not void as described below. The base map shown complies with FEMA's [Anticipated National Flood Insurance Program \(ANFIP\) standards](#).
 or more of the following map element fields: [north arrow](#), [scale](#), [legend](#), [date](#), [creation date](#), [community id](#), [effective date](#), [panel number](#).

Map Projection:
GCS, Geocentric
Vertical Datum: NAD 83

For information about Michael's performance figures, data conversion set to crawl on numecreda is sent to p, please see the Flo
Insurance by \$E Post Your community in hat. <https://m.sc.f>



For more of the following map elements, click on the map panels:
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Equal Chance

N A T I O N A L D I L I N S U B G R A M
F O O D I N S U R E A M I C E P R A

PANEL **4** 6 8 2 5 8 0

Panel C o n t a i n s :

C O M M Y U N I T	N U M B E R	N E L
C A M P B E D W L N T Y	5 6 0 0 8 1	1 4 6 8

FEMA
 NATIONAL FLOOD INSURANCE PROGRAM

Map showing Zone X and Zone AG (DEVELOPED) areas.

MANUMBE
5600456081D
EFFECTIVE
January 2, 20

NOTES TO USERS

This map is for use in administering the National Flood Insurance Program. It does not necessarily identify all areas subject to flooding, particularly horizontal drainage courses of small size. The community map repository should be consulted for possible updated or additional flood hazard information.

To obtain more detailed information in areas where **Base Flood Elevations (BFEs)** and/or **floodway** have been determined, users are encouraged to consult the Flood Profiles and Floodway Data and/or Summary of Stillwater Elevations tables contained within the Flood Insurance Study (FIS) report that accompanies this FIRM. Users should be aware that BFEs shown on the FIRM represent rounded whole-foot elevations. These BFEs are intended for flood insurance rating purposes only and should not be used as the sole source of flood elevation information. Accordingly, flood elevation data presented in the FIS report should be utilized in conjunction with the FIRM for purposes of construction and/or floodplain management.

Coastal Base Flood Elevations shown on this map apply only landward of 0.9 North American Vertical Datum of 1988 (NAVD 88). Users of this FIRM should be aware that coastal flood elevations are also provided in the Summary of Stillwater Elevations table in the Flood Insurance Study report for this jurisdiction. Elevations shown in the Summary of Stillwater Elevations table should be used for construction and/or floodplain management purposes when they are higher than the elevations shown on this FIRM.

Boundaries of the floodways were computed at cross sections and interpolated between cross sections. The floodways were based on hydraulic considerations with regard to requirements of the National Flood Insurance Program. Floodway widths and other pertinent floodway data are provided in the Flood Insurance Study report for this jurisdiction.

Certain areas not in Special Flood Hazard Areas may be protected by flood control structures. Refer to Section 2.4 "Flood Protection Measures" of the Flood Insurance Study report for information on flood control structures for this jurisdiction.

The projection used in the preparation of this map was Universal Transverse Mercator (UTM) zone 13. The horizontal datum was NAD83. GRS1980 differences in datum, spheroid, projection or UTM zones used in the production of FIRM for adjacent jurisdictions may result in slight positional differences in map features across jurisdiction boundaries. These differences do not affect the accuracy of this FIRM.

Flood elevations on this map are referenced to the North American Vertical Datum of 1988. These flood elevations must be compared to structure and ground elevations referenced to the same vertical datum. For information regarding conversion between the National Geodetic Vertical Datum of 1955 and the North American Vertical Datum of 1988, visit the National Geodetic Survey website at <http://www.ngs.noaa.gov/> or contact the National Geodetic Survey at the following address:

NGS Information Services
NGA, NNGS12
National Geodetic Survey
SSM-C-3, #602
1315 East West Highway
Silver Spring, MD 20910-3052

To obtain current elevation, description, and/or location information for **bench marks** shown on this map, please contact the Information Services Branch of the National Geodetic Survey at (301) 713-3243, or visit its website at <http://www.ngs.noaa.gov/>.

Base map information shown on this FIRM was provided by the City of Gillette, Town of Wright, and State of Wyoming GIS department. The coordinate system used for the production of the digital FIRM is Universal Transverse Mercator Zone 13N, referenced to North America Datum of 1983 and GRS 80 spheroid, Western Hemisphere.

This map reflects more detailed and up-to-date **stream channel configurations** than those shown on the previous FIRM for this jurisdiction. The floodways and floodways that were transferred from the previous FIRM may have been adjusted to conform to these new stream channel configurations. As a result, the Flood Profiles and Floodway Data tables in the Flood Insurance Study report which contain authoritative hydraulic data may reflect stream channel distances that differ from what is shown on this map.

Corporate limits shown on this map are based on the best data available at the time of publication. Because changes due to annexations or de-annexations may have occurred after this map was published, map users should contact appropriate community officials to verify current corporate limit locations.

Please refer to the separately printed **Map Index** for an overview map of the county showing the layout of map panels, community map repository addresses, and a listing of communities with National Flood Insurance Program dates for each community as well as a listing of the panels on which each community is located.

Contact the **FEMA Map Service Center** at 1-800-368-9616 for information on available products associated with this FIRM. Available products may include previously issued Letters of Map Change, a Flood Insurance Study report, and/or digital versions of this map. The FEMA Map Service Center may also be reached by fax at 1-800-368-9620 and its website at <http://www.msc.fema.gov/>.

If you have questions about this map or questions concerning the National Flood Insurance Program in general, please call 1-877-FEMA-MAP (1-877-368-3687) or visit the FEMA website at <http://www.fema.gov/>.

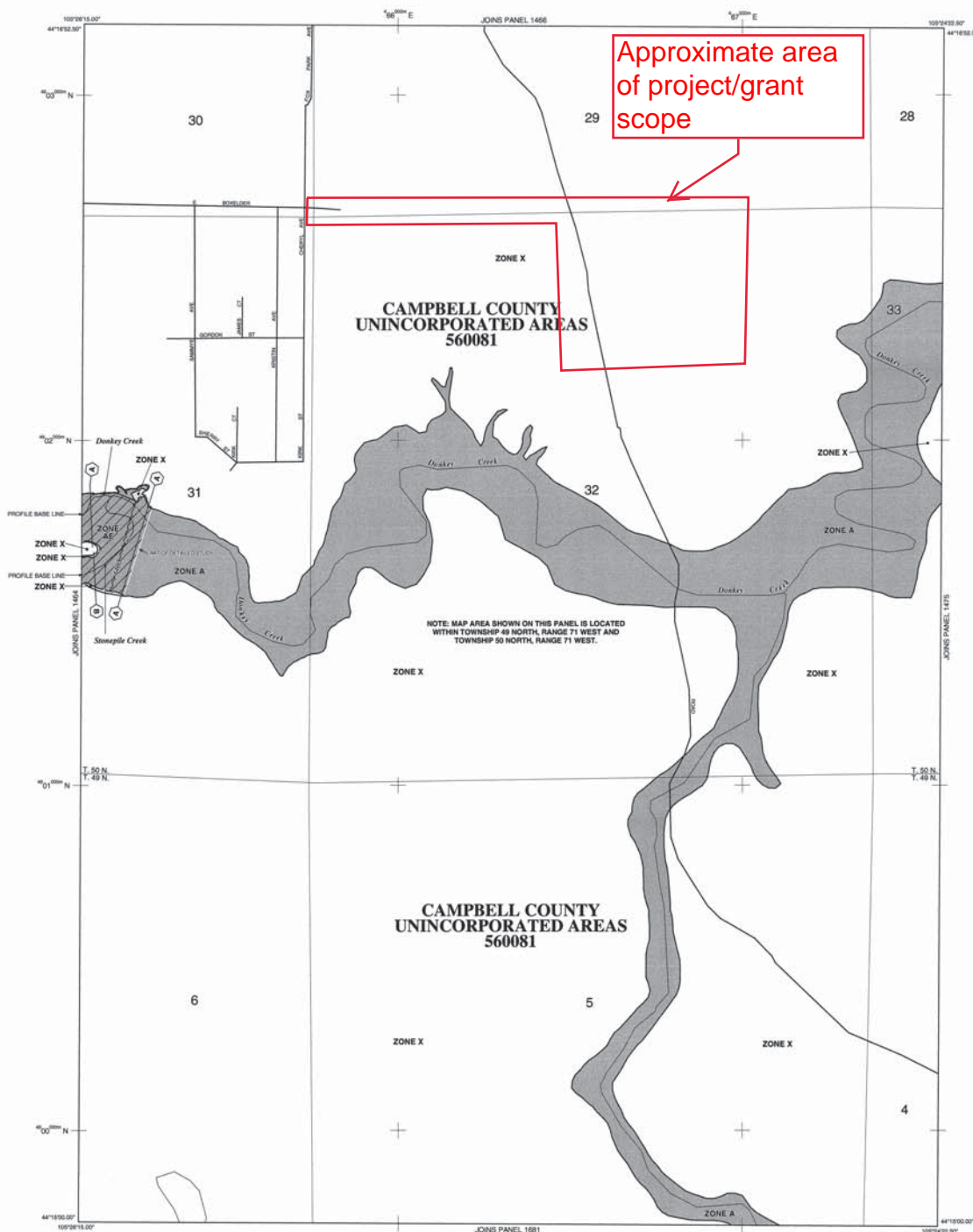


Exhibit 5

LEGEND

- SPECIAL FLOOD HAZARD AREAS (SFHA) SUBJECT TO INUNDATION BY THE 1% ANNUAL CHANCE FLOOD**
- The 1% annual chance flood (100-year flood) is the flood that has a 1% chance of being equaled or exceeded in any given year. The Special Flood Hazard Area is the area subject to flooding by the 1% annual chance flood. Areas of Special Flood Hazard include Zones A, AE, AH, AD, AO, AV, V, and VE. The Base Flood Elevation is the water surface elevation of the 1% annual chance flood.
- ZONE A**
No Base Flood Elevation determined.
- ZONE AE**
Base Flood Elevation determined.
- ZONE AH**
Flood depths of 1 to 3 feet (usually areas of ponding); Base Flood Elevation determined.
- ZONE AD**
Flood depths of 1 to 3 feet (usually short flow on sloping terrain); average depths determined. For areas of adverse low flooding, velocities also determined.
- ZONE AV**
Special Flood Hazard Area formerly protected from the 1% annual chance flood by a flood control system that was subsequently identified. Zone AV indicates that the former flood control system is being retained to provide protection from the 1% annual chance of flooding.
- ZONE AVH**
Area to be protected from 1% annual chance flood by a flood protection system under construction; no Base Flood Elevation determined.
- ZONE V**
Coastal flood zone with velocity hazard (wave action); no Base Flood Elevation determined.
- ZONE VE**
Coastal flood zone with velocity hazard (wave action); Base Flood Elevation determined.
- FLOODWAY AREAS IN ZONE AE**
The floodway is the channel of a stream plus any adjacent floodplain areas that must be kept free of encroachment so that the 1% annual chance flood can be carried without substantial increases in flood heights.
- OTHER FLOOD AREAS**
- ZONE X**
Areas of 0.2% annual chance flood areas of 1% annual chance flood with average depths of less than 1 foot or with drainage areas less than 1 square mile and areas protected by levees from 1% annual chance flood.
- OTHER AREAS**
- ZONE X**
Area determined to be outside the 0.2% annual chance floodplain.
- ZONE D**
Areas in which flood hazards are undetermined, but possible.
- COASTAL BARRIER RESOURCES SYSTEM (CBRS) AREAS**
- OTHERWISE PROTECTED AREAS (OPA)**
CBRS areas and OPAs are normally located within or adjacent to Special Flood Hazard Areas.
- MAP REPOSITORIES**
Refer to Map Repositories list on Map Index.
- EFFECTIVE DATE OF COUNTYWIDE FLOOD INSURANCE RATE MAP**
January 2, 2008
- EFFECTIVE DATES OF REVISIONS TO THIS PANEL**
- For community map revision history prior to countywide mapping, refer to the Community Map History table located in the Flood Insurance Study report for this jurisdiction.
- To determine if flood insurance is available in this community, contact your insurance agent or call the National Flood Insurance Program at 1-800-658-8855.
- MAP SCALE 1" = 500'**
250 0 250 500 1000
FEET
METERS

NFIP

PANEL 1468D

FIRM

FLOOD INSURANCE RATE MAP

CAMPBELL COUNTY, WYOMING

AND INCORPORATED AREAS

PANEL 1468 OF 3125

SEE MAP INDEX FOR FIRM PANEL LAYOUT

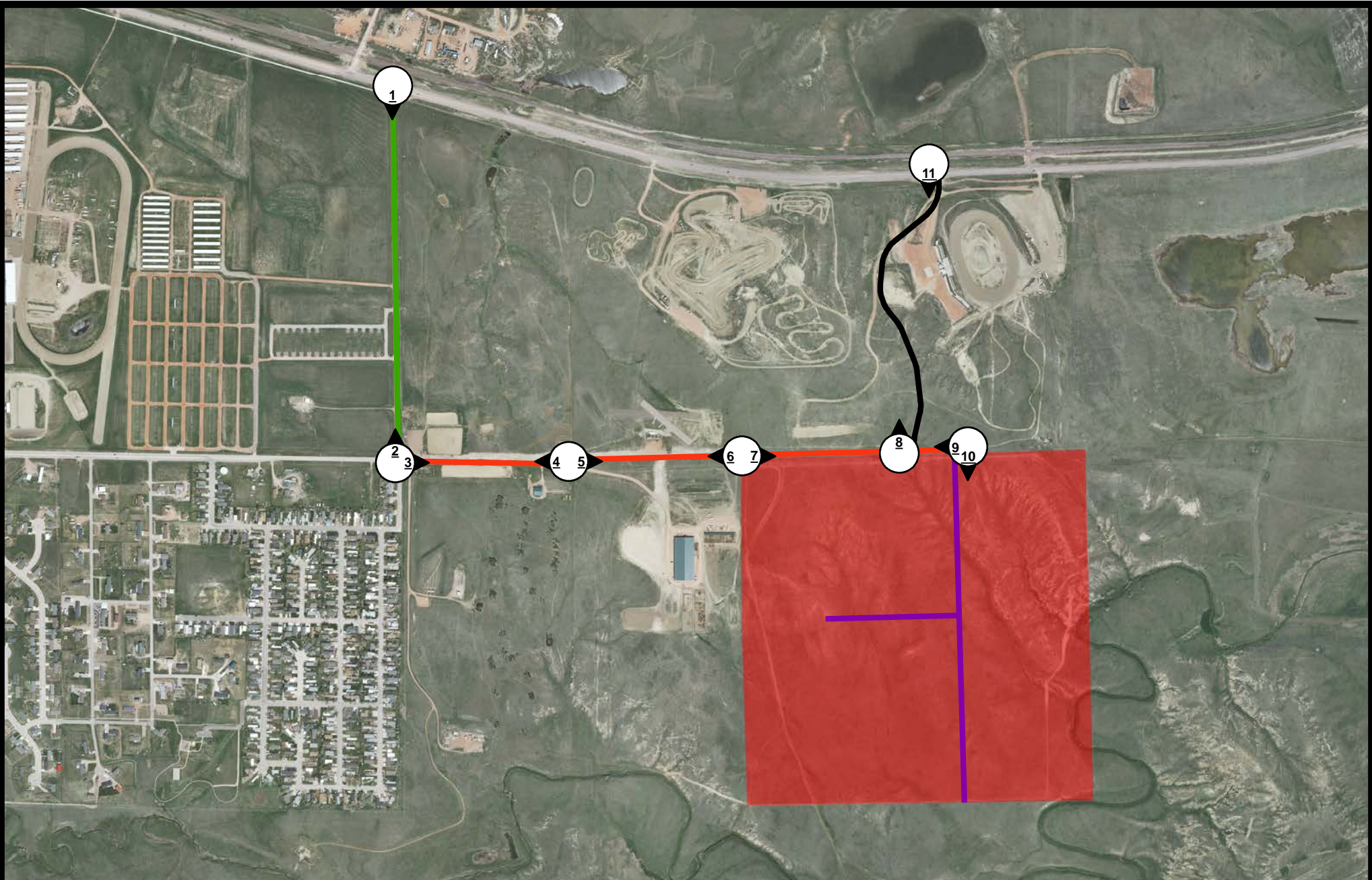
CONTAINS:	NUMBER	PANEL	SUFFIX
COMMUNITY	560081	1468	D
CAMPBELL COUNTY			

Notice to User: The Map Number shown below should be used when citing map users. The Community Number shown above should be used on insurance applications for the subject community.

MAP NUMBER
560081C1468D

EFFECTIVE DATE
JANUARY 2, 2008

Federal Emergency Management Agency

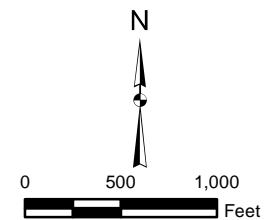


Legend

- Fox Park Road
- Boxelder Road Extension
- Industrial Park Roads
- State Highway 51 Access
- Pronghorn Industrial Park (Future I-2 Zoning)



Photo Number Direction



CAMPBELL COUNTY
DEPARTMENT OF PUBLIC WORKS
500 S. Gillette Ave. Gillette, Wyoming 82716
Phone # 307 685-8061
Fax # 307 687-6349

**EXHIBIT 6
PRONGHORN INDUSTRIAL
PARK SITE PHOTOS**

DATE: 6/25/2020

DRAWN BY: crn08

Exhibit 6 Site Photos



Photo 1: Looking south down Fox Park Road (Phase 3) from State Highway 51 intersection



Photo 2: Looking north down Fox Park Road (Phase 3) from East Boxelder Intersection



Photo 3: Looking east down future East Boxelder Extension (Phase 1) from Fox Park Road Intersection



Photo 4: Looking west down future East Boxelder Extension (Phase 1) from Rodeo Complex entrance



Photo 5: Looking east down future East Boxelder Extension (Phase 1) from Rodeo Complex entrance



Photo 6: Looking west down future East Boxelder Extension (Phase 1) from Rodeo Complex east property line



Photo 7: Looking east down future East Boxelder Extension (Phase 1) from Rodeo Complex east property line



Photo 8: Looking north down future Stare Highway 51 Access Road (Phase 3) from future East Boxelder Extension



Photo 9: Looking west down future East Boxelder Extension (Phase 1) from future Highway 51 Access Road intersection



Photo 10: Looking south down future Industrial Park road (Phase 2) from future East Boxelder Extension intersection



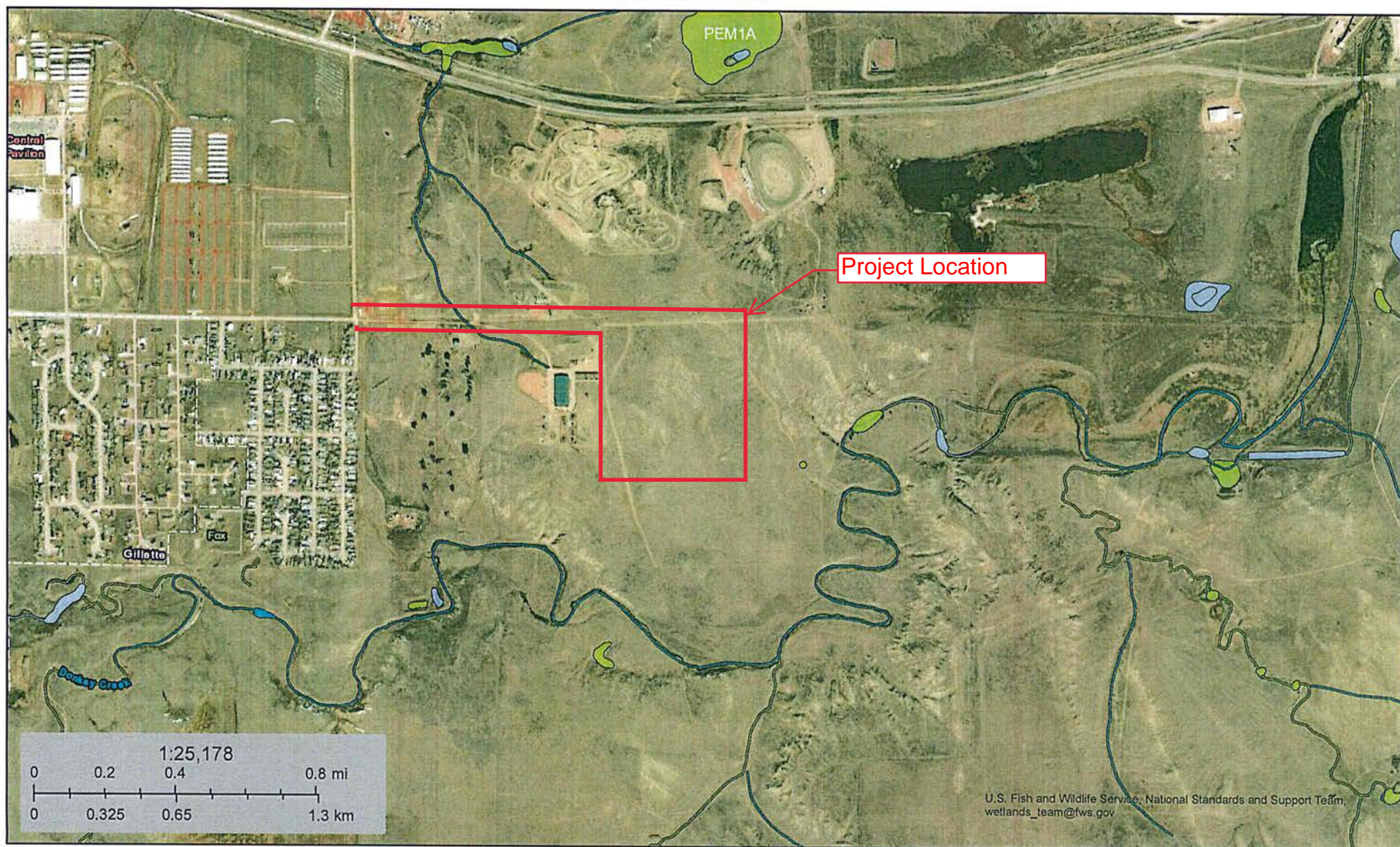
Photo 11: Looking south down future State Highway 51 Access (Phase 3) from State Highway 51 intersection

EXHIBIT 7 Public Notice of Intent to apply for EDA Grant

It is standard practice of Campbell County to advertise and provide all County Commission meeting agendas on the Campbell County website in advance of all public meetings.

Agendas and public notice can be found here: <https://www.campbellcountyny.gov/agendacenter>

The Campbell County Commissioners took formal action to approve the submission of the EDA Grant for the Pronghorn Industrial Park at their January 18, 2022 business meeting. The agenda and supporting documents are placed on the County website the week before the official meeting so the public can view agenda items. Public notice of our intent to submit a funding application to EDA was provided via our website.



May 6, 2022

Wetlands

- Estuarine and Marine Deepwater
- Estuarine and Marine Wetland

- Freshwater Emergent Wetland
- Freshwater Forested/Shrub Wetland
- Freshwater Pond

- Lake
- Other
- Riverine

This map is for general reference only. The US Fish and Wildlife Service is not responsible for the accuracy or currentness of the base data shown on this map. All wetlands related data should be used in accordance with the layer metadata found on the Wetlands Mapper web site.



United States Department of the Interior

FISH AND WILDLIFE SERVICE
Wyoming Ecological Services Field Office
334 Parsley Boulevard
Cheyenne, WY 82007-4178
Phone: (307) 772-2374 Fax: (307) 772-2358
<http://www.fws.gov/wyominges/>



In Reply Refer To:
Project Code: 2022-0039598
Project Name: Pronghorn Industrial Park

May 05, 2022

Subject: List of threatened and endangered species that may occur in your proposed project location or may be affected by your proposed project

To Whom It May Concern:

The enclosed species list identifies threatened, endangered, proposed and candidate species, as well as proposed and final designated critical habitat, that may occur within the boundary of your proposed project and/or may be affected by your proposed project. The species list fulfills the requirements of the U.S. Fish and Wildlife Service (Service) under section 7(c) of the Endangered Species Act (ESA) of 1973, as amended (16 U.S.C. 1531 et seq.).

New information based on updated surveys, changes in the abundance and distribution of species, changed habitat conditions, or other factors could change this list. Please note that under 50 CFR 402.12(e) of the regulations implementing section 7 of the ESA, the accuracy of this species list should be verified after 90 days. This verification can be completed formally or informally as desired. The Service recommends that verification be completed by visiting the ECOS-IPaC website at regular intervals during project planning and implementation for updates to species lists and information. An updated list may be requested through the ECOS-IPaC system by completing the same process used to receive the enclosed list.

Please feel free to contact us if you need more information or assistance regarding the potential impacts to federally proposed, listed, and candidate species and federally designated and proposed critical habitat. We also encourage you to visit the Wyoming Ecological Services website at <https://fws.gov/office/wyoming-ecological-services>.

The purpose of the ESA is to provide a means whereby threatened and endangered species and the ecosystems upon which they depend may be conserved. Under sections 7(a)(1) and 7(a)(2) of the ESA and its implementing regulations (50 CFR 402 et seq.), federal agencies are required to utilize their authorities to carry out programs for the conservation of threatened and endangered species and to determine whether projects may affect threatened and endangered species and/or designated critical habitat.

A Biological Assessment is required for construction projects (or other undertakings having similar physical

impacts) that are major federal actions significantly affecting the quality of the human environment as defined in the National Environmental Policy Act (42 U.S.C. 4332(2)(c)). For projects other than major construction activities, the Service suggests that a biological evaluation similar to a Biological Assessment be prepared to determine whether the project may affect listed or proposed species and/or designated or proposed critical habitat. Recommended contents of a Biological Assessment are described at 50 CFR 402.12.

If a federal agency determines, based on the Biological Assessment or biological evaluation, that listed species and/or designated critical habitat may be affected by the proposed project, the agency is required to consult with the Service pursuant to 50 CFR 402. In addition, the Service recommends that candidate species, proposed species and proposed critical habitat be addressed within the consultation. More information on the regulations and procedures for section 7 consultation, including the role of permit or license applicants, can be found in the "Endangered

Species Consultation Handbook" at: https://media.fisheries.noaa.gov/dam-migration/esa_section7_handbook_1998_opr5.pdf.

We also recommend you consider the following information when assessing impacts to federally listed species, as well as migratory birds, and other trust resources:

Colorado River and Platte River Systems: Federal agencies must consult with the Service under section 7 of the ESA for projects in Wyoming that may lead to water depletions or have the potential to impact water quality in the Colorado River system or the Platte River system, because these actions may affect threatened and endangered species inhabiting the downstream reaches of these river systems. In general, depletions include evaporative losses and/or consumptive use of surface or groundwater within the affected basin, often characterized as diversions minus return flows. Project elements that could be associated with depletions include, but are not limited to: ponds, lakes, and reservoirs (e.g., for detention, recreating, irrigation, storage, stock watering, municipal storage, and power generation); hydrostatic testing of pipelines; wells; dust abatement; diversion structures; and water treatment facilities. For more information on consultation requirements for the Platte River species, please visit <https://fws.gov/partner/platte-river-recovery-implementation-program> and for the Colorado River species, please visit <https://coloradoriverrecovery.org/uc/>.

Migratory Birds: The Migratory Bird Treaty Act (16 U.S.C. 703-712; MBTA), enacted in 1918, prohibits the taking of any migratory birds, their parts, nests, or eggs except as permitted by regulations. Section 703 of the MBTA states, "Unless and except as permitted by regulations ... it shall be unlawful at any time, by any means or in any manner, to ... take, capture, kill, attempt to take, capture, or kill, or possess ... any migratory bird, any part, nest, or eggs of any such bird...." Except for introduced species and some upland game birds, almost all birds occurring in the wild in the United States are protected (50 CFR 10.13).

The Service has identified bird species of highest conservation priority in the 2021 Birds of Conservation Concern Report (<https://www.fws.gov/migratorybirds/pdf/management/birds-of-conservation-concern-2021.pdf>). In accordance with the Fish and Wildlife Conservation Act (16 USC 2912 (a)(3)), this report identifies "species, subspecies, and populations of all migratory nongame birds that, without additional conservation actions, are likely to become candidates for listing" under the ESA. This report is intended to stimulate coordinated and proactive conservation actions among federal, state, and private partners. Even if there is no federal nexus, the Project can take proactive, voluntary actions to benefit migratory birds. The following website contains recommendations for the protection of migratory birds (<https://www.fws.gov/>

[program/migratory-birds](#)). Guidance for minimizing impacts to migratory birds for projects that include communication towers can be found at <https://www.fws.gov/sites/default/files/documents/usfws-communication-tower-guidance.pdf>.

The Bald and Golden Eagle Protection Act (16 U.S.C. 668-668d; Eagle Act) prohibits knowingly taking, or taking with wanton disregard for the consequences of an activity, any bald or golden eagles or their body parts, nests, or eggs, which includes collection, molestation, disturbance, destruction, or killing. Eagle nests are protected whether they are active or inactive. Removal or destruction of nests, or causing abandonment of a nest could constitute a violation of the Eagle Act. Projects affecting eagles may require development of an eagle conservation plan (<https://www.fws.gov/library/collections/bald-and-golden-eagle-management>).

Additionally, wind energy projects should follow the wind energy guidelines (<https://www.fws.gov/media/land-based-wind-energy-guidelines>) for minimizing impacts to migratory birds and bats.

In addition to MBTA and the Eagle Act, **Executive Order 13186: Responsibilities of Federal Agencies to Protect Migratory Birds**, obligates all federal agencies that engage in or authorize activities that might affect migratory birds to minimize those effects and encourage conservation measures that will improve bird populations. Executive Order 13186 provides for the protection of both migratory birds and migratory bird habitat. For information regarding avoiding and minimizing incidental take of migratory birds, please visit <https://www.fws.gov/library/collections/avoiding-and-minimizing-incidental-take-migratory-birds>.

We appreciate your concern for threatened and endangered species. The Service encourages federal agencies to include conservation of threatened and endangered species into their project planning to further the purposes of the ESA. Please include the Project Code in the header of this letter with any request for consultation or correspondence about your project that you submit to our office using our WyomingES@fws.gov email address or the letterhead address above.

Attachment(s):

- Official Species List
 - USFWS National Wildlife Refuges and Fish Hatcheries
 - Migratory Birds
 - Wetlands
-

Official Species List

This list is provided pursuant to Section 7 of the Endangered Species Act, and fulfills the requirement for Federal agencies to "request of the Secretary of the Interior information whether any species which is listed or proposed to be listed may be present in the area of a proposed action".

This species list is provided by:

Wyoming Ecological Services Field Office

334 Parsley Boulevard
Cheyenne, WY 82007-4178
(307) 772-2374

Exhibit 9

Project Summary

Project Code: 2022-0039598

Event Code: None

Project Name: Pronghorn Industrial Park

Project Type: Commercial Development

Project Description: Construction of industrial park.

Project Location:

Approximate location of the project can be viewed in Google Maps: <https://www.google.com/maps/@44.273275999999996,-105.41531893846982,14z>



Counties: Campbell County, Wyoming

Endangered Species Act Species

There is a total of 3 threatened, endangered, or candidate species on this species list.

Species on this list should be considered in an effects analysis for your project and could include species that exist in another geographic area. For example, certain fish may appear on the species list because a project could affect downstream species.

IPaC does not display listed species or critical habitats under the sole jurisdiction of NOAA Fisheries¹, as USFWS does not have the authority to speak on behalf of NOAA and the Department of Commerce.

See the "Critical habitats" section below for those critical habitats that lie wholly or partially within your project area under this office's jurisdiction. Please contact the designated FWS office if you have questions.

1. [NOAA Fisheries](#), also known as the National Marine Fisheries Service (NMFS), is an office of the National Oceanic and Atmospheric Administration within the Department of Commerce.

Mammals

NAME	STATUS
Northern Long-eared Bat <i>Myotis septentrionalis</i> No critical habitat has been designated for this species. Species profile: https://ecos.fws.gov/ecp/species/9045	Threatened

Insects

NAME	STATUS
Monarch Butterfly <i>Danaus plexippus</i> No critical habitat has been designated for this species. Species profile: https://ecos.fws.gov/ecp/species/9743	Candidate

Flowering Plants

NAME	STATUS
Ute Ladies'-tresses <i>Spiranthes diluvialis</i> No critical habitat has been designated for this species. Species profile: https://ecos.fws.gov/ecp/species/2159	Threatened

Critical habitats

THERE ARE NO CRITICAL HABITATS WITHIN YOUR PROJECT AREA UNDER THIS OFFICE'S JURISDICTION.

USFWS National Wildlife Refuge Lands And Fish Hatcheries

Any activity proposed on lands managed by the [National Wildlife Refuge](#) system must undergo a 'Compatibility Determination' conducted by the Refuge. Please contact the individual Refuges to discuss any questions or concerns.

THERE ARE NO REFUGE LANDS OR FISH HATCHERIES WITHIN YOUR PROJECT AREA.

Migratory Birds

Certain birds are protected under the Migratory Bird Treaty Act¹ and the Bald and Golden Eagle Protection Act².

Any person or organization who plans or conducts activities that may result in impacts to migratory birds, eagles, and their habitats should follow appropriate regulations and consider implementing appropriate conservation measures, as described [below](#).

-
1. The [Migratory Birds Treaty Act](#) of 1918.
 2. The [Bald and Golden Eagle Protection Act](#) of 1940.
 3. 50 C.F.R. Sec. 10.12 and 16 U.S.C. Sec. 668(a)

The birds listed below are birds of particular concern either because they occur on the [USFWS Birds of Conservation Concern \(BCC\)](#) list or warrant special attention in your project location. To learn more about the levels of concern for birds on your list and how this list is generated, see the FAQ [below](#). This is not a list of every bird you may find in this location, nor a guarantee that every bird on this list will be found in your project area. To see exact locations of where birders and the general public have sighted birds in and around your project area, visit the [E-bird data mapping tool](#) (Tip: enter your location, desired date range and a species on your list). For projects that occur off the Atlantic Coast, additional maps and models detailing the relative occurrence and abundance of bird species on your list are available. Links to additional information about Atlantic Coast birds, and other important information about your migratory bird list, including how to properly interpret and use your migratory bird report, can be found [below](#).

For guidance on when to schedule activities or implement avoidance and minimization measures to reduce impacts to migratory birds on your list, click on the PROBABILITY OF PRESENCE SUMMARY at the top of your list to see when these birds are most likely to be present and breeding in your project area.

NAME	BREEDING SEASON
Franklin's Gull <i>Leucophaeus pipixcan</i> This is a Bird of Conservation Concern (BCC) throughout its range in the continental USA and Alaska.	Breeds May 1 to Jul 31
Lark Bunting <i>Calamospiza melanocorys</i> This is a Bird of Conservation Concern (BCC) only in particular Bird Conservation Regions (BCRs) in the continental USA	Breeds May 10 to Aug 15
Lesser Yellowlegs <i>Tringa flavipes</i> This is a Bird of Conservation Concern (BCC) throughout its range in the continental USA and Alaska. https://ecos.fws.gov/ecp/species/9679	Breeds elsewhere

NAME	BREEDING SEASON
Marbled Godwit <i>Limosa fedoa</i> This is a Bird of Conservation Concern (BCC) throughout its range in the continental USA and Alaska. https://ecos.fws.gov/ecp/species/9481	Breeds May 1 to Jul 31
Red-headed Woodpecker <i>Melanerpes erythrocephalus</i> This is a Bird of Conservation Concern (BCC) throughout its range in the continental USA and Alaska.	Breeds May 10 to Sep 10

Probability Of Presence Summary

The graphs below provide our best understanding of when birds of concern are most likely to be present in your project area. This information can be used to tailor and schedule your project activities to avoid or minimize impacts to birds. Please make sure you read and understand the FAQ "Proper Interpretation and Use of Your Migratory Bird Report" before using or attempting to interpret this report.

Probability of Presence (■)

Each green bar represents the bird's relative probability of presence in the 10km grid cell(s) your project overlaps during a particular week of the year. (A year is represented as 12 4-week months.) A taller bar indicates a higher probability of species presence. The survey effort (see below) can be used to establish a level of confidence in the presence score. One can have higher confidence in the presence score if the corresponding survey effort is also high.

How is the probability of presence score calculated? The calculation is done in three steps:

1. The probability of presence for each week is calculated as the number of survey events in the week where the species was detected divided by the total number of survey events for that week. For example, if in week 12 there were 20 survey events and the Spotted Towhee was found in 5 of them, the probability of presence of the Spotted Towhee in week 12 is 0.25.
2. To properly present the pattern of presence across the year, the relative probability of presence is calculated. This is the probability of presence divided by the maximum probability of presence across all weeks. For example, imagine the probability of presence in week 20 for the Spotted Towhee is 0.05, and that the probability of presence at week 12 (0.25) is the maximum of any week of the year. The relative probability of presence on week 12 is $0.25/0.25 = 1$; at week 20 it is $0.05/0.25 = 0.2$.
3. The relative probability of presence calculated in the previous step undergoes a statistical conversion so that all possible values fall between 0 and 10, inclusive. This is the probability of presence score.

Breeding Season (■)

Yellow bars denote a very liberal estimate of the time-frame inside which the bird breeds across its entire range. If there are no yellow bars shown for a bird, it does not breed in your project area.

Exhibit 9

Survey Effort (|)

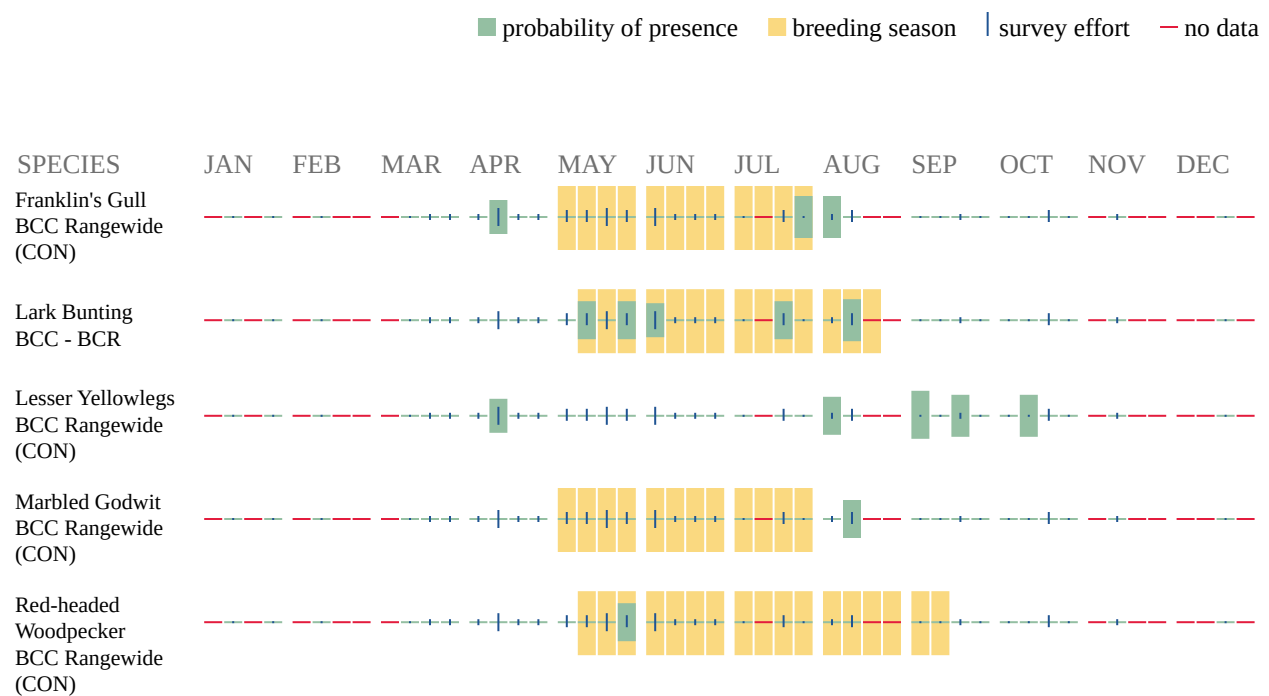
Vertical black lines superimposed on probability of presence bars indicate the number of surveys performed for that species in the 10km grid cell(s) your project area overlaps. The number of surveys is expressed as a range, for example, 33 to 64 surveys.

No Data (—)

A week is marked as having no data if there were no survey events for that week.

Survey Timeframe

Surveys from only the last 10 years are used in order to ensure delivery of currently relevant information. The exception to this is areas off the Atlantic coast, where bird returns are based on all years of available data, since data in these areas is currently much more sparse.



Additional information can be found using the following links:

- Birds of Conservation Concern <https://www.fws.gov/program/migratory-birds/species>
- Measures for avoiding and minimizing impacts to birds <https://www.fws.gov/library/collections/avoiding-and-minimizing-incident-take-migratory-birds>
- Nationwide conservation measures for birds <https://www.fws.gov/sites/default/files/documents/nationwide-standard-conservation-measures.pdf>

Migratory Birds FAQ

Tell me more about conservation measures I can implement to avoid or minimize impacts to migratory birds.

[Nationwide Conservation Measures](#) describes measures that can help avoid and minimize impacts to all birds at any location year round. Implementation of these measures is particularly important when birds are most likely to occur in the project area. When birds may be breeding in the area, identifying the locations of any active nests and avoiding their destruction is a very helpful impact minimization measure. To see when birds are most likely to occur and be breeding in your project area, view the Probability of Presence Summary. [Additional measures](#) or [permits](#) may be advisable depending on the type of activity you are conducting and the type of infrastructure or bird species present on your project site.

What does IPaC use to generate the migratory birds potentially occurring in my specified location?

The Migratory Bird Resource List is comprised of USFWS [Birds of Conservation Concern \(BCC\)](#) and other species that may warrant special attention in your project location.

The migratory bird list generated for your project is derived from data provided by the [Avian Knowledge Network \(AKN\)](#). The AKN data is based on a growing collection of [survey, banding, and citizen science datasets](#) and is queried and filtered to return a list of those birds reported as occurring in the 10km grid cell(s) which your project intersects, and that have been identified as warranting special attention because they are a BCC species in that area, an eagle ([Eagle Act](#) requirements may apply), or a species that has a particular vulnerability to offshore activities or development.

Again, the Migratory Bird Resource list includes only a subset of birds that may occur in your project area. It is not representative of all birds that may occur in your project area. To get a list of all birds potentially present in your project area, please visit the [AKN Phenology Tool](#).

What does IPaC use to generate the probability of presence graphs for the migratory birds potentially occurring in my specified location?

The probability of presence graphs associated with your migratory bird list are based on data provided by the [Avian Knowledge Network \(AKN\)](#). This data is derived from a growing collection of [survey, banding, and citizen science datasets](#).

Probability of presence data is continuously being updated as new and better information becomes available. To learn more about how the probability of presence graphs are produced and how to interpret them, go the Probability of Presence Summary and then click on the "Tell me about these graphs" link.

How do I know if a bird is breeding, wintering, migrating or present year-round in my project area?

To see what part of a particular bird's range your project area falls within (i.e. breeding, wintering, migrating or year-round), you may refer to the following resources: [The Cornell Lab of Ornithology All About Birds Bird Guide](#), or (if you are unsuccessful in locating the bird of interest there), the [Cornell Lab of Ornithology Neotropical Birds guide](#). If a bird on your migratory bird species list has a breeding season associated with it, if that bird does occur in your project area, there may be nests present at some point within the timeframe specified. If "Breeds elsewhere" is indicated, then the bird likely does not breed in your project area.

What are the levels of concern for migratory birds?

Migratory birds delivered through IPaC fall into the following distinct categories of concern:

1. "BCC Rangewide" birds are [Birds of Conservation Concern](#) (BCC) that are of concern throughout their range anywhere within the USA (including Hawaii, the Pacific Islands, Puerto Rico, and the Virgin Islands);
2. "BCC - BCR" birds are BCCs that are of concern only in particular Bird Conservation Regions (BCRs) in the continental USA; and
3. "Non-BCC - Vulnerable" birds are not BCC species in your project area, but appear on your list either because of the [Eagle Act](#) requirements (for eagles) or (for non-eagles) potential susceptibilities in offshore areas from certain types of development or activities (e.g. offshore energy development or longline fishing).

Although it is important to try to avoid and minimize impacts to all birds, efforts should be made, in particular, to avoid and minimize impacts to the birds on this list, especially eagles and BCC species of rangewide concern. For more information on conservation measures you can implement to help avoid and minimize migratory bird impacts and requirements for eagles, please see the FAQs for these topics.

Details about birds that are potentially affected by offshore projects

For additional details about the relative occurrence and abundance of both individual bird species and groups of bird species within your project area off the Atlantic Coast, please visit the [Northeast Ocean Data Portal](#). The Portal also offers data and information about other taxa besides birds that may be helpful to you in your project review. Alternately, you may download the bird model results files underlying the portal maps through the [NOAA NCCOS Integrative Statistical Modeling and Predictive Mapping of Marine Bird Distributions and Abundance on the Atlantic Outer Continental Shelf](#) project webpage.

Bird tracking data can also provide additional details about occurrence and habitat use throughout the year, including migration. Models relying on survey data may not include this information. For additional information on marine bird tracking data, see the [Diving Bird Study](#) and the [nanotag studies](#) or contact [Caleb Spiegel](#) or [Pam Loring](#).

What if I have eagles on my list?

If your project has the potential to disturb or kill eagles, you may need to [obtain a permit](#) to avoid violating the Eagle Act should such impacts occur.

Proper Interpretation and Use of Your Migratory Bird Report

The migratory bird list generated is not a list of all birds in your project area, only a subset of birds of priority concern. To learn more about how your list is generated, and see options for identifying what other birds may be in your project area, please see the FAQ "What does IPaC use to generate the migratory birds potentially occurring in my specified location". Please be aware this report provides the "probability of presence" of birds within the 10 km grid cell(s) that overlap your project; not your exact project footprint. On the graphs provided, please also look carefully at the survey effort (indicated by the black vertical bar) and for the existence of the "no data" indicator (a red horizontal bar). A high survey effort is the key component. If the survey effort is high, then the probability of presence score can be viewed as more dependable. In contrast, a low survey effort bar or no data bar means a lack of data and, therefore, a lack of

Exhibit 9

certainty about presence of the species. This list is not perfect; it is simply a starting point for identifying what birds of concern have the potential to be in your project area, when they might be there, and if they might be breeding (which means nests might be present). The list helps you know what to look for to confirm presence, and helps guide you in knowing when to implement conservation measures to avoid or minimize potential impacts from your project activities, should presence be confirmed. To learn more about conservation measures, visit the FAQ "Tell me about conservation measures I can implement to avoid or minimize impacts to migratory birds" at the bottom of your migratory bird trust resources page.

Wetlands

Impacts to [NWI wetlands](#) and other aquatic habitats may be subject to regulation under Section 404 of the Clean Water Act, or other State/Federal statutes.

For more information please contact the Regulatory Program of the local [U.S. Army Corps of Engineers District](#).

Please note that the NWI data being shown may be out of date. We are currently working to update our NWI data set. We recommend you verify these results with a site visit to determine the actual extent of wetlands on site.

RIVERINE

- [R4SBC](#)

See Exhibit 8 for map

IPaC User Contact Information

Agency: Campbell County

Name: Matthew Olsen

Address: 500 S Gillette Ave, Suite 1400

City: Gillette

State: WY

Zip: 82716

Email: matthew.olsen@campbellcountywy.gov

Phone: 3076858061

Note that at the time this Assessment was performed the IPaC Website was having mapping issues. The maps were not able to be printed for this report.

Pronghorn Industrial Park

Biological Assessment

Prepared using IPaC

Generated by Matthew Olsen (matthew.olsen@campbellcountyny.gov)

May 5, 2022

The purpose of this Biological Assessment (BA) is to assess the effects of the proposed project and determine whether the project may affect any Federally threatened, endangered, proposed or candidate species. This BA is prepared in accordance with legal requirements set forth under [Section 7 of the Endangered Species Act \(16 U.S.C. 1536 \(c\)\)](#).

In this document, any data provided by U.S. Fish and Wildlife Service is based on data as of May 5, 2022.

Prepared using IPaC version 6.74.0-rc8

Pronghorn Industrial Park Biological Assessment

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1 Description Of The Action

1.1 Project Name

Pronghorn Industrial Park

1.2 Executive Summary

This project mainly consists of building a paved road where an existing two-track road is.

[Effect determination summary](#)

1.3 Project Description

1.3.1 Location



LOCATION

Campbell County, Wyoming

1.3.2 Description of project habitat

grass and some limited sage brush

1.3.3 Project proponent information

Provide information regarding who is proposing to conduct the project, and their contact information. Please provide details on whether there is a Federal nexus.

Requesting Agency

FULL NAME

Matthew Olsen

STREET ADDRESS

500 S Gillette Ave, Suite 1400

CITY

Gillette

STATE

WY

ZIP

82716

PHONE NUMBER

3076858061

E-MAIL ADDRESS

matthew.olsen@campbellcountywy.gov

Lead agency

Lead agency is the same as requesting agency

1.3.4 Project purpose

Construction of an industrial park for locating businesses and diversifying the local economy as it transitions from mineral extraction.

1.3.5 Project type and deconstruction

This project is a residential, commercial, industrial development project.

1.3.5.1 Project map



LEGEND



Project footprint



Layer 1: Access road construction



Layer 2: Construct building



Layer 3: Finish grading



Layer 4: In-ground utilities construction



Layer 5: Install septic system



Layer 6: Geotechnical investigation, landscaping/restoration, minimize erosion from disturbed areas, rough grading



Layer 7: Outdoor permanent lighting installation, signage installation, stripe surface

1.3.5.2 access road construction

Activity start date

May 08, 2022

Activity end date

September 30, 2023

Stressors

ANIMAL FEATURES

- [Decrease in hibernacula](#)

PLANT FEATURES

- [Decrease in vegetation](#)

LANDFORM (TOPOGRAPHIC) FEATURES

- [Change in topography](#)
- [Increase in impervious surfaces](#)

SOIL AND SEDIMENT

- [Increase in dust](#)

ENVIRONMENTAL PROCESSES

- [Change in hydrology](#)

HUMAN ACTIVITIES

- [Increase in ground vibrations](#)
- [Increase in human presence](#)
- [Increase in noise](#)
- [Increase in soil disturbance](#)
- [Increase in vehicle traffic](#)

Description

construction of a typical paved road section

1.3.5.3 construct building

Activity start date

May 08, 2022

Activity end date

September 30, 2023

Stressors

LANDFORM (TOPOGRAPHIC) FEATURES

- [Increase in impervious surfaces](#)

HUMAN ACTIVITIES

- [Increase in human presence](#)
- [Increase in noise](#)
- [Increase in pedestrian traffic](#)
- [Increase in vehicle traffic](#)

Description

construction of a shop building

1.3.5.4 finish grading

Activity start date

May 08, 2022

Activity end date

September 30, 2023

Stressors

PLANT FEATURES

- [Decrease in vegetation](#)

LANDFORM (TOPOGRAPHIC) FEATURES

- [Change in topography](#)

SOIL AND SEDIMENT

- [Increase in dust](#)
- [Increase in fill](#)
- [Increase in soil compaction](#)

HUMAN ACTIVITIES

- [Increase in ground vibrations](#)
- [Increase in human presence](#)
- [Increase in noise](#)
- [Increase in soil disturbance](#)

Description

site grading

1.3.5.5 geotechnical investigation

Activity start date

May 08, 2022

Activity end date

September 30, 2023

Stressors

This activity is not expected to have any impact on the environment.

Description

soil borings for building and road construction

1.3.5.6 in-ground utilities construction

Activity start date

May 08, 2022

Activity end date

September 30, 2023

Stressors

This activity is not expected to have any impact on the environment.

Description

typical buried utility lines

1.3.5.7 install septic system

Activity start date

May 08, 2022

Activity end date

September 30, 2023

Stressors

CHEMICALS / CONTAMINANTS

- [Increase in contaminants](#)

Description

on lot septic systems

1.3.5.8 landscaping/restoration

Activity start date

May 08, 2022

Activity end date

September 30, 2023

Stressors

PLANT FEATURES

- [Increase in vegetation](#)

SOIL AND SEDIMENT

- [Increase in dust](#)

Description

landscaping

1.3.5.9 minimize erosion from disturbed areas

Activity start date

May 08, 2022

Activity end date

September 30, 2023

Stressors

This activity is not expected to have any impact on the environment.

Description

best management practices

1.3.5.10 outdoor permanent lighting installation

Activity start date

May 08, 2022

Activity end date

September 30, 2023

Stressors

ENVIRONMENTAL QUALITY FEATURES

- [Increase in illuminance level](#)

Description

street lights

1.3.5.11 rough grading

Activity start date

May 08, 2022

Activity end date

September 30, 2023

Stressors

LANDFORM (TOPOGRAPHIC) FEATURES

- [Change in topography](#)

SOIL AND SEDIMENT

- [Increase in dust](#)
- [Increase in fill](#)

ENVIRONMENTAL PROCESSES

- [Increase in erosion](#)

HUMAN ACTIVITIES

- [Increase in ground vibrations](#)

Description

grading which follows with seeding

1.3.5.12 signage installation

Activity start date

May 08, 2022

Activity end date

September 30, 2023

Stressors

This activity is not expected to have any impact on the environment.

Description

typical road signs

1.3.5.13 stripe surface

Activity start date

May 08, 2022

Activity end date

September 30, 2023

Stressors

This activity is not expected to have any impact on the environment.

Description

non toxic road striping

1.3.6 Anticipated environmental stressors

Describe the anticipated effects of your proposed project on the aspects of the land, air and water that will occur due to the activities above. These should be based on the activity deconstructions done in the previous section and will be used to inform the action area.

1.3.6.1 Animal Features

Individuals from the Animalia kingdom, such as raptors, mollusks, and fish. This feature also includes byproducts and remains of animals (e.g., carrion, feathers, scat, etc.), and animal-related structures (e.g., dens, nests, hibernacula, etc.).

1.3.6.1.1 Decrease in hibernacula

ANTICIPATED MAGNITUDE

This stressor is not expected to occur; the following explanation has been provided:

won't disrupt dens

CONSERVATION MEASURES

- [Preserve dens](#)

STRUCTURES AND ACTIVITIES

- [Access road construction](#)

1.3.6.2 Plant Features

Individuals from the Plantae kingdom, such as trees, shrubs, herbs, grasses, ferns, and mosses. This feature also includes products of plants (e.g., nectar, flowers, seeds, etc.).

1.3.6.2.1 Decrease in vegetation

ANTICIPATED MAGNITUDE

This stressor is not expected to occur; the following explanation has been provided:

will seed

CONSERVATION MEASURES

- [Seed](#)

STRUCTURES AND ACTIVITIES

- [Finish grading](#)
- [Access road construction](#)

1.3.6.2.2 Increase in vegetation

ANTICIPATED MAGNITUDE

This stressor is not expected to occur; the following explanation has been provided:

seed appropriate amount

CONSERVATION MEASURES

- [Seed](#)

STRUCTURES AND ACTIVITIES

- [Landscaping/restoration](#)

1.3.6.3 Aquatic Features

Bodies of water on the landscape, such as streams, rivers, ponds, wetlands, etc., and their physical characteristics (e.g., depth, current, etc.). This feature includes the groundwater and its characteristics. Water quality attributes (e.g., turbidity, pH, temperature, DO, nutrients, etc.) should be placed in the Environmental Quality Features.

1.3.6.4 Chemicals / Contaminants

Substances that pollute, spoil, or poison the environment (e.g., herbicides, heavy metals, oil, etc.).

1.3.6.4.1 Increase in contaminants

ANTICIPATED MAGNITUDE

This stressor is not expected to occur; the following explanation has been provided:

best practice for installing leech fields

CONSERVATION MEASURES

- [Best practice](#)

STRUCTURES AND ACTIVITIES

- [Install septic system](#)

1.3.6.5 Environmental Quality Features

Abiotic attributes of the landscape (e.g., temperature, moisture, slope, aspect, etc.).

1.3.6.5.1 Increase in illuminance level



ANTICIPATED MAGNITUDE

street lights

STRESSOR LOCATION

☐

LEGEND

-  Project footprint
-  Stressor location

CONSERVATION MEASURES

No conservation measures for this stressor

STRUCTURES AND ACTIVITIES

- [Outdoor permanent lighting installation](#)

1.3.6.6 Landform (topographic) Features

Topographic (landform) features that typically occur naturally on the landscape (e.g., cliffs, terraces, ridges, etc.). This feature does not include aquatic landscape features or man-made structures.

1.3.6.6.1 Change in topography**ANTICIPATED MAGNITUDE**

This stressor is not expected to occur; the following explanation has been provided:

keep it natural

CONSERVATION MEASURES

- [Natural reshaping of topo](#)

STRUCTURES AND ACTIVITIES

- [Finish grading](#)
- [Rough grading](#)
- [Access road construction](#)

1.3.6.6.2 Increase in impervious surfaces**ANTICIPATED MAGNITUDE**

This stressor is not expected to occur; the following explanation has been provided:

regulate stormwater to historical outflows

CONSERVATION MEASURES

- [Retention](#)

STRUCTURES AND ACTIVITIES

- [Construct building](#)
- [Access road construction](#)

1.3.6.7 Soil and Sediment

The topmost layer of earth on the landscape and its components (e.g., rock, sand, gravel, silt, etc.). This feature includes the physical characteristics of soil, such as depth, compaction, etc. Soil quality attributes (e.g., temperature, pH, etc.) should be placed in the Environmental Quality Features.

1.3.6.7.1 Increase in dust

ANTICIPATED MAGNITUDE

This stressor is not expected to occur; the following explanation has been provided:

keep fugitive dust levels down during construction

CONSERVATION MEASURES

- [Water truck](#)

STRUCTURES AND ACTIVITIES

- [Finish grading](#)
- [Rough grading](#)
- [Landscaping/restoration](#)
- [Access road construction](#)

1.3.6.7.2 Increase in fill

ANTICIPATED MAGNITUDE

fill will occur in limited areas during grading

STRESSOR LOCATION

☐

LEGEND



Project footprint



Stressor location

CONSERVATION MEASURES

No conservation measures for this stressor

STRUCTURES AND ACTIVITIES

- [Finish grading](#)
- [Rough grading](#)

1.3.6.7.3 Increase in soil compaction

ANTICIPATED MAGNITUDE

compaction for road construction

STRESSOR LOCATION

☐

LEGEND



Project footprint



Stressor location

CONSERVATION MEASURES

No conservation measures for this stressor

STRUCTURES AND ACTIVITIES

- [Finish grading](#)

1.3.6.8 Environmental Processes

Abiotic processes that occur in the natural environment (e.g., erosion, precipitation, flood frequency, photoperiod, etc.).

1.3.6.8.1 Change in hydrology

ANTICIPATED MAGNITUDE

This stressor is not expected to occur; the following explanation has been provided:

hydrology in our climate will not be changed

CONSERVATION MEASURES

- [Retention](#)

STRUCTURES AND ACTIVITIES

- [Access road construction](#)

1.3.6.8.2 Increase in erosion

ANTICIPATED MAGNITUDE

This stressor is not expected to occur; the following explanation has been provided:

best management practices SWPPP

CONSERVATION MEASURES

- [Seed](#)

STRUCTURES AND ACTIVITIES

- [Rough grading](#)

1.3.6.9 Human Activities

Human actions in the environment (e.g., fishing, hunting, farming, walking, etc.).

1.3.6.9.1 Increase in ground vibrations



ANTICIPATED MAGNITUDE

heavy equipment

STRESSOR LOCATION

☐

LEGEND

-  Project footprint
-  Stressor location

CONSERVATION MEASURES

No conservation measures for this stressor

STRUCTURES AND ACTIVITIES

- [Finish grading](#)
- [Rough grading](#)
- [Access road construction](#)

1.3.6.9.2 Increase in human presence

ANTICIPATED MAGNITUDE

more people curing construction and when building

STRESSOR LOCATION

☐

LEGEND



Project footprint



Stressor location

CONSERVATION MEASURES

No conservation measures for this stressor

STRUCTURES AND ACTIVITIES

- [Finish grading](#)
- [Construct building](#)
- [Access road construction](#)

1.3.6.9.3 Increase in noise

ANTICIPATED MAGNITUDE
equipment

STRESSOR LOCATION

☐

LEGEND



Project footprint



Stressor location

CONSERVATION MEASURES

No conservation measures for this stressor

STRUCTURES AND ACTIVITIES

- [Finish grading](#)
- [Construct building](#)
- [Access road construction](#)

1.3.6.9.4 Increase in pedestrian traffic



ANTICIPATED MAGNITUDE

more people inevitable in new development

STRESSOR LOCATION

☐

LEGEND

-  Project footprint
-  Stressor location

CONSERVATION MEASURES

No conservation measures for this stressor

STRUCTURES AND ACTIVITIES

- [Construct building](#)

1.3.6.9.5 Increase in soil disturbance



ANTICIPATED MAGNITUDE

have to disturb soil to build road and buildings

STRESSOR LOCATION

☐

LEGEND

-  Project footprint
-  Stressor location

CONSERVATION MEASURES

No conservation measures for this stressor

STRUCTURES AND ACTIVITIES

- [Finish grading](#)
- [Access road construction](#)

1.3.6.9.6 Increase in vehicle traffic

ANTICIPATED MAGNITUDE

construction and business traffic

STRESSOR LOCATION

☐

LEGEND



Project footprint



Stressor location

CONSERVATION MEASURES

No conservation measures for this stressor

STRUCTURES AND ACTIVITIES

- [Construct building](#)
- [Access road construction](#)

1.3.6.10 Miscellaneous

Miscellaneous should only be used if the created feature does not fit into one of the other categories or if the creator is not sure in which category it should be placed.

1.4 Action Area

☐

1.5 Conservation Measures

1.5.1 best practice

Description

design to current standards to minimize impacts to environment

Stressors

- [Increase in contaminants](#)

1.5.2 natural reshaping of topo

Description

design to reshape disturbed areas to blend in with the natural environment

Stressors

- [Change in topography](#)

1.5.3 preserve dens

Description

no known dens to be disturbed

Stressors

- [Decrease in hibernacula](#)

1.5.4 retention

Description

retain runoff to avoid erosion

Stressors

- [Change in hydrology](#)
- [Increase in impervious surfaces](#)

1.5.5 seed

Description

use approved natural seed mix with no invasives

Stressors

- [Decrease in vegetation](#)
- [Increase in erosion](#)
- [Increase in vegetation](#)

1.5.6 water truck

Description

keep fugitive dust down by using a water truck

Stressors

- [Increase in dust](#)

1.6 Prior Consultation History

No others

1.7 Other Agency Partners And Interested Parties

No others

1.8 Other Reports And Helpful Information

no other reports known

2 Species Effects Analysis

This section describes, species by species, the effects of the proposed action on listed, proposed, and candidate species, and the habitat on which they depend. In this document, effects are broken down as direct interactions (something happening directly to the species) or indirect interactions (something happening to the environment on which a species depends that could then result in effects to the species).

These interactions encompass effects that occur both during project construction and those which could be ongoing after the project is finished. All effects, however, should be considered, including effects from direct and indirect interactions and cumulative effects.

2.1 Monarch Butterfly

2.1.1 Status of the species

This section should provide information on the species' background, its biology and life history that is relevant to the proposed project within the action area that will inform the effects analysis.

2.1.1.1 Legal status

The Monarch Butterfly is federally listed as 'Candidate' and additional information regarding its legal status can be found on the [ECOS species profile](#).

2.1.1.2 Recovery plans

Available recovery plans for the Monarch Butterfly can be found on the [ECOS species profile](#).

2.1.1.3 Life history information

Note - the monarch is a candidate species and not yet listed or proposed for listing. Consultation with U.S. Fish and Wildlife Service under section 7 of the Endangered Species Act is not required for candidate species, like the monarch. We encourage agencies, however, to take advantage of any opportunity they may have to conserve the species.

For information on monarch conservation, visit <https://www.fws.gov/savethemonarch/>, http://www.mafwa.org/?page_id=2347, and, for the West, <https://wafwa.org/committees-working-groups/monarch-working-group/>.

Adult monarch butterflies are large and conspicuous, with bright orange wings surrounded by a black border and covered with black veins. The black border has a double row of white spots, present on the upper side of the wings. Adult monarchs are sexually dimorphic, with males having narrower wing venation and scent patches. The bright coloring of a monarch serves as a warning to predators that eating them can be toxic.

During the breeding season, monarchs lay their eggs on their obligate milkweed host plant (primarily *Asclepias* spp.), and larvae emerge after two to five days. Larvae develop through five larval instars (intervals between molts) over a period of 9 to 18 days, feeding on milkweed and sequestering toxic chemicals (cardenolides) as a defense against predators. The larva then pupates into a chrysalis before emerging 6 to 14 days later as an adult butterfly. There are multiple generations of monarchs produced during the breeding season, with most adult butterflies living approximately two to five weeks; overwintering adults enter into reproductive diapause (suspended reproduction) and live six to nine months.

In many regions where monarchs are present, monarchs breed year-round. Individual monarchs in temperate climates, such as eastern and western North America, undergo long-distance migration, and live for an extended period of time. In the fall, in both eastern and western North America, monarchs begin migrating to their respective overwintering sites. This migration can take monarchs distances of over 3,000 km and last for over two months. In early spring (February-March), surviving monarchs break diapause and mate at the overwintering sites before dispersing. The same individuals that undertook the initial southward migration begin flying back through the breeding grounds and their offspring start the cycle of generational migration over again.

Identified resource needs

Grass

Prairie grass

2.1.1.4 Conservation needs

maintain habitat

2.1.2 Environmental baseline

*The environmental baseline describes the species' health **within the action area only** at the time of the consultation, and does not include the effects of the action under review. Unlike the species information provided above, the environmental baseline is at the scale of the Action area.*

2.1.2.1 Species presence and use

may use during migration route

2.1.2.2 Species conservation needs within the action area

a large portion of the action area will be undisturbed

2.1.2.3 Habitat condition (general)

grass (prairie grass)

it is all over the site

2.1.2.4 Influences

no influences in activity area

2.1.2.5 Additional baseline information

hardly ever seen in action area

2.1.3 Effects of the action

This section considers and discusses all effects on the listed species that are caused by the proposed action and are reasonably certain to occur, including the effects of other activities that would not occur but for the proposed action.

2.1.3.1 Indirect interactions

RESOURCE NEED	STRESSORS	CONSERVATION MEASURES	AMOUNT OF RESOURCE IMPACTED	INDIVIDUALS AFFECTED
Grass (prairie grass)	No exposure path			<i>There will be no impacts to this resource, so no individuals will be affected.</i>

2.1.3.2 Direct interactions

No direct interactions leading to effects on species are expected to occur from the proposed project.

2.1.4 Cumulative effects

no cumulative effects

2.1.5 Discussion and conclusion

Determination: NE

2.2 Northern Long-Eared Bat

2.2.1 Status of the species

This section should provide information on the species' background, its biology and life history that is relevant to the proposed project within the action area that will inform the effects analysis.

2.2.1.1 Legal status

The Northern Long-eared Bat is federally listed as 'Threatened' and additional information regarding its legal status can be found on the [ECOS species profile](#).

2.2.1.2 Recovery plans

Available recovery plans for the Northern Long-eared Bat can be found on the [ECOS species profile](#).

2.2.1.3 Life history information

The northern long-eared bat is a medium-sized bat about 3 to 3.7 inches in length but with a wingspan of 9 to 10 inches. As its name suggests, this bat is distinguished by its long ears, particularly as compared to other bats in its genus, *Myotis*, which are actually bats noted for their small ears (*Myotis* means mouse-eared). The northern long-eared bat is found across much of the eastern and north central United States and all Canadian provinces from the Atlantic coast west to the southern Northwest Territories and eastern British Columbia. The species range includes 37 states. White-nose syndrome, a fungal disease known to affect bats, is currently the predominant threat to this bat, especially throughout the Northeast where the species has declined by up to 99 percent from pre-white-nose syndrome levels at many hibernation sites. Although the disease has not yet spread throughout the northern long-eared bats entire range (white-nose syndrome is currently found in at least 25 of 37 states where the northern long-eared bat occurs), it continues to spread. Experts expect that where it spreads, it will have the same impact as seen in the Northeast.

Identified resource needs

Hibernacula

Humidity: high, noise: low, with minimal disturbance, temperature: 0-9 degrees celsius, time of year: august through april, type: caves, mines, sewers and spillways

Insects

Type: lepidoptera (moths and butterflies), coleoptera (beetles), trichoptera (caddisflies), diptera (flies), spiders and lepidopterous larvae

Open water

Type: streams, rivers, ponds, wetlands, lakes and road ruts

Travel corridors

Location: between forest patches, type: riparian corridors, wooded paths, hedgerows and fence rows

Trees

Size: > or equal to 3 inch dbh, spatial arrangement: within 1000 feet of forest, structure: cracks, crevices, cavities, exfoliating bark, time of year: april through august, type: dead, nearly dead, living tree with dead parts and living with appropriate structure

2.2.1.4 Conservation needs

conservation of habitat

2.2.2 Environmental baseline

*The environmental baseline describes the species' health **within the action area only** at the time of the consultation, and does not include the effects of the action under review. Unlike the species information provided above, the environmental baseline is at the scale of the Action area.*

2.2.2.1 Species presence and use

no known sightings

2.2.2.2 Species conservation needs within the action area

large portion of site will not be impacted

2.2.2.3 Habitat condition (general)

insects (type: lepidoptera (moths and butterflies), coleoptera (beetles), trichoptera (caddisflies), diptera (flies), spiders and lepidopterous larvae)

they are all over

2.2.2.4 Influences

climate change drought

2.2.2.5 Additional baseline information

large portions of site will be preserved

2.2.3 Effects of the action

This section considers and discusses all effects on the listed species that are caused by the proposed action and are reasonably certain to occur, including the effects of other activities that would not occur but for the proposed action.

2.2.3.1 Indirect interactions

RESOURCE NEED	STRESSORS	CONSERVATION MEASURES	AMOUNT OF RESOURCE IMPACTED	INDIVIDUALS AFFECTED
Hibernacula (humidity: high, noise: low, with minimal disturbance, temperature: 0-9 degrees celsius, time of year: august through april, type: caves, mines, sewers and spillways)			<i>This resource is not present in the action area</i> low humidity, no caves, mines sewers or spillways present	<i>There will be no impacts to this resource, so no individuals will be affected.</i>

RESOURCE NEED	STRESSORS	CONSERVATION MEASURES	AMOUNT OF RESOURCE IMPACTED	INDIVIDUALS AFFECTED
Insects (type: lepidoptera (moths and butterflies), coleoptera (beetles), trichoptera (caddisflies), diptera (flies), spiders and lepidopterous larvae)	Increase in soil disturbance Increase in vehicle traffic Increase in soil compaction		<i>There will be no impacts to this resource</i> large areas will remain undisturbed	<i>There will be no impacts to this resource, so no individuals will be affected.</i>
Open water (type: streams, rivers, ponds, wetlands, lakes and road ruts)			<i>This resource is not present in the action area</i> prairie	<i>There will be no impacts to this resource, so no individuals will be affected.</i>
Travel corridors (location: between forest patches, type: riparian corridors, wooded paths, hedgerows and fence rows)			<i>This resource is not present in the action area</i> open prairie with no forest etc. adjacent	<i>There will be no impacts to this resource, so no individuals will be affected.</i>

RESOURCE NEED	STRESSORS	CONSERVATION MEASURES	AMOUNT OF RESOURCE IMPACTED	INDIVIDUALS AFFECTED
Trees (size: > or equal to 3 inch dbh, spatial arrangement: within 1000 feet of forest, structure: cracks, crevices, cavities, exfoliating bark, time of year: april through august, type: dead, nearly dead, living tree with dead parts and living with appropriate structure)			<i>This resource is not present in the action area</i> no trees, prairie	<i>There will be no impacts to this resource, so no individuals will be affected.</i>

2.2.3.2 Direct interactions

No direct interactions leading to effects on species are expected to occur from the proposed project.

2.2.4 Cumulative effects

none known

2.2.5 Discussion and conclusion

Determination: NE

2.3 Ute Ladies'-Tresses

2.3.1 Status of the species

This section should provide information on the species' background, its biology and life history that is relevant to the proposed project within the action area that will inform the effects analysis.

2.3.1.1 Legal status

The Ute Ladies'-tresses is federally listed as 'Threatened' and additional information regarding its legal status can be found on the [ECOS species profile](#).

2.3.1.2 Recovery plans

Available recovery plans for the Ute Ladies'-tresses can be found on the [ECOS species profile](#).

2.3.1.3 Life history information

Ute ladies-tresses is a perennial herb with erect, glandular-pubescent stems 12-60 cm tall arising from tuberous-thickened roots. Basal leaves are narrowly linear, up to 1 cm wide and 28 cm long, and persist at the time of flowering. Leaves become progressively smaller up the stem and are alternate. The inflorescence is a sparsely pubescent 3-15 cm long spike of numerous small white or ivory-colored flowers arranged in a gradual spiral. Individual flowers are 7.5-15 mm long and faintly fragrant (with a vanilla-like scent). The lip petal is oval to lance-shaped, narrowed at the middle, and has crispy-wavy margins. Sepals are separate or fused only at the base (not fused into a hood-like structure) and are often spreading at their tips. Fruits are cylindric capsules with numerous seeds. The species occurs in Colorado, Idaho, Montana, Nebraska, Nevada, Utah, Washington, and Wyoming.

Identified resource needs

Hydrology

Seasonality: perennially or seasonally wet and water table: high

Insects

Species: bees and time of year: july-october

Mycorrhizae

Soil

Percent moisture: perennially or seasonably wet, ph level: neutral, substrate size: alluvial silt and sand or clay

Soil moisture/saturation

Sunlight

Vegetation structure

Structure: early to mid successional

2.3.1.4 Conservation needs

conservation

2.3.2 Environmental baseline

*The environmental baseline describes the species' health **within the action area only** at the time of the consultation, and does not include the effects of the action under review. Unlike the species information provided above, the environmental baseline is at the scale of the Action area.*

2.3.2.1 Species presence and use

no known sightings

2.3.2.2 Species conservation needs within the action area

no active conservation in the area taking place currently. minimal impacts from the project to the overall site

2.3.2.3 Habitat condition (general)

hydrology (seasonality: perennially or seasonally wet and water table: high)

seasonally variable in rainfall

insects (species: bees and time of year: july-october)

some bees, not many present

mycorrhizae

natural prairie land

soil (percent moisture: perennially or seasonably wet, ph level: neutral, substrate size: alluvial silt and sand or clay)

over entire site

soil moisture/saturation

prairie

sunlight

sunny prairie

vegetation structure (structure: early to mid successional)

prairie

2.3.2.4 Influences

none known

2.3.2.5 Additional baseline information

none known

2.3.3 Effects of the action

This section considers and discusses all effects on the listed species that are caused by the proposed action and are reasonably certain to occur, including the effects of other activities that would not occur but for the proposed action.

2.3.3.1 Indirect interactions

RESOURCE NEED	STRESSORS	CONSERVATION MEASURES	AMOUNT OF RESOURCE IMPACTED	INDIVIDUALS AFFECTED
Hydrology (seasonality: perennially or seasonally wet and water table: high)	No exposure path			<i>There will be no impacts to this resource, so no individuals will be affected.</i>
Insects (species: bees and time of year: july-october)	Increase in human presence Increase in soil disturbance Increase in vehicle traffic Increase in pedestrian traffic		<i>There will be no impacts to this resource</i> minimal impacts to overall site	<i>There will be no impacts to this resource, so no individuals will be affected.</i>

RESOURCE NEED	STRESSORS	CONSERVATION MEASURES	AMOUNT OF RESOURCE IMPACTED	INDIVIDUALS AFFECTED
Mycorrhizae	No exposure path			<i>There will be no impacts to this resource, so no individuals will be affected.</i>
Soil (percent moisture: perennially or seasonably wet, ph level: neutral, substrate size: alluvial silt and sand or clay)	Increase in human presence Increase in soil disturbance Increase in vehicle traffic Increase in pedestrian traffic Increase in soil compaction		<i>There will be no impacts to this resource</i> not impacting majority of the site	<i>There will be no impacts to this resource, so no individuals will be affected.</i>
Soil moisture/saturation	Increase in human presence Increase in soil disturbance Increase in vehicle traffic Increase in pedestrian traffic Increase in soil compaction		<i>There will be no impacts to this resource</i> majority of site not impacted	<i>There will be no impacts to this resource, so no individuals will be affected.</i>

RESOURCE NEED	STRESSORS	CONSERVATION MEASURES	AMOUNT OF RESOURCE IMPACTED	INDIVIDUALS AFFECTED
Sunlight	No exposure path			<i>There will be no impacts to this resource, so no individuals will be affected.</i>
Vegetation structure (structure: early to mid successional)	Increase in human presence Increase in soil disturbance Increase in vehicle traffic Increase in pedestrian traffic		<i>There will be no impacts to this resource</i> minimal impacts to overall site	<i>There will be no impacts to this resource, so no individuals will be affected.</i>

2.3.3.2 Direct interactions

No direct interactions leading to effects on species are expected to occur from the proposed project.

2.3.4 Cumulative effects

none known

2.3.5 Discussion and conclusion

Determination: NE

3 Critical Habitat Effects Analysis

No critical habitats intersect with the project action area.

4 Summary Discussion, Conclusion, And Effect Determinations

4.1 Effect Determination Summary

SPECIES (COMMON NAME)	SCIENTIFIC NAME	LISTING STATUS	PRESENT IN ACTION AREA	EFFECT DETERMINATION
Monarch Butterfly	Danaus plexippus	Candidate	Yes	NE
Northern Long-eared Bat	Myotis septentrionalis	Threatened	Yes	NE
Ute Ladies'-tresses	Spiranthes diluvialis	Threatened	Yes	NE

4.2 Summary Discussion

no know impacts

4.3 Conclusion

The impact to the overall site is going to be small.



September 30, 2021

Bethany Raab

Campbell County Government

500 South Gillette Avenue, Suite 1100

Gillette, WY 82716

re: Pronghorn Industrial Park, DBPR_WY_2021_887

Dear Ms. Raab:

Thank you for consulting with the Wyoming State Historic Preservation Office (SHPO) regarding the above referenced undertaking. We have reviewed the associated report and find the documentation meets the Secretary of the Interior's Standards for Archaeology and Historic Preservation (48 FR 44716-42). We concur with your finding that no historic properties, as defined in 36 CFR § 800.16(l)(1), will be affected by the undertaking as planned.

We recommend that the undertaking proceed in accordance with state and federal laws subject to the following stipulation:

If any cultural materials are discovered during construction, work in the area shall halt immediately, the federal agency must be contacted, and the materials evaluated by an archaeologist or historian meeting the Secretary of the Interior's Professional Qualification Standards (48 FR 22716, Sept. 1983).

This letter should be retained in your files as documentation of a SHPO concurrence with your finding of no historic properties affected. Please refer to SHPO project DBPR_WY_2021_887 on any future correspondence regarding this undertaking. If you have any questions, please contact me at 307-777-8594.

Sincerely,

A handwritten signature in blue ink, appearing to read "B. Beadles".

Brian Beadles

Mark Gordon | Governor
Darin J. Westby, P.E. | Director
Sara Needles | SHPO Officer



ARTS. PARKS.
HISTORY.
State Parks & Cultural Resources



500 South Gillette Avenue, Suite 1400 • Gillette, Wyoming 82716 • (307) 685-8061 • (307) 687-6325 FAX
Matthew.Olsen@campbellcountywy.gov • www.campbellcountywy.gov

May 6, 2022

Apache Tribe of Oklahoma
Chairman Bobby Komardley
PO Box 1330
Anadarko, OK 73005

RE: National Historic Preservation Act Section 106 consultation for proposed EDA grant assistance to construct Pronghorn Industrial Park, in the city of Gillette, in Campbell County Wyoming.

Dear Chairman Komardley:

The Campbell County Government has made an application for grant funding to the U.S. Department of Commerce, Economic Development Administration (EDA) to begin development on Pronghorn Industrial Park, improving road access to two lots identified on the approximate 100 acres allotted for the project. Completion will provide utility extensions and access to two building sites for the initial industrial beneficiaries.

The project includes subdivision and annexation platting, utility extensions and extension of East Boxelder Road. Subdivision and Annexation Platting will allow access City of Gillette electrical, water and sewer.

- Utility extensions will include the following:
 - City of Gillette water
 - City of Gillette electrical
 - Private natural gas
 - City of Gillette fiber optics
- East Boxelder Road is a major arterial that runs east-west across the entire width of the City of Gillette. Currently, East Boxelder Road ends at the intersection with Fox Park Road, approximately ½ mile from the western edge of the proposed Pronghorn Industrial Park. A rural, unimproved gravel road runs east from Fox Park Road to the Gillette College Rodeo facility. This portion of the project will involve extending East Boxelder Road to the east from Fox Park Road approximately 4300 feet to serve as the main access to the park. The proposed roadway section will be 38-foot wide Portland cement concrete with 4-foot shoulders. The roadway will have streetlights per City of Gillette standards, and the roadway and associated utilities will be constructed in a publicly dedicated right-of-way. A 12-inch diameter water line is already in place for the first 2600 feet of the proposed roadway alignment and will be extended another 1730 feet. Maintenance of the roadway will be performed by the City of Gillette after annexation is complete.

The absolute location of the full project is identified as
 GPS: 044°17'03''N--044°16'09''N/105°25'45''W--105°24'34''W. The shaded area in the image below
 shows the overall project area. Detailed maps are included with this letter.



In accordance with 36 CFR §800 the Campbell County Government is initiating the Section 106 consultation process on behalf of EDA. If you would rather consult directly with the EDA, please let us know.

Included is documentation of the Campbell County Government effort to identify and evaluate historic properties pursuant to 36 CFR §800.4. This documentation includes:

- Documentation of effort to identify and evaluate historic properties. As indicated in the Environmental Narrative of the initial application: “For the 2009 HPG-ATC proposal, a cursory archeological study was conducted on a portion of the site to be constructed. According to Mr. Jon Frizell with North Platte Archaeological Services, Class I research using the Wyoming State Archives shows there has been one project in Section 32, T50N, R71W involving an Ineligible Lithic Scattering (comprised of two artifacts).

The mission of Campbell County is to provide quality, efficient, and cost-effective services for all Campbell County residents through sound decision making and fiscal responsibility.

Based on the limited data available for the proposed project, the potential for significant cultural resources within the project area is considered to be minimal. No other anthropological, archeological, historical, or cultural resources on the properties were noted that could affect development.

SHPO has no issues with the project and their letter has been included as Exhibit 10.

Nothing has changed on the property since the 2009 study.”

The letter from The Wyoming State Historic Preservation Society is included; and

- An assessment of the undertaking’s potential to affect historic properties pursuant to 36 CFR §800.4(d) or 36 CFR §800.5. There are no historical properties present.

If you have information that you can share with us regarding cultural resources that may be in the vicinity or need addition information, please contact me at 307-685-8061

Sincerely,



Matthew Olsen
Executive Director Public Works

Enclosures

Copy to: EDA Environmental Officer

NOTE: For information regarding Section 106 and implementing regulations, please refer to the Advisory Council on Historic Preservation’s Web Page at

<http://www.achp.gov/work106.html>



SHPO Letter included in
correspondence to tribes

September 30, 2021

Bethany Raab

Campbell County Government

500 South Gillette Avenue, Suite 1100

Gillette, WY 82716

re: Pronghorn Industrial Park, DBPR_WY_2021_887

Dear Ms. Raab:

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If any cultural materials are discovered during construction, work in the area shall halt immediately, the federal agency must be contacted, and the materials evaluated by an archaeologist or historian meeting the Secretary of the Interior's Professional Qualification Standards (48 FR 22716, Sept. 1983).

This letter should be retained in your files as documentation of a SHPO concurrence with your finding of no historic properties affected. Please refer to SHPO project DBPR_WY_2021_887 on any future correspondence regarding this undertaking. If you have any questions, please contact me at 307-777-8594.

Sincerely,

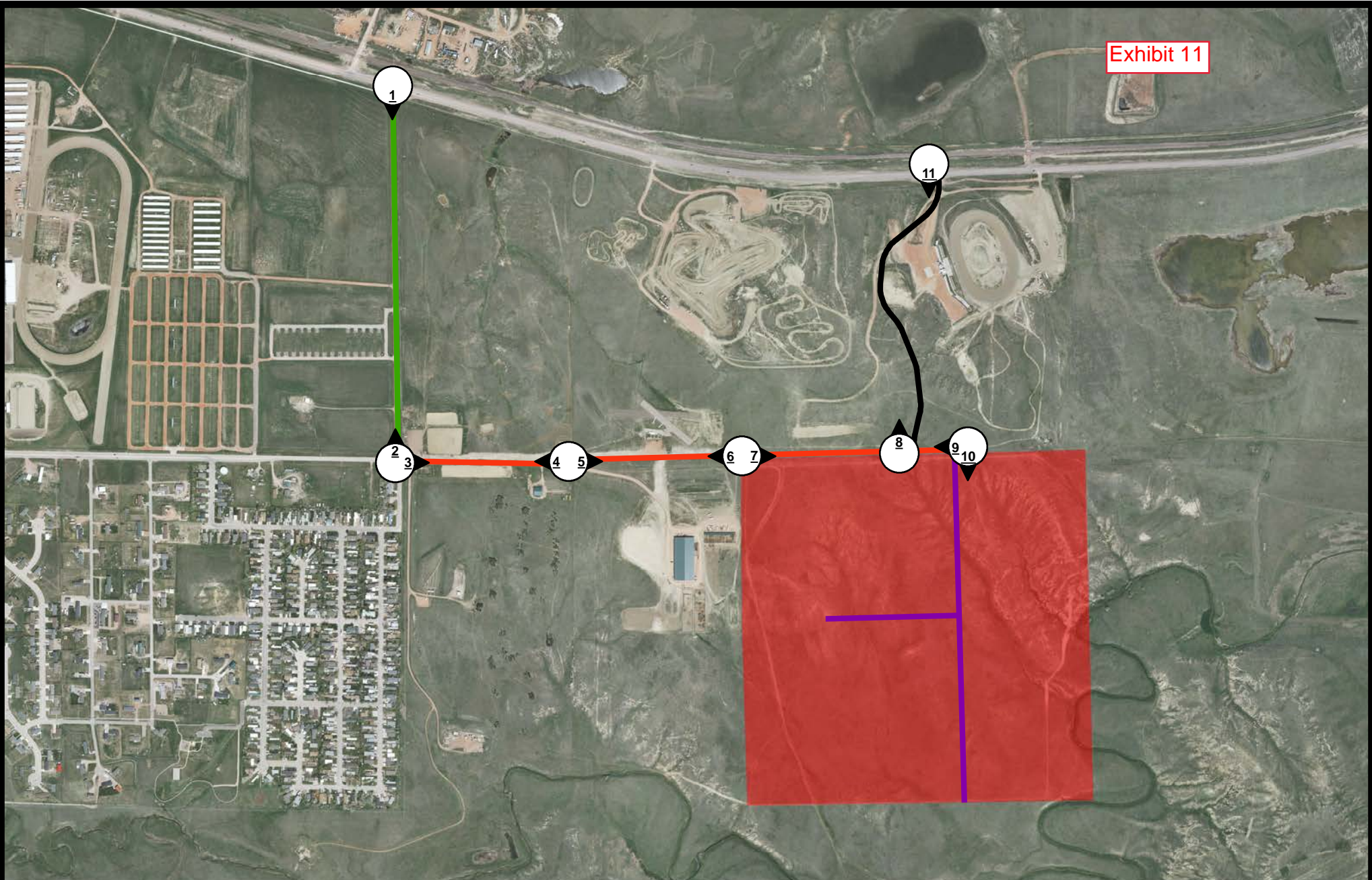
A handwritten signature in blue ink, appearing to read "B. Beadles".

Brian Beadles

Mark Gordon | Governor
Darin J. Westby, P.E. | Director
Sara Needles | SHPO Officer



ARTS. PARKS.
HISTORY.
State Parks & Cultural Resources



Legend

- Fox Park Road
- Boxelder Road Extension
- Industrial Park Roads
- State Highway 51 Access
- Pronghorn Industrial Park (Future I-2 Zoning)

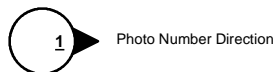
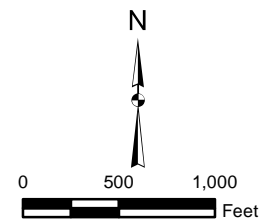


Photo Number Direction



CAMPBELL COUNTY
DEPARTMENT OF PUBLIC WORKS
500 S. Gillette Ave. Gillette, Wyoming 82716
Phone # 307 685-8061
Fax # 307 687-6349

**EXHIBIT 6
PRONGHORN INDUSTRIAL
PARK SITE PHOTOS**

DATE: 6/25/2020

DRAWN BY: crn08

NOTES TO USERS

This map is for use in administering the National Flood Insurance Program. It does not necessarily identify all areas subject to flooding, particularly horizontal drainage courses of small size. The community map repository should be consulted for possible updated or additional flood hazard information.

To obtain more detailed information in areas where **Base Flood Elevations (BFEs)** and/or **Flowways** have been determined, users are encouraged to consult the Flood Profiles and Floodway Data and/or Summary of Stillwater Elevations tables contained within the Flood Insurance Study (FIS) report that accompanies this FIRM. Users should be aware that BFEs shown on the FIRM represent rounded whole-foot elevations. These BFEs are intended for flood insurance rating purposes only and should not be used as the sole source of flood elevation information. Accordingly, flood elevation data presented in the FIS report should be utilized in conjunction with the FIRM for purposes of construction and/or floodplain management.

Coastal Base Flood Elevations shown on this map apply only to landward of 0.9 North American Vertical Datum of 1988 (NAVD 88). Users of this FIRM should be aware that coastal flood elevations are also provided in the Summary of Stillwater Elevations table in the Flood Insurance Study report for this jurisdiction. Elevations shown in the Summary of Stillwater Elevations table should be used for construction and/or floodplain management purposes when they are higher than the elevations shown on this FIRM.

Boundaries of the floodways were computed at cross sections and interpolated between cross sections. The floodways were based on hydraulic considerations with regard to requirements of the National Flood Insurance Program. Floodway widths and other pertinent floodway data are provided in the Flood Insurance Study report for this jurisdiction.

Certain areas not in Special Flood Hazard Areas may be protected by flood control structures. Refer to Section 2.4 "Flood Protection Measures" of the Flood Insurance Study report for information on flood control structures for this jurisdiction.

The projection used in the preparation of this map was Universal Transverse Mercator (UTM) zone 13. The horizontal datum was NAD83. GRS1980 differences in datum, spheroid, projection or UTM zones used in the production of FIRMs for adjacent jurisdictions may result in slight positional differences in map features across jurisdiction boundaries. These differences do not affect the accuracy of this FIRM.

Flood elevations on this map are referenced to the North American Vertical Datum of 1988. These flood elevations must be compared to structure and ground elevations referenced to the same vertical datum. For information regarding conversion between the National Geodetic Vertical Datum of 1955 and the North American Vertical Datum of 1988, visit the National Geodetic Survey website at <http://www.ngs.noaa.gov/> or contact the National Geodetic Survey at the following address:

NGS Information Services
NOAA, NIMS12
National Geodetic Survey
SSM-C-3, #602
1315 East West Highway
Silver Spring, MD 20910-3052

To obtain current elevation, description, and/or location information for **bench marks** shown on this map, please contact the Information Services Branch of the National Geodetic Survey at (301) 713-3243, or visit its website at <http://www.ngs.noaa.gov/>.

Base map information shown on this FIRM was provided by the City of Gillette, Town of Wright, and State of Wyoming GIS department. The coordinate system used for the production of the digital FIRM is Universal Transverse Mercator Zone 13N, referenced to North America Datum of 1983 and GRS 80 spheroid, Western Hemisphere.

This map reflects more detailed and up-to-date **stream channel configurations** than those shown on the previous FIRM for this jurisdiction. The floodplains and floodways that were transferred from the previous FIRM may have been adjusted to conform to these new stream channel configurations. As a result, the Flood Profiles and Floodway Data tables in the Flood Insurance Study report which contain authoritative hydraulic data may reflect stream channel distances that differ from what is shown on this map.

Corporate limits shown on this map are based on the best data available at the time of publication. Because changes due to annexations or de-annexations may have occurred after this map was published, map users should contact appropriate community officials to verify current corporate limit locations.

Please refer to the separately printed **Map Index** for an overview map of the county showing the layout of map panels, community map repository addresses, and a listing of communities table containing National Flood Insurance Program dates for each community as well as a listing of the panels on which each community is located.

Contact the **FEMA Map Service Center** at 1-800-368-9616 for information on available products associated with this FIRM. Available products may include previously issued Letters of Map Change, a Flood Insurance Study report, and/or digital versions of this map. The FEMA Map Service Center may also be reached by fax at 1-800-368-9620 and its website at <http://www.msc.fema.gov/>.

If you have **questions about this map** or questions concerning the National Flood Insurance Program in general, please call 1-877-FEMA (FEMA) 1-877-368-3687 or visit the FEMA website at <http://www.fema.gov/>.

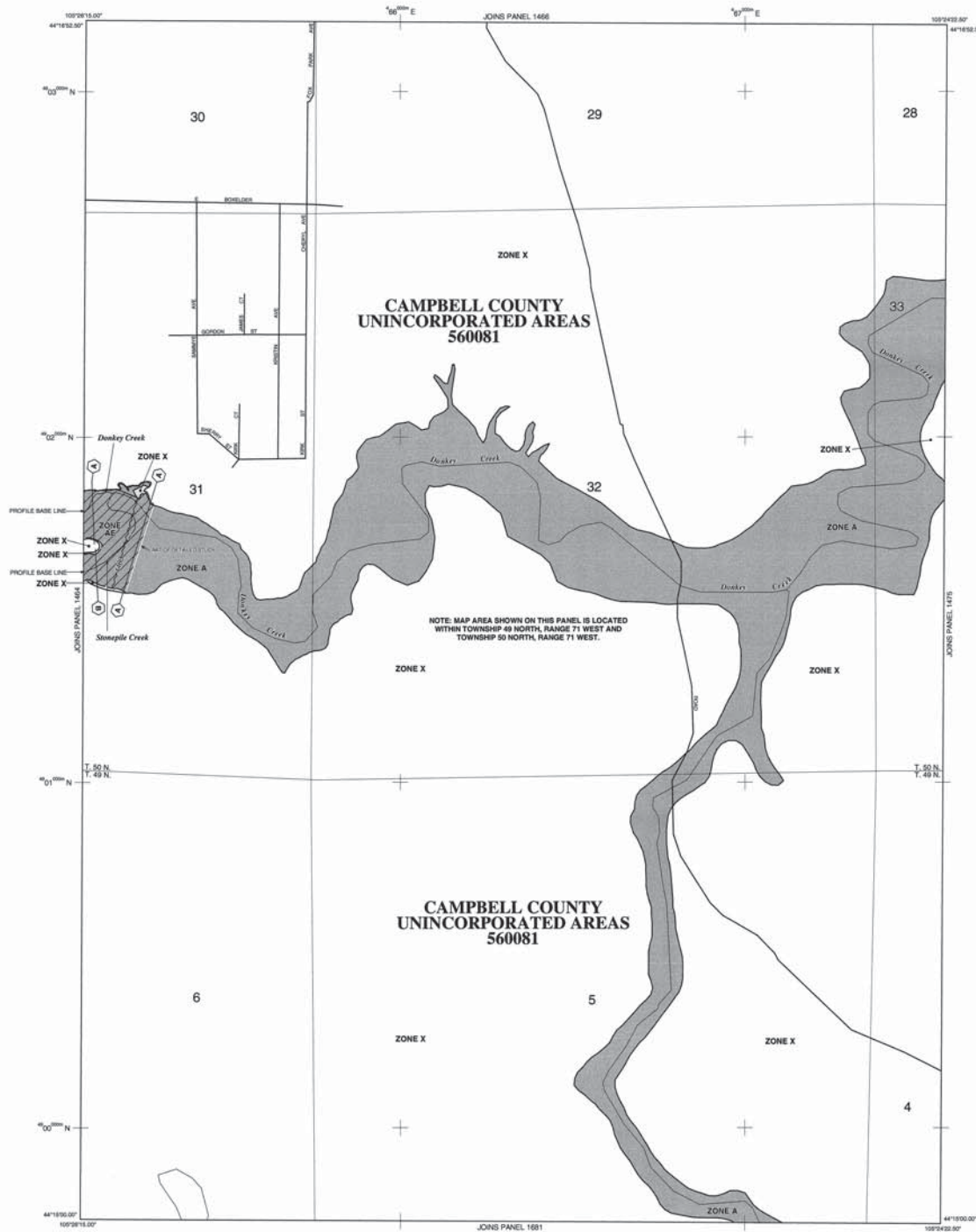


Exhibit 11

LEGEND

SPECIAL FLOOD HAZARD AREAS (SFHA) SUBJECT TO INUNDATION BY THE 1% ANNUAL CHANCE FLOOD

The 1% annual chance flood (100-year flood) is the flood that has a 1% chance of being equaled or exceeded in any given year. The Special Flood Hazard Area is the area subject to flooding by the 1% annual chance flood. Areas of Special Flood Hazard include Zones A, AE, AH, AD, AO, AV, V, and VE. The Base Flood Elevation is the water surface elevation of the 1% annual chance flood.

ZONE A
No Base Flood Elevations determined.
Base Flood Elevations determined.

ZONE AE
Base Flood Elevations determined.
Flood depths of 1 to 3 feet (usually areas of ponding); Base Flood Elevations determined.

ZONE AH
Flood depths of 1 to 3 feet (usually short flow on sloping terrain); average depths determined. For areas of adjacent low flooding, velocities also determined.

ZONE AD
Flood depths of 1 to 3 feet (usually short flow on sloping terrain); average depths determined. For areas of adjacent low flooding, velocities also determined.

ZONE AV
Special Flood Hazard Area formerly protected from the 1% annual chance flood by a flood control system that was subsequently identified. Zone AV indicates that the former flood control system is being retained to provide protection from the 1% annual chance or greater flood.

ZONE AR
Area to be protected from 1% annual chance flood by a flood protection system under construction; no Base Flood Elevation determined.

ZONE AVH
Coastal flood zone with velocity hazard (wave action); no Base Flood Elevations determined.

ZONE V
Coastal flood zone with velocity hazard (wave action); no Base Flood Elevations determined.

ZONE VE
Coastal flood zone with velocity hazard (wave action); Base Flood Elevations determined.

FLOODWAY AREAS IN ZONE AE
The floodway is the channel of a stream plus any adjacent floodplain areas that must be kept free of encroachment so that the 1% annual chance flood can be carried without substantial increases in flood heights.

OTHER FLOOD AREAS
Zone X
Areas of 0.2% annual chance flood areas of 1% annual chance flood with average depths of less than 1 foot or with drainage areas less than 1 square mile, and areas protected by levees from 1% annual chance flood.

OTHER AREAS
Zone X
Areas determined to be outside the 0.2% annual chance floodplain. Areas in which flood hazards are undetermined, but possible.

COASTAL BARRIER RESOURCES SYSTEM (CBRS) AREAS
Zone D
Areas in which flood hazards are undetermined, but possible.

OTHERWISE PROTECTED AREAS (OPA)
CBRS areas and OPAs are normally located within or adjacent to Special Flood Hazard Areas.

MAP REPOSITORIES
Refer to Map Repositories list on Map Index.

EFFECTIVE DATE OF COUNTYWIDE FLOOD INSURANCE RATE MAP
January 2, 2008

EFFECTIVE DATES OF REVISIONS TO THIS PANEL

For community map revision history prior to countywide mapping, refer to the Community Map History table located in the Flood Insurance Study report for this jurisdiction.

To determine if flood insurance is available in this community, contact your insurance agent or call the National Flood Insurance Program at 1-800-658-9855.

MAP SCALE 1" = 500'
250 0 250 500 1000
FEET
75 0 75 150 300
METERS

NFIP
NATIONAL FLOOD INSURANCE PROGRAM

PANEL 1468D

FIRM
FLOOD INSURANCE RATE MAP

CAMPBELL COUNTY, WYOMING

AND INCORPORATED AREAS

PANEL 1468 OF 3125
(SEE MAP INDEX FOR FIRM PANEL LAYOUT)

CONTAINS:
COMMUNITY NUMBER PANEL SUFFIX
CAMPBELL COUNTY 560081 1468 D

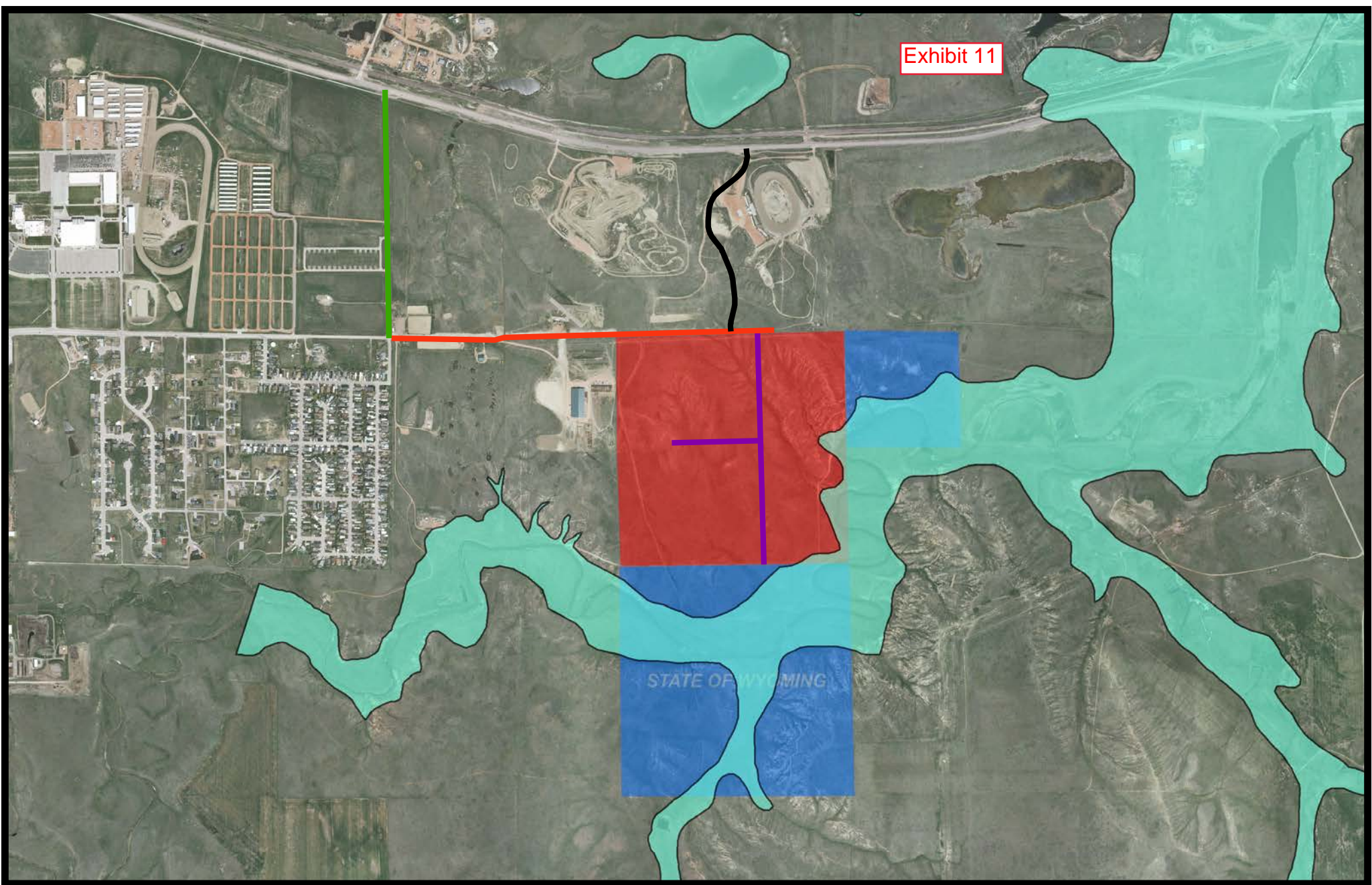
Notice to User: The Map Number shown below should be used when citing map users. The Community Number shown above should be used on insurance applications for the subject community.

MAP NUMBER
560081C1468D







EFFECTIVE DATE
JANUARY 2, 2008

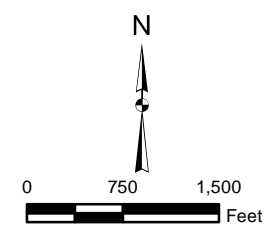
Federal Emergency Management Agency

Exhibit 11

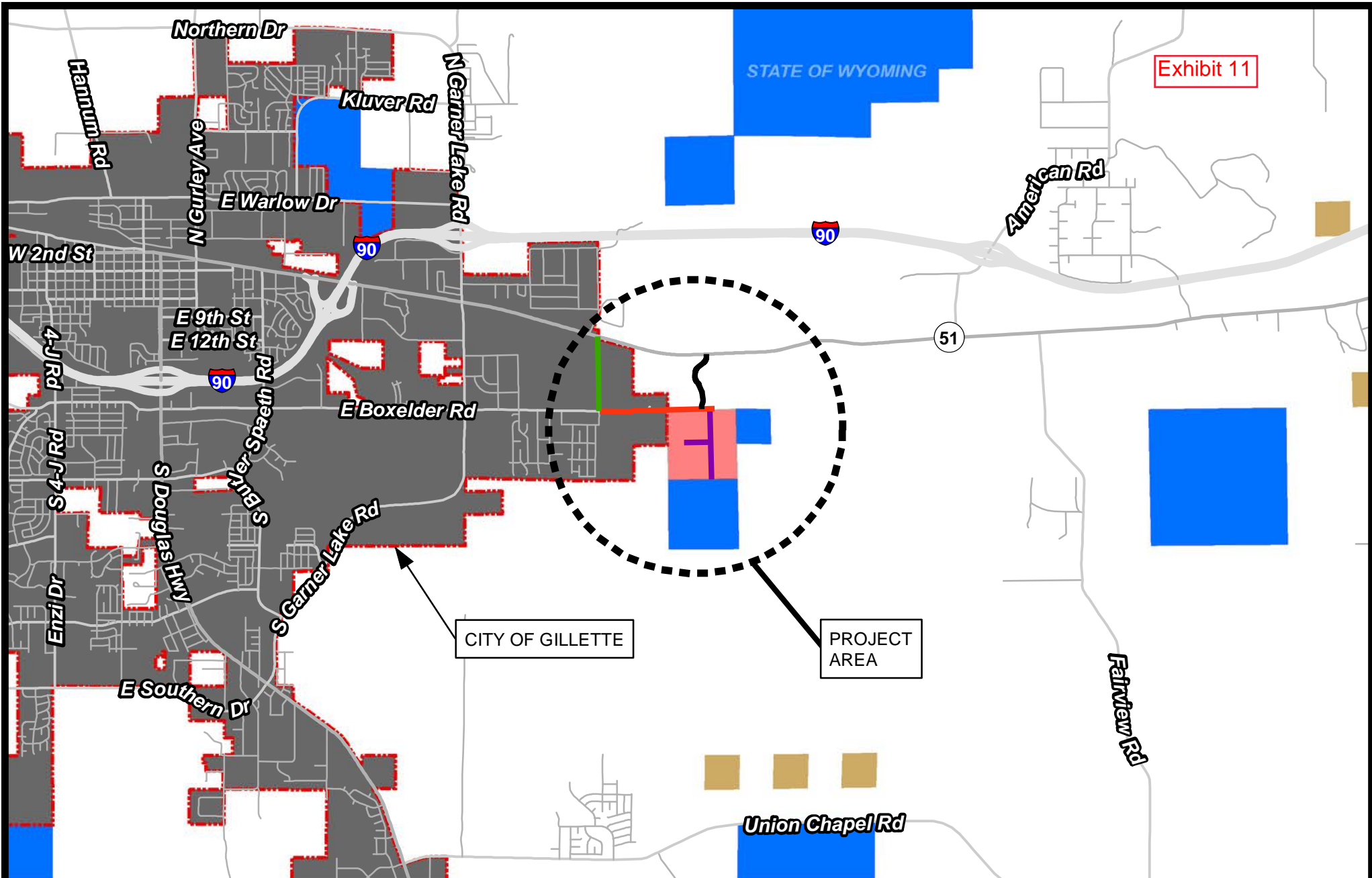


Legend









- | | |
|---|---|
|  Pronghorn Industrial Park (Future I-2 Zoning) |  Fox Park Road |
|  FEMA Flood Plain From Firm Panel 56005C1468D |  Boxelder Road Extension |
|  State of Wyoming |  Industrial Park Roads |
| |  State Highway 51 Access |

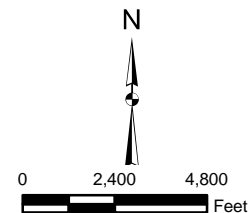


CAMPBELL COUNTY DEPARTMENT OF PUBLIC WORKS 500 S. Gillette Ave. Gillette, Wyoming 82716 Phone # 307 685-8061 Fax # 307 687-6349	
EXHIBIT 4 PRONGHORN INDUSTRIAL PARK FLOOD PLAIN	
DATE: 6/29/2020	DRAWN BY: crn08



Legend

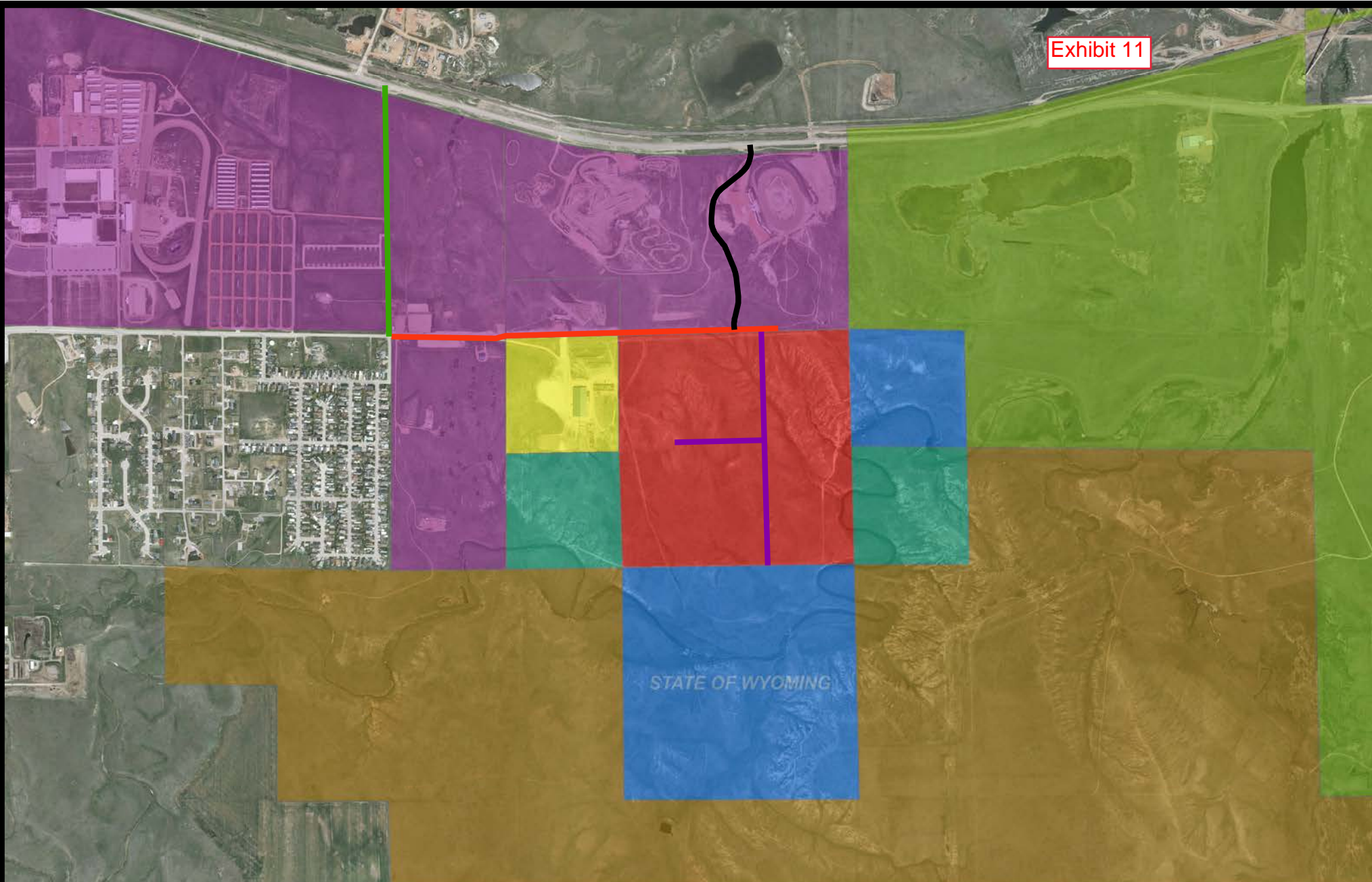
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|---|---|
|  Pronghorn Industrial Park (Phase 2) |  Boxelder Road Extension (Phase 1) |
|  City of Gillette |  Industrial Park Roads (Phase 2) |
|  Dept of Interior/BLM |  Fox Park Road (Phase 3) |
|  State of Wyoming |  State Highway 51 Access (Phase 3) |














CAMPBELL COUNTY
DEPARTMENT OF PUBLIC WORKS
500 S. Gillette Ave. Gillette, Wyoming 82716
Phone # 307 685-8061
Fax # 307 687-6349

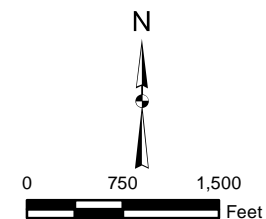
**EXHIBIT 3
PRONGHORN INDUSTRIAL
PARK VICINITY MAP**

DATE: 8/10/2020 DRAWN BY: crn08



Legend

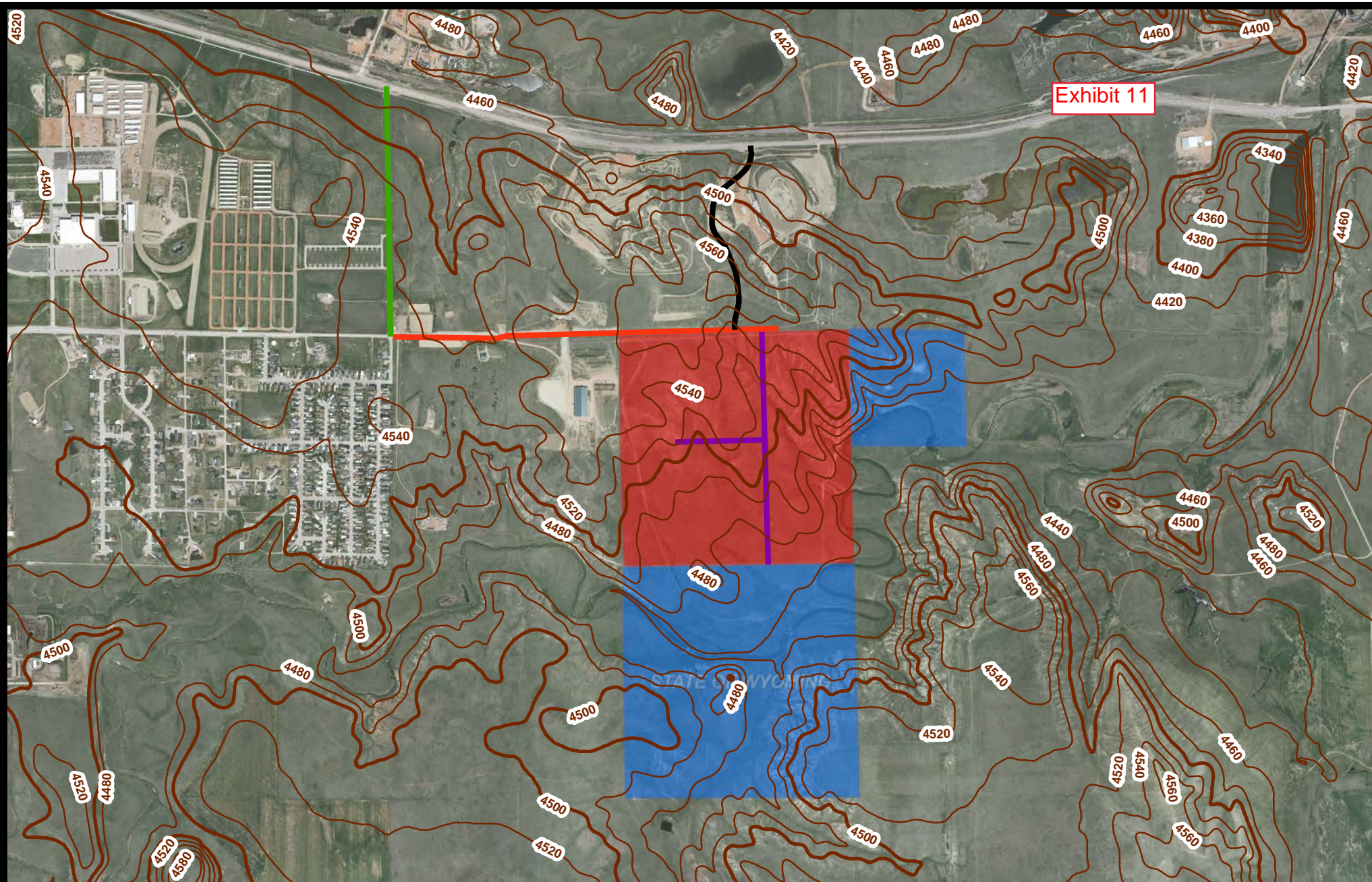
- | | | | |
|---|---|---|-----------------------------------|
|  | Campbell County (Unzoned) |  | Boxelder Road Extension (Phase 1) |
|  | Campbell County Public Land Board (Unzoned) |  | Industrial Park Roads (Phase 2) |
|  | Gillette College Foundation (Agricultural Zoning) |  | Fox Park Road (Phase 3) |
|  | Private Ranch (Unzoned) |  | State Highway 51 Access (Phase 3) |
|  | Pronghorn Industrial Park (Phase 2) | | |
|  | Wyodak Resources (Mining) (unzoned) | | |
|  | State of Wyoming | | |



CAMPBELL COUNTY
DEPARTMENT OF PUBLIC WORKS
500 S. Gillette Ave. Gillette, Wyoming 82716
Phone # 307 685-8061
Fax # 307 687-6349

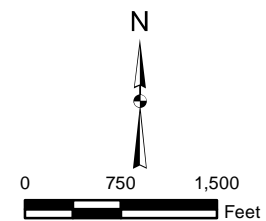
**EXHIBIT 2
PRONGHORN INDUSTRIAL
PARK SITE MAP**

DATE: 8/10/2020 DRAWN BY: crn08



Legend

- | | |
|---|---|
|  Pronghorn Industrial Park (Phase 2) |  Boxelder Road Extension (Phase 1) |
|  State of Wyoming |  Industrial Park Roads (Phase 2) |
| |  Fox Park Road (Phase 3) |
| |  State Highway 51 Access (Phase 3) |



CAMPBELL COUNTY
DEPARTMENT OF PUBLIC WORKS
500 S. Gillette Ave. Gillette, Wyoming 82716
Phone # 307 685-8061
Fax # 307 687-6349

**EXHIBIT 1
PRONGHORN INDUSTRIAL
PARK TOPOGRAPHIC MAP**

DATE: 8/10/2020 DRAWN BY: crn08

Tribal Name	First Name	Last Name	Title	Street Address	City	State	Zip-Code	Work Phone	Fax Number	Email	THPO	URL	County Name	State Name
Apache Tribe of Oklahoma	Bobby	Komardley	Chairman	PO Box 1330	Anadarko	OK	73005	(405) 247-9493	(405) 247-2763	bkomardley@outlook.com	N	http://www.apachetribe.org/	Campbell	Wyoming
Cheyenne and Arapaho Tribes	Max	Bear	THPO	700 Black Kettle Blvd	Concho	OK	73022	(405) 422-7416	(405) 422-7715	mbear@c-a-tribes.org	Y	www.c-a-tribes.org	Campbell	Wyoming
Cheyenne and Arapaho Tribes	Reggie	Wassana	Governor	P.O. Box 167	Concho	OK	73022	(405) 422-7430	(405) 422-8237	ehamilton@c-a-tribes.org	N	www.c-a-tribes.org	Campbell	Wyoming
Cheyenne River Sioux Tribe	Steven	Vance	THPO	PO Box 590	Eagle Butte	SD	57625	(605) 964-7554	(605) 964-7552	stevev.crstpres@outlook.com	Y	www.sioux.org	Campbell	Wyoming
Cheyenne River Sioux Tribe	Harold	Frazier	Chairperson	PO Box 590	Eagle Butte	SD	57625-0590	(605) 964-4155	(605) 964-4151	HaroldCFrazier@yahoo.com	N	www.sioux.org	Campbell	Wyoming
Crow Creek Sioux Tribe	Lester	Thompson Jr.	Chairperson	PO Box 50	Fort Thompson	SD	57339-0050	(605) 245-2221	(605) 245-2789		N	http://www.crowcreekconnections.org/	Campbell	Wyoming
Crow Creek Sioux Tribe	Merle	Marks	THPO	PO Box 50	Fort Thompson	SD	57339	(605) 245-2221	(605) 245-2470	cchistory@midstatesd.net	Y	http://www.crowcreekconnections.org/	Campbell	Wyoming
Crow Tribe of Montana	Frank	White Clay	Chairperson	PO Box 159	Crow Agency	MT	59022	(406) 638-3715	(406) 638-3773		N	http://www.crow-nsn.gov/	Campbell	Wyoming
Crow Tribe of Montana	Aaron	Brien	THPO	PO Box 159	Crow Agency	MT	59022	(406) 529-7991	(406) 638-3169	aaron.brien@crow-nsn.gov	Y	http://www.crow-nsn.gov/	Campbell	Wyoming
Fort Belknap Indian Community	Michael	Blackwolf	THPO	656 Agency Main Street	Harlem	MT	59526-9455	(406) 353-8471	(406) 353-2889	mblackwolf@ftbelknap.org	Y	http://www.ftbelknap.org/	Campbell	Wyoming
Fort Belknap Indian Community	Jeffrey	Stiffarm	President	656 Agency Main	Harlem	MT	59526-9455	(406) 353-2205	(406) 353-4541		N	http://www.ftbelknap.org/	Campbell	Wyoming
Lower Brule Sioux Tribe	Clyde J.R.	Estes	Chairperson	187 Oyate Circle	Lower Brule	SD	57548-8500	(605) 473-5561	(605) 473-5606		N	http://www.lbst.org/	Campbell	Wyoming
Northern Cheyenne Tribe	Serena	Wetherait	Vice President	PO Box 128	Lame Deer	MT	59043	406-477-6284						
Northern Cheyenne Tribe	Teanna	Limpy	THPO	PO Box 128	Lame Deer	MT	59043	406-477-4839		teanna.limpy@cheyennation.com				
Oglala Sioux Tribe	Julian	Bear Runner	President	PO Box 2070	Pine Ridge	SD	57770-2070	(605) 867-8487	(605) 867-6076	president.bearrunner@oglala.org	N	https://www.oglalalakotananation.info/	Campbell	Wyoming
Oglala Sioux Tribe	Thomas	Brings	THPO	PO Box 129	Kyle	SD	57752	(605) 867-5624	(605) 545-6163	t.brings@oglala.org	Y	https://www.oglalalakotananation.info/	Campbell	Wyoming
Rosebud Sioux Tribe	Rodney	Bordeaux	President	PO Box 430	Rosebud	SD	57570-0430	(605) 747-2381	(605) 747-2905	info@rst-nsn.gov	N	http://www.rosebudsiouxtribe-nsn.gov	Campbell	Wyoming
Rosebud Sioux Tribe	Ione	Quigley	THPO	PO Box 809	Rosebud	SD	57570	(605) 747-4211	(605) 747-4227	ione.quigley@rst-nsn.gov	Y	http://www.rosebudsiouxtribe-nsn.gov	Campbell	Wyoming
Santee Sioux Nation	Misty	Frazier	THPO	425 Frazier Ave. N. Suite 2	Niobrara	NE	68760.0	(402) 857-3568	(402) 857-2779	ssn.thpo@gmail.com	Y	http://santeesiouxnation.net/index.html	Campbell	Wyoming
Santee Sioux Nation	Roger	Trudell	Chairperson	108 Spirit Lake Ave. W	Niobrara	NE	68760.0	(402) 857-2772	(402)857-2779	rtrudell@santeedakota.org	N	http://santeesiouxnation.net/index.html	Campbell	Wyoming
Standing Rock Sioux Tribe	Janet	Alkire	Chairwoman	PO Box D	Fort Yates	ND	58538-0522	(701) 854-7201	(701) 854-8595		N	http://www.standingrock.org	Campbell	Wyoming
Standing Rock Sioux Tribe	Jon	Eagle	THPO	PO Box D	Fort Yates	ND	58538	(701) 854-8645	(701) 854-2138	j.eagle@standingrock.org	Y	http://www.standingrock.org	Campbell	Wyoming
Three Affiliated Tribes of the Fort Berthold Reservation	Pete	Coffey	THPO	404 Frontage Road	New Town	ND	58763	(701) 862-2474	(701) 862-3401	pcoffey@mhanation.com	Y	www.mhanation.com	Campbell	Wyoming
Three Affiliated Tribes of the Fort Berthold Reservation	Mark	Fox	Chairperson	404 Frontage Road	New Town	ND	58763-9404	(701) 627-4781	(701) 627-3503	markfox@mhanation.com	N	www.mhanation.com	Campbell	Wyoming

Exhibit 11

7021 2720 0002 8022 7617

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<input type="checkbox"/> Return Receipt (hardcopy)	\$0.00
<input type="checkbox"/> Return Receipt (electronic)	\$0.00
<input type="checkbox"/> Certified Mail Restricted Delivery	\$0.00
<input type="checkbox"/> Adult Signature Required	\$0.00
<input type="checkbox"/> Adult Signature Restricted Delivery	\$0.00

Postage \$1.56

Total Postage and Fees \$8.36

Sent To *Santee Sioux Nation*
Street and Apt. No., or PO Box No. *148 Sand Lake Ave. W*
City, State, ZIP+4® *Nebraska, NE 68760*

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<input type="checkbox"/> Return Receipt (hardcopy)	\$0.00
<input type="checkbox"/> Return Receipt (electronic)	\$0.00
<input type="checkbox"/> Certified Mail Restricted Delivery	\$0.00
<input type="checkbox"/> Adult Signature Required	\$0.00
<input type="checkbox"/> Adult Signature Restricted Delivery	\$0.00

Postage \$1.56

Total Postage and Fees \$8.36

Sent To *Rosebud Sioux Tribe*
Street and Apt. No., or PO Box No. *P.O. Box 809 Fone Quigley*
City, State, ZIP+4® *Rosebud, SD 57570*

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<input type="checkbox"/> Return Receipt (hardcopy)	\$0.00
<input type="checkbox"/> Return Receipt (electronic)	\$0.00
<input type="checkbox"/> Certified Mail Restricted Delivery	\$0.00
<input type="checkbox"/> Adult Signature Required	\$0.00
<input type="checkbox"/> Adult Signature Restricted Delivery	\$0.00

Postage \$1.56

Total Postage and Fees \$8.36

Sent To *Santee Sioux Nation*
Street and Apt. No., or PO Box No. *425 Frazier Ave. N Ste 2*
City, State, ZIP+4® *Nebraska, NE 68760*

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Extra Services & Fees (check box, add fee as appropriate)

<input type="checkbox"/> Return Receipt (hardcopy)	\$0.00
<input type="checkbox"/> Return Receipt (electronic)	\$0.00
<input type="checkbox"/> Certified Mail Restricted Delivery	\$0.00
<input type="checkbox"/> Adult Signature Required	\$0.00
<input type="checkbox"/> Adult Signature Restricted Delivery	\$0.00

Postage \$1.56

Total Postage and Fees \$8.36

Sent To *Rosebud Sioux Tribe*
Street and Apt. No., or PO Box No. *P.O. Box 430 Rodney Bordeaux*
City, State, ZIP+4® *Rosebud, SD 57570*

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Extra Services & Fees (check box, add fee as appropriate)

<input type="checkbox"/> Return Receipt (hardcopy)	\$0.00
<input type="checkbox"/> Return Receipt (electronic)	\$0.00
<input type="checkbox"/> Certified Mail Restricted Delivery	\$0.00
<input type="checkbox"/> Adult Signature Required	\$0.00
<input type="checkbox"/> Adult Signature Restricted Delivery	\$0.00

Postage \$1.56

Total Postage and Fees \$8.36

Sent To *Cheyenne River Sioux Tribe*
Street and Apt. No., or PO Box No. *P.O. Box 590 Harold Frazier*
City, State, ZIP+4® *Eagle Butte, SD 57625*

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Extra Services & Fees (check box, add fee as appropriate)

<input type="checkbox"/> Return Receipt (hardcopy)	\$0.00
<input type="checkbox"/> Return Receipt (electronic)	\$0.00
<input type="checkbox"/> Certified Mail Restricted Delivery	\$0.00
<input type="checkbox"/> Adult Signature Required	\$0.00
<input type="checkbox"/> Adult Signature Restricted Delivery	\$0.00

Postage \$1.56

Total Postage and Fees \$8.36

Sent To *Crow Creek Sioux Tribe*
Street and Apt. No., or PO Box No. *P.O. Box 50 Merle Marks*
City, State, ZIP+4® *Fort Thompson, SD 57539*

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Extra Services & Fees (check box, add fee as appropriate)

<input type="checkbox"/> Return Receipt (hardcopy)	\$0.00
<input type="checkbox"/> Return Receipt (electronic)	\$0.00
<input type="checkbox"/> Certified Mail Restricted Delivery	\$0.00
<input type="checkbox"/> Adult Signature Required	\$0.00
<input type="checkbox"/> Adult Signature Restricted Delivery	\$0.00

Postage \$1.56

Total Postage and Fees \$8.36

Sent To *Fort Belknap Indian Community*
Street and Apt. No., or PO Box No. *656 Agency Main Street*
City, State, ZIP+4® *Hardin, MT 59526*

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Certified Mail Fee \$3.75

Extra Services & Fees (check box, add fee as appropriate)

<input type="checkbox"/> Return Receipt (hardcopy)	\$0.00
<input type="checkbox"/> Return Receipt (electronic)	\$0.00
<input type="checkbox"/> Certified Mail Restricted Delivery	\$0.00
<input type="checkbox"/> Adult Signature Required	\$0.00
<input type="checkbox"/> Adult Signature Restricted Delivery	\$0.00

Postage \$1.56

Total Postage and Fees \$8.36

Sent To *Lower Brule Sioux Tribe*
Street and Apt. No., or PO Box No. *187 Dyke Circle Clyde Estes*
City, State, ZIP+4® *Lower Brule, SD 57548*

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Extra Services & Fees (check box, add fee as appropriate)

<input type="checkbox"/> Return Receipt (hardcopy)	\$0.00
<input type="checkbox"/> Return Receipt (electronic)	\$0.00
<input type="checkbox"/> Certified Mail Restricted Delivery	\$0.00
<input type="checkbox"/> Adult Signature Required	\$0.00
<input type="checkbox"/> Adult Signature Restricted Delivery	\$0.00

Postage \$1.56

Total Postage and Fees \$8.36

Sent To *Cheyenne & Arapaho Tribes*
Street and Apt. No., or PO Box No. *700 Black Kettle Blvd*
City, State, ZIP+4® *Concho, OK 73022*

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Extra Services & Fees (check box, add fee as appropriate)

<input type="checkbox"/> Return Receipt (hardcopy)	\$0.00
<input type="checkbox"/> Return Receipt (electronic)	\$0.00
<input type="checkbox"/> Certified Mail Restricted Delivery	\$0.00
<input type="checkbox"/> Adult Signature Required	\$0.00
<input type="checkbox"/> Adult Signature Restricted Delivery	\$0.00

Postage \$1.56

Total Postage and Fees \$8.36

Sent To *Cheyenne & Arapaho Tribes*
Street and Apt. No., or PO Box No. *P.O. Box 147*
City, State, ZIP+4® *Concho, OK 73022*

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<input type="checkbox"/> Return Receipt (hardcopy)	\$0.00
<input type="checkbox"/> Return Receipt (electronic)	\$0.00
<input type="checkbox"/> Certified Mail Restricted Delivery	\$0.00
<input type="checkbox"/> Adult Signature Required	\$0.00
<input type="checkbox"/> Adult Signature Restricted Delivery	\$0.00

Postage \$1.56

Total Postage and Fees \$8.36

Sent To *Standing Rock Sioux Tribe*
Street and Apt. No., or PO Box No. *P.O. Box 0*
City, State, ZIP+4® *Fort Yates, ND 58538*

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Extra Services & Fees (check box, add fee as appropriate)

<input type="checkbox"/> Return Receipt (hardcopy)	\$0.00
<input type="checkbox"/> Return Receipt (electronic)	\$0.00
<input type="checkbox"/> Certified Mail Restricted Delivery	\$0.00
<input type="checkbox"/> Adult Signature Required	\$0.00
<input type="checkbox"/> Adult Signature Restricted Delivery	\$0.00

Postage \$1.56

Total Postage and Fees \$8.36

Sent To *Cheyenne River Sioux Tribe*
Street and Apt. No., or PO Box No. *P.O. Box 590 Steven Vance*
City, State, ZIP+4® *Eagle Butte, SD 57625*

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Exhibit 11

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Crow Agency, MT 59022	
Certified Mail Fee \$3.75	Postmark Here
Extra Services & Fees (check box, add fee as appropriate)	
<input type="checkbox"/> Return Receipt (hardcopy) \$0.00	
<input type="checkbox"/> Return Receipt (electronic) \$0.00	
<input type="checkbox"/> Certified Mail Restricted Delivery \$0.00	
<input type="checkbox"/> Adult Signature Required \$0.00	
<input type="checkbox"/> Adult Signature Restricted Delivery \$0.00	
Postage \$1.56	
Total Postage and Fees \$8.36	
Sent To Crow Tribe of Montana P.O. Box 159 Frank White Clay Crow Agency, MT 59022	
PS Form 3800, April 2015 PSN 7530-02-000-9047 See Reverse for Instructions	

7021 2720 0002 8022 7510

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For delivery information, visit our website at www.usps.com ®.	
Harlem, MT 59524	
Certified Mail Fee \$3.75	Postmark Here
Extra Services & Fees (check box, add fee as appropriate)	
<input type="checkbox"/> Return Receipt (hardcopy) \$0.00	
<input type="checkbox"/> Return Receipt (electronic) \$0.00	
<input type="checkbox"/> Certified Mail Restricted Delivery \$0.00	
<input type="checkbox"/> Adult Signature Required \$0.00	
<input type="checkbox"/> Adult Signature Restricted Delivery \$0.00	
Postage \$1.56	
Total Postage and Fees \$8.36	
Sent To Fort Belknap Indian Community 6500 Agnew Main St Michael Black Wolf Harlem, MT 59524	
PS Form 3800, April 2015 PSN 7530-02-000-9047 See Reverse for Instructions	

7021 2720 0002 8022 7473

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For delivery information, visit our website at www.usps.com ®.	
Fort Thompson, SD 57239	
Certified Mail Fee \$3.75	Postmark Here
Extra Services & Fees (check box, add fee as appropriate)	
<input type="checkbox"/> Return Receipt (hardcopy) \$0.00	
<input type="checkbox"/> Return Receipt (electronic) \$0.00	
<input type="checkbox"/> Certified Mail Restricted Delivery \$0.00	
<input type="checkbox"/> Adult Signature Required \$0.00	
<input type="checkbox"/> Adult Signature Restricted Delivery \$0.00	
Postage \$1.56	
Total Postage and Fees \$8.36	
Sent To Crow Creek Sioux Tribe P.O. Box 50 Lester Thompson Fort Thompson, SD 57239	
PS Form 3800, April 2015 PSN 7530-02-000-9047 See Reverse for Instructions	

7021 2720 0002 8022 7626

U.S. Postal Service™ CERTIFIED MAIL® RECEIPT Domestic Mail Only	
For delivery information, visit our website at www.usps.com ®.	
Fort Yates, ND 58538	
Certified Mail Fee \$3.75	Postmark Here
Extra Services & Fees (check box, add fee as appropriate)	
<input type="checkbox"/> Return Receipt (hardcopy) \$0.00	
<input type="checkbox"/> Return Receipt (electronic) \$0.00	
<input type="checkbox"/> Certified Mail Restricted Delivery \$0.00	
<input type="checkbox"/> Adult Signature Required \$0.00	
<input type="checkbox"/> Adult Signature Restricted Delivery \$0.00	
Postage \$1.56	
Total Postage and Fees \$8.36	
Sent To Standing Rock Sioux Tribe P.O. Box 0 Janet Alkire Fort Yates, ND 58538	
PS Form 3800, April 2015 PSN 7530-02-000-9047 See Reverse for Instructions	

7021 2720 0002 8022 7558

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For delivery information, visit our website at www.usps.com ®.	
Lame Deer, MT 59043	
Certified Mail Fee \$3.75	Postmark Here
Extra Services & Fees (check box, add fee as appropriate)	
<input type="checkbox"/> Return Receipt (hardcopy) \$0.00	
<input type="checkbox"/> Return Receipt (electronic) \$0.00	
<input type="checkbox"/> Certified Mail Restricted Delivery \$0.00	
<input type="checkbox"/> Adult Signature Required \$0.00	
<input type="checkbox"/> Adult Signature Restricted Delivery \$0.00	
Postage \$1.56	
Total Postage and Fees \$8.36	
Sent To Northern Cheyenne Tribe P.O. Box 128 Teanna Limpy Lame Deer, MT 59043	
PS Form 3800, April 2015 PSN 7530-02-000-9047 See Reverse for Instructions	

7021 2720 0002 8022 7640

U.S. Postal Service™ CERTIFIED MAIL® RECEIPT Domestic Mail Only	
For delivery information, visit our website at www.usps.com ®.	
New Town, ND 58763	
Certified Mail Fee \$3.75	Postmark Here
Extra Services & Fees (check box, add fee as appropriate)	
<input type="checkbox"/> Return Receipt (hardcopy) \$0.00	
<input type="checkbox"/> Return Receipt (electronic) \$0.00	
<input type="checkbox"/> Certified Mail Restricted Delivery \$0.00	
<input type="checkbox"/> Adult Signature Required \$0.00	
<input type="checkbox"/> Adult Signature Restricted Delivery \$0.00	
Postage \$1.56	
Total Postage and Fees \$8.36	
Sent To Three Tribes of Fort Belkold 404 Frontage Rd Mark Fox New Town, ND 58763	
PS Form 3800, April 2015 PSN 7530-02-000-9047 See Reverse for Instructions	

7021 2720 0002 8022 7541

U.S. Postal Service™ CERTIFIED MAIL® RECEIPT Domestic Mail Only	
For delivery information, visit our website at www.usps.com ®.	
Lame Deer, MT 59043	
Certified Mail Fee \$3.75	Postmark Here
Extra Services & Fees (check box, add fee as appropriate)	
<input type="checkbox"/> Return Receipt (hardcopy) \$0.00	
<input type="checkbox"/> Return Receipt (electronic) \$0.00	
<input type="checkbox"/> Certified Mail Restricted Delivery \$0.00	
<input type="checkbox"/> Adult Signature Required \$0.00	
<input type="checkbox"/> Adult Signature Restricted Delivery \$0.00	
Postage \$1.56	
Total Postage and Fees \$8.36	
Sent To Northern Cheyenne Tribe P.O. Box 128 Serena Wetherleit Lame Deer, MT 59043	
PS Form 3800, April 2015 PSN 7530-02-000-9047 See Reverse for Instructions	

7021 2720 0002 8022 7503

U.S. Postal Service™ CERTIFIED MAIL® RECEIPT Domestic Mail Only	
For delivery information, visit our website at www.usps.com ®.	
Crow Agency, MT 59022	
Certified Mail Fee \$3.75	Postmark Here
Extra Services & Fees (check box, add fee as appropriate)	
<input type="checkbox"/> Return Receipt (hardcopy) \$0.00	
<input type="checkbox"/> Return Receipt (electronic) \$0.00	
<input type="checkbox"/> Certified Mail Restricted Delivery \$0.00	
<input type="checkbox"/> Adult Signature Required \$0.00	
<input type="checkbox"/> Adult Signature Restricted Delivery \$0.00	
Postage \$1.56	
Total Postage and Fees \$8.36	
Sent To Crow Tribe of Montana P.O. Box 159 Aaron Brier Crow Agency, MT 59022	
PS Form 3800, April 2015 PSN 7530-02-000-9047 See Reverse for Instructions	

7021 2720 0002 8022 7657

U.S. Postal Service™ CERTIFIED MAIL® RECEIPT Domestic Mail Only	
For delivery information, visit our website at www.usps.com ®.	
New Town, ND 58763	
Certified Mail Fee \$3.75	Postmark Here
Extra Services & Fees (check box, add fee as appropriate)	
<input type="checkbox"/> Return Receipt (hardcopy) \$0.00	
<input type="checkbox"/> Return Receipt (electronic) \$0.00	
<input type="checkbox"/> Certified Mail Restricted Delivery \$0.00	
<input type="checkbox"/> Adult Signature Required \$0.00	
<input type="checkbox"/> Adult Signature Restricted Delivery \$0.00	
Postage \$1.56	
Total Postage and Fees \$8.36	
Sent To Three Tribes of Fort Belkold 404 Frontage Rd Pete Coffey New Town, ND 58763	
PS Form 3800, April 2015 PSN 7530-02-000-9047 See Reverse for Instructions	

7021 2720 0002 8022 7572

U.S. Postal Service™ CERTIFIED MAIL® RECEIPT Domestic Mail Only	
For delivery information, visit our website at www.usps.com ®.	
Kyle, SD 57752	
Certified Mail Fee \$3.75	Postmark Here
Extra Services & Fees (check box, add fee as appropriate)	
<input type="checkbox"/> Return Receipt (hardcopy) \$0.00	
<input type="checkbox"/> Return Receipt (electronic) \$0.00	
<input type="checkbox"/> Certified Mail Restricted Delivery \$0.00	
<input type="checkbox"/> Adult Signature Required \$0.00	
<input type="checkbox"/> Adult Signature Restricted Delivery \$0.00	
Postage \$1.56	
Total Postage and Fees \$8.36	
Sent To Ojibla Sioux Tribe P.O. Box 129 Thomas Brings Kyle, SD 57752	
PS Form 3800, April 2015 PSN 7530-02-000-9047 See Reverse for Instructions	

7021 2720 0002 8022 7565

U.S. Postal Service™ CERTIFIED MAIL® RECEIPT Domestic Mail Only	
For delivery information, visit our website at www.usps.com ®.	
Pine Ridge, SD 57770	
Certified Mail Fee \$3.75	Postmark Here
Extra Services & Fees (check box, add fee as appropriate)	
<input type="checkbox"/> Return Receipt (hardcopy) \$0.00	
<input type="checkbox"/> Return Receipt (electronic) \$0.00	
<input type="checkbox"/> Certified Mail Restricted Delivery \$0.00	
<input type="checkbox"/> Adult Signature Required \$0.00	
<input type="checkbox"/> Adult Signature Restricted Delivery \$0.00	
Postage \$1.56	
Total Postage and Fees \$8.36	
Sent To Ojibla Sioux Tribe P.O. Box 2070 Julian Bear Runner Pine Ridge, SD 57770	
PS Form 3800, April 2015 PSN 7530-02-000-9047 See Reverse for Instructions	

7021 2720 0002 8022 7428

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For delivery information, visit our website at www.usps.com ®.	
Anadarko, OK 73005	
Certified Mail Fee \$3.75	Postmark Here
Extra Services & Fees (check box, add fee as appropriate)	
<input type="checkbox"/> Return Receipt (hardcopy) \$0.00	
<input type="checkbox"/> Return Receipt (electronic) \$0.00	
<input type="checkbox"/> Certified Mail Restricted Delivery \$0.00	
<input type="checkbox"/> Adult Signature Required \$0.00	
<input type="checkbox"/> Adult Signature Restricted Delivery \$0.00	
Postage \$1.56	
Total Postage and Fees \$8.36	
Sent To Apache Tribe of Oklahoma P.O. Box 1330 Bobby Komardley Anadarko, OK 73005	
PS Form 3800, April 2015 PSN 7530-02-000-9047 See Reverse for Instructions	

Appendix A: Applicant Certification Clause

The applicant represents and certifies that it has used due diligence to determine that the description of the project site described herein is accurate with respect to the presence or absence of contamination from toxic and hazardous substances. The term "site" includes the entire scope of the project, including future phases of the project and all areas where construction will occur.

1. Is the site currently, or has it in the past 50 years, been used for any of the following operations or activities:
 - a. Generation of hazardous substances or waste?
_____ Yes ☒ No
 - b. Treatment, storage (temporary or permanent), or disposal of solid or hazardous substances or waste?
_____ Yes ☒ No
 - c. Storage of petroleum products?
_____ Yes ☒ No
 - d. Used/waste oil storage or reclamation units?
_____ Yes ☒ No
 - e. Research or testing laboratory?
_____ Yes ☒ No
 - f. Ordinance research, testing, production, use, or storage?
_____ Yes ☒ No
 - g. Chemical manufacturing or storage?
_____ Yes ☒ No
 - h. Weapons or ammunition training, use, or testing?
_____ Yes ☒ No
 - i. Iron works/foundry?
_____ Yes ☒ No
 - j. Railroad yard?
_____ Yes ☒ No
 - k. Industrial or manufacturing operation?
_____ Yes ☒ No

If any of the above operations ever occurred at the site, and if appropriate cleanup or other mitigation actions were performed in accordance with the local, State, and federal laws, please attach documentation of these actions.

Appendix A: Applicant Certification Clause

2. Do wells draw from an underlying aquifer to provide the local domestic water supply?
 _____ Yes ___X___ No
3. Has a federal, State, or local regulatory authority ever conducted an environmental assessment, environmental impact statement, or a preliminary assessment/site inspection, or similar environmental surveyor inspection report at the site? If yes, please list here and attach copies of these reports or results.
 _____ Yes ___X___ No
- 1) _____
- 2) _____
- 3) _____
- 4) _____
- 5) _____
4. Have any environmental or OSHA citations or notices of violation been issued to a facility at the site? If yes, please attach copies.
 _____ Yes ___X___ No
5. Have any unauthorized releases of hazardous substances occurred at any facility at the site which resulted in notification of the EPA's National Response Center?
 _____ Yes ___X___ No
6. Is any material containing asbestos or lead paint located at the site? If yes, please attach information concerning State and federal regulatory compliance.
 _____ Yes ___X___ No
7. Is there any equipment (electrical transformers, etc.) containing polychlorinated biphenyls (PCB) on the site? If yes, please attach a description of the equipment.
 _____ Yes ___X___ No
8. Are there underground or above ground storage tanks on the site? If yes, please attach a detailed description, including the number of underground storage tanks on the site, whether the tanks have been inspected (or removed) and the results of such inspections.
 _____ Yes ___X___ No
9. Has the site been tested for radon? If yes, please attach results.
 _____ Yes ___X___ No

Appendix A: Applicant Certification Clause

10. Have there been, or are there now any environmental investigations by federal, State or local government agencies that could affect the site in question? If yes, please attach available information.

_____ Yes X No

The applicant acknowledges that this certification regarding hazardous substances and/or waste is a material representation of fact upon which EDA relies when making and executing an award. EDA reserves the right to terminate any award made in conjunction with the representations contained herein if, at any time during the useful life of the project, EDA becomes aware of the presence of hazardous materials or waste at the site, or that hazardous materials or waste have been inappropriately handled thereon.

Further, if it is determined at any time that the presence of hazardous materials or waste, or handling thereof, has been misrepresented, EDA may pursue other available legal remedies against the applicant.

Campbell County Government

Applicant's Name

Del Shelstad, Chairman of Board of Commissioners

Name and Title of Applicant's Authorized Representative

_____
Signature of Applicant's Authorized Representative

May 8, 2022_____
Date

Restaurants

Name	Address	Phone	Type	Delivery	Door Dash	Fast Food/ Sit Down	Capacity	Distance from Facility	Travel Time from Facility
307 Nutrition	206 S Gillette Ave	307-363-3322	Shakes/Protein	N	N	SD	10	3.5	8 min.
The Alley Coffeehouse & Juice Bar	2701 Powder Basin Ave Suite A	307-257-7177	Breakfast/Lunch	N	Y	SD	32	3.4	9 min.
Breanna's Bakery	208 S Gillette Ave	307-686-0570	Bakery	N	N	SD	14	3.5	8 min.
Craft Korner & Sweets	801 E. 4th St. Suite 15	307-670-2459	Sweets	N	N	SD	10	3	7 min.
Juice Land N' Bowls	900 Camel Dr. Suite H	307-257-2413	Acai Bowls	N	N	SD	30	3.2	8 min.
Hot Mess Cookies	316 S. Gillette Ave	307-459-3606	Cookies	N	Y	SD	6	3.6	8 min.
Momma Johna's Cakes & Coffee	114 S Gillette Ave	307-363-6343	Bakery	N	N	N	0	3.5	8 min.
Urban Basket	211 S. Gillette Ave	307-207-7484	Vendor Food	N	N	N	0	3.5	8 min.
Buffalo Wild Wings	2550 S Douglas Hwy Ste 100	307-257-2163	BBQ	N	Y	SD	292	3.2	8 min.
Dickey's Barbecue Pit	804 E 2nd St	307-686-8698	BBQ	N	Y	SD	125	3.1	8 min.
Pokey's Smokehouse & BBQ	408 S Douglas Hwy	307-687-7653	BBQ	N	N	SD	180	3.1	8 min.
Comadore Cafe	205 Ross Street	307-686-5667	Cafe	N	N	SD	30	3.7	8 min.
Lariat Café	1020 E US Hwy 14/16	307-682-5111	Café	N	N	SD	75	2.6	5 min.
Lula Belle's Café	101 N Gillette Ave	307-682-9798	Café	N	N	SD	52	3.5	8 min.
Mona's Café (open breakfast and lunch)	403 El Camino Rd	307-686-6506	Café	N	N	SD	90	2.2	5 min.
Stagecoach (open breakfast and lunch)	501 S. Douglas Hwy Suite B	307-257-7700	Café	N	N	SD	88	3.2	7 min.
City Brew	2711 S Douglas Hwy Ste 130	307-363-4087	Coffee	N	N	SD/FF	54	3	7 min.
Coffee Beanery	5201 S Douglas Hwy	307-670-8720	Coffee & Paninis	Y	N	FF	26	3.3	6 min.
Expresso Lube owner	605 W lakeway Rd	307-682-7339	Coffee/Deli	N	N	SD	49	3.9	9 min.
The Local	300 S Gillette Ave	307-696-8208	Coffee/Deli	N	N	SD	40	3.6	8 min.
Paco's Boba	2700 S Douglas Hwy	307-670-8056	Coffee/Boba Tea	N	N	SD	35	3.1	7 min.
Powder River Espresso	2005 South Douglas Hwy		Coffee	N	N	FF	0	2.7	6 min.
Pop Art	1501 W 2nd St. Suite B	480-251-3090	Mixed Sodas & Cookies	N	N	FF	0	4.5	10 min.
Starbucks	1215 S Douglas Hwy	307-682-3751	Coffee	N	Y	SD/FF	24	3.1	8 min.
Starbucks Abby Childers	2900 S 4-J Rd	307-363-7871	Coffee	N	Y	SD/FF	24	4.9	10 min.
Starbucks	2610 S Douglas Hwy (inside Albertsons)	307-686-7352	Coffee	N	Y	SD/FF	0	3.1	8 min.
Wyoming House of Coffee	5700 S. Douglas Hwy	307-359-2599	Coffee	N	N	FF	0	3.9	6 min.
Jimmy Johns	902 Country Club Rd	307-682-7090	Deli	Y	Y	SD/FF	49	2.6	6 min.
Main Bagel CO.	2610 S Douglas Hwy	307-687-1616	Deli/Coffee	N	Y	SD	75	3.3	8 min.
Quizno's Classic Subs	1103 E Boxelder Rd Bldg A	307-682-9548	Deli	N	Y	SD	45	2.4	5 min.
Smiling Moose Deli	2711 S Douglas Hwy	307-363-4104	Deli	N	Y	SD	50	2.4	5 min.
Subway	1703 W 2nd St	307-685-0505	Deli	N	Y	SD/FF		5.8	9 min.
Subway	2300 S Douglas Hwy (inside Walmart)	307-686-6565	Deli	N	Y	SD/FF		3	8 min.
Subway	2809 4J Rd	307-685-8201	Deli	N	Y	SD/FF		4.9	10 min
Subway	1107 E Boxelder	307-686-3033	Deli	N	Y	SD/FF		3.1	8 min.
Albertanos Mexican Restaurant	106 US HWY 14/16	307-682-1512	Ethnic	N	Y	SD/FF	66	3.1	8 min.
Armando's Taco & Pasta Shop	2700 S Douglas Hwy	307-682-2922	Ethnic	N	N	SD	80	3.1	7 min.
Fiesta Tequila Mexican Restaurant	311 S Gillette Ave	307-257-2037	Ethnic	N	N	SD	150	3.1	7 min.
Frida's House Mexican Food	900 Camel Dr	307-257-9743	Ethnic	N	N	SD	150	3.1	8 min.
China King Buffet	900 Camel Dr Ste J	307-685-2222	Ethnic	N	N	SD	582	3.1	8 min.
Great Wall	2007 S Douglas Hwy	307-686-1811	Ethnic	Y	N	SD	85	2.7	7 min.
Hong Kong Restaurant	1612 W US Hwy 14/16	307-682-5829	Ethnic	N	N	SD	129	4.6	10 min.
Las Margaritas Mexican Restaurant	2107 S Douglas Hwy	307-682-6545	Ethnic	N	N	SD	100	2.7	6 min.
Los Compadres Mexican Restaurant	1700 W US Hwy 14/16	307-682-1101	Ethnic	N	N	SD	78	4.6	10 min.

Qdoba Mexican Grill	2711 S Douglas Hwy	307-363-4088	Ethnic	N	Y	SD/FF	97	3	7 min.
Sapporo Japanese Steak House	1000 E Boxelder	307-363-4795	Ethnic	N	N	SD	200	2.5	5 min.
Sherpa Indian Kitchen	1414 W 2nd St	307-299-8040	Ethnic	N	Y	SD	110	4.4	10 min
The Coop Rotisserie House	208 W 2nd St	307-257-7460	Ethnic	N	N	SD	32	3.6	8 min.
A & W/ Long John Silver's	1920 Cliff Davis Dr	307-682-6280	Fast Food	N	Y	FF	110	2.5	6 min.
Arby's	2720 S Douglas Hwy	307-686-7545	Fast Food	N	Y	FF	120	3	7 min.
Burger King	2200 S Douglas Hwy	307-687-0400	Fast Food	N	Y	FF	112	2.8	7 min.
Dairy Queen	2003 S Douglas Hwy	307-682-5212	Fast Food	N	Y	FF	47	2.8	7 min.
Good Times burgers/Taco John's	610 E Boxelder	307-685-6950	Fast Food	N	Y	FF	120	2.9	8 min.
Hardee's	207 S Miller	307-687-1620	Fast Food	N	Y	FF	60	3.1	7 min.
Kentucky Fried Chicken	2250 S Douglas Hwy	307-682-7676	Fast Food	N	Y	FF	97	3	8 min.
McDonald's	806 Camel Dr	307-686-0606	Fast Food	N	Y	FF	126	3.1	8 min.
McDonald's	2112 Westover Rd	307-682-1134	Fast Food	N	Y	FF	126	5.6	9 min.
Ranch & Roost	101 S Warren Ave	307-257-2198	Fast Food	N	Y	SD/FF		3.6	8 min.
Sonic Drive In	2309 S Douglas Hwy	307-682-3415	Fast Food	N	Y	FF	43	3	7 min.
Taco Bell	701 E Boxelder	307-682-3355	Fast Food	N	Y	FF		2.7	6 min.
Taco John's	808 e 2nd st	307-682-2224	Fast Food	N	Y	FF	24	2.9	6 min.
Wendy's	1913 S Douglas Hwy	307-686-0106	Fast Food	N	Y	FF	90	2.6	6 min.
Prime Rib Restaurant and Wine Cellar	1205 S Douglas Hwy	307-682-2944	Fine Dining	N	Y	SD	340	3.2	7 min.
The Railyard	113 S Gillette Ave	307-687-7245	Fine Dining	N	Y	SD	295	3.5	8 min.
Silver Creek Steakhouse At Towers West	109 N Hwy 14-16	307-686-2210	Fine Dining	N	N	SD	160	5.7	9 min.
Wyoming Rib & Chophouse	2721 S Douglas Hwy	307-686-9400	Fine Dining	N	Y	SD	215	3	7 min.
Applebee's	1927 Cliff Davis Dr	307-685-1110	Full Menu	N	Y	SD	208	2.5	6 min.
Humphrey's Bar & Grill	408 W Juniper	307-682-0100	Full Menu	N	N	SD	186	3.7	9 min.
Legend Bar and Grill	10800 S. Hwy 59	307-682-2006	Full Menu	N	N	SD	78	7.8	12 min.
Old Chicago	1100 E Boxelder	307-682-3303	Full Menu	N	Y	SD	472	2.5	6 min.
Perkins Family Restaurant	2510 S Douglas Hwy	307-682-6887	Full Menu	N	Y	SD	220	3.1	8 min.
Ruby Tuesday	420 E Boxelder	307-682-0707	Full Menu	N	Y	SD	208	2.9	6 min.
Dairy Queen	2003 S. Douglas Hwy	307-682-5212	Ice Cream	N	Y	FF	48	2.7	7 min.
Ice Cream Café	202 S Gillette Ave	307-686-8110	Ice Cream	N	N	SD	49	3.5	8 min.
The Frosty Cow	802 E 3rd St	307-257-7525	Ice Cream	N	N	SD	32	2.9	7 min.
Sonic Drive-In	2309 S. Douglas Hwy	307-682-3415	Ice Cream	N	Y	SD		3	7 min.
Big Lost Meadery & Brewery	105 Warren Ave	307-660-3199	Meadery/Brewery	N	N	SD	100	3.6	8 min.
Center Bar	110 S Gillette Ave	307-685-8047	Bar	N	N	SD	55	3.5	8 min.
Creative Beverage	501 E Boxelder	307-686-8255	Bar	N	N	SD		2.8	7 min.
The Derby Club Gaming Parlor	910 N. Gurley Ave	307-686-6404	Bar/Casino	N	N	SD		3.8	8 min.
Eastside Liquors	1500 E Hwy 14-16	307-682-0880	Bar	N	N	SD		2.2	5 min.
Fireside Lounge	114 N Hwy 14/16	307-682-7545	Bar	N	N	SD		5.8	10 min.
Good Times Liquor	2701 S Douglas Hwy	307-682-0808	Bar	N	N	SD		3.1	8 min.
Grinners Bar	5201 S Douglas Hwy	307-257-7900	Bar	N	N	SD		3.3	6 min.
Lakeside Liquor	409 E Lakeway	307-682-8100	Bar	N	N	SD		3.2	7 min.
Legends Lounge	10800 S Douglas Hwy	307-682-2006	Bar	N	N	SD		7.8	12 min.
Montgomery Bar	100 S Gillette Ave	307-682-4516	Bar	N	N	SD		3.5	9 min.
The Office Saloon	1400 N US Hwy 14/16	307-687-7713	Bar	N	N	SD		6.7	11 min.
Other Side bar & grill	906 E 2nd St	307-682-3135	Bar	N	N	SD		2.8	6 min.
Silver Creek Lounge Tower West	109 N Hwy 14/16	307-686-2210	Bar	N	N	SD	175	5.7	9 min.
Sundance lounge	1020 US 14	307-685-2231	Bar	N	N	SD		2.6	6 min.
Spotted Horse	7021 US Hwy 14/16	307-736-2252	Bar	N	N	SD		40.6	42 min.
Wyoming Downs	2212 Westorver Rd.	307-687-7529	Bar/Casino	N	N	N		5	9 min.
Wyoming Downs	2209 South Douglas HWY	307-363-4009	Bar/Casino	N	N	N		3.6	7 min.

Domino's Pizza	403 W Lakeway	307-682-5999	Pizza	Y	Y	FF	0	3.7	9 min.
Domino's Pizza	400 W 2nd street	307-682-4999	Pizza	Y	Y	FF	0	3.7	9 min.
Little Caesars	811 Camel dr	307-682-8888	Pizza	Y	Y	FF	0	3.1	9 min.
Papa Murphy's Take N Bake Pizza	2126 S Douglas Hwy	307-686-7272	Pizza	N	Y	N	0	2.9	8 min.
Pizza Carrello	601 S Douglas Hwy	307-363-1743	Pizza	N	Y	SD	150	3.3	7 min.
Pizza Hut/Wing Street	627 E Boxelder	307-682-8200	Pizza	Y	Y	N	0	2.7	7 min.
Pizza Hut/Wing Street	1711 W 2nd St	307-686-0360	Pizza	Y	Y	SD	80	5.8	9 min.
Pizza Ranch & Fun Zone	1000 W Second St.	307-696-8290	Pizza	N	Y	SD	250	4.1	10 min.
WRIGHT WYOMING									
Bisom Bison	Durham Ranch Gift Shop 7835 Hwy 59 S	307-939-1271	Gift Shop	N	N	N	0	34.5	35 min.
Hank's Reno Junction Travel Plaza and Bar	7508 State Hwy 59 S	307-939-1298	Fuel,Food, Drinks	N	N	SD	150	38	39 min.
Open Range Steakhouse	300 Reata Dr.	307-464-6060	Dining	N	N	SD		38.3	40 min.
Subway	109 Rampart Dr	307-464-6782	Deli	N	N	SD/FF		38	39 min.
The Rusty Nail	105 Wright Blvd	307-464-1369	Bar/Grill	N	N	SD	120	38.8	41 min.
Don's Supermarket	105 Wright Blvd	307-464-0029	Grocery	N	N	N	0	38.7	41 min.

Food Trucks

Business	Contact	Base Location	Phone	Menu	Notes
307 BBQ & Sweet Treats	Mark & Tammy Tromble	Gillette, WY	307-670-5043 (Mark) 307-670-1933 (Tammy)	BBQ, sweet treats and mini donuts	
Awayback Burger	Penny & Bart Loeb	Newcastle, WY	307-746-5347/307-746-9464	Burgers, hotdogs, fries, shakes	
The Barnyard	Joanne Engelhaupt	Rozet, WY	307-299-7497	Baked potato bar	
Best Bet BBQ	Tyson Kubacher	Gillette, WY	307-299-1919		
Cowboy Concessions	Mike Doyen	Gillette, WY	307-299-1486	Mini donuts	
Eat All Day	Ernie Hawkes	Casper, WY	307-251-8924	Fresh lemonade, ramen, nachos, tacos, cheesesteak, fried foods, daily specials.	
Gulley's Snow 2 Go	Preston Gulley	Gillette, WY	307-680-4388	Snow cones, kettle corn	Can do full concessions upon request
Home Fire Foods	Tami Waldner	Rozet, WY	307-622-0605	Hamburger, hotdog, nachos, pretzel, blt	
Hot Taco			307-299-5070	Tacos, Burritos, Quesadillas	
Ice Cream Café	Dee McClure/Andre a Strand	Gillette, WY	307-686-8110		
Kratable Kettle Korn	MaryAnn Marshall	Gillette, WY	307-660-4423	Kettle corn, shaved ice, fresh lemonade, wraps, hot dogs, hamburgers, desserts, pretzels and more...	
Liberty Sweets	Michelle Nichols	Gillette, WY	307-299-1600		
Mickory's LLC	Michelle Jensen	Buffalo, WY	307-217-2775	Variety of mexican rice bowls, nachos, desserts	
Mile High Fries			720-594-9564	Fries, Chicken, Hamburgers, Smash Burgers	
Mrs. C's Catering	Carrie Sieh	Gillette, WY	307-689-6619	Brisket/pork sandwiches, soups & sides	
Pokey's	Ric Schuyler	Gillette, WY	307-687-7653/307-660-0004	Barbeque meats & sides	TEXT WORKS BEST
Prime Thyme LLC	Cindy Wyman Wood	Buffalo, WY	307-680-9468	Prime rib sandwich, shrimp poboy, fries	
Railyard Trailer	Chris O'Bryan	Gillette, WY	307-274-6078		

Rockin Burgers N Dogs	Ticker	Casper, WY	307-333-4388	Burgers, Hot Dogs, Nachos, Jumbo Soft Pretzels, Chips, Drinks, Candy	
Rocking Cowboy Cuisine, LLC	Deanna Steele	Sundance, WY	307-290-0590	Lots of variety to event needs	
Simply Brewed Coffee LLC	Mandi Hoffman	Gillette, WY	307-622-0551	Hot & cold coffee beverages	
Stagecoach Events & Catering	Anne Zollinger	Gillette, WY	307-680-2209	Breakfast, bbq sandwiches, tacos, sides	
Suka Hibachi		Gillette, WY	307-689-2874	Chicken, Steak, Shrimp Hibachi, sides	
Taste of the West	Dian Blais	Sundance, WY	307-281-0055	Elk/buffalo/angus brats & hotdogs	
The Cake Pop Kitchen	Thomas Dodge and Abby Erickson	Gillette, WY	307-689-3747		
The Drift	Mark and Mary Anderson	Gillette, WY	307-689-1242	shaved ice gallor!!!	
Three Daughters Donuts	Morgan Miller	Gillette, WY	307-670-3993		
True 307 bbq	Mark and Tammy Tromble	Gillette, WY	307-670-5043	Bbq food	
Webber Concession Grill	Angie Webber	Buffalo, WY	307-620-0938	Breakfast, burgers, nachos, specialty items, smoothies	
Wild West Hot Dogs	JD Jones	Gillette, WY	307-680- 2998/307-680- 7335	Specialty hotdogs	
Wing & Burger Box	Johyathan Bruhl	Rock Springs, WY	307-359-2626	Wings, burgers, chicken sandwich	
Wing It Food Truck			307-250-5551	Wings, Fries, Steak Bites, Onion Rings, Sauces	
WyoPhilly Wagon	Robert Caputa	Douglas, WY	307-797-6080	BBQ, Nachos, Sandwiches, Quesadillas, Sides	
Wyo Taco	Leslie Delgado	Gillette, WY	307-660-7722		
Yard Burger	Chris O'Bryan	Gillette, WY	307-274-6078		

Hotels/Campgrounds

<u>Name of Hotel</u>	<u>City</u>	<u>State</u>	<u>Zip Code</u>	<u>Phone (307)</u>	<u>Fax (307)</u>	<u># of Rooms</u>	<u>Shuttle</u>	<u>Pool</u>	<u>Brkfst</u>	<u>Pets</u>	<u>Occupancy Rates Peak Season</u>	<u>Distance from Facility</u>	<u>Travel Time from Facility</u>
Alamo Inn & Suites	Gillette	WY	82718	682-9341		56	No	Yes	yes	Yes	\$ 99.00	3.1	9 min.
Arbuckle Lodge	Gillette	WY	82718	685-6363	686-8444	86	No	In	Yes	Yes	\$ 169.00	0.4	1 min.
Baymont by Wyndham Gillette	Gillette	WY	82716	686-8600	682-1938	74	No	No	Yes	Yes	\$ 88.00	5.8	12 min.
Best Western Tower West Lodge	Gillette	WY	82716	686-2210		190	Yes	Yes	Yes	Yes	\$ 135.00	5.8	10 min.
Budget Inn Express	Gillette	WY	82716	670-8134	670-8138	49	No	In	No	Yes	\$ 92.00	5.8	9 min.
Candlewood Suites	Gillette	WY	82718	682-6100	682-6101	83	No	No	No	Yes	\$ 98.00	2.7	6 min.
Comfort Inn & Suites	Gillette	WY	82716	685-2223	682-5610	60	Yes	In	Yes	Yes	\$ 169.00	6.1	10 min.
Country Inn & Suites	Gillette	WY	82718	682-0505	682-0550	80	Yes	In	Yes	No	\$ 186.00	3.3	8 min.
Days Inn	Gillette	WY	82718	682-3999	682-9151	141	No	No	Yes	Yes	\$ 71.00	2.4	5 min.
Fairfield Inn & Suites	Gillette	WY	82718	682-1717	686-4005	80	Yes	In	Yes	No	\$ 156.00	3.3	8 min.
Hampton Inn	Gillette	WY	82716	686-2000	686-1201	57	Yes	In	Yes	No	\$ 169.00	6	10 min.
Hanks Reno Juntion Lodge	Wright	WY	82732	464-1115	464-1209	18	No	No	No	No		38	40 min.
Home 2 Suites by Hilton	Gillette	WY	82718	257-7040	363-4980	99	No	Yes	Yes	Yes	\$ 131.00	2.4	6 min.
Howard Johnson	Gillette	WY	82716	682-2616	687-7002	80	No	No	Yes	Yes	\$ 96.00	2.7	6 min.
La Quinta Inns & Suites	Gillette	WY	82718	686-6000	686-6001	89	No	Yes	Yes	Yes	\$ 149.00	2.9	7 min.
Marriott TownePlace Suites Gillette	Gillette	WY	82716	682-1464		85	Yes	No	Yes	Yes	\$ 169.00	5.8	10 min.
Mustang Motel	Gillette	WY	82718	682-4784	682-4788	31	No	No	No	Yes	\$ 80.00	2.8	6 min.
National 9	Gillette	WY	82716	682-5111	682-5116	80	No	Out	Yes*	Yes	\$ 84.00	2.6	5 min.
National 9	Wright	WY	82732	464-1510	682-5116	27	No	No	No	Yes		38.7	40 min.
Quality Inn	Gillette	WY	82716	682-4757	682-4757	62	No	No	Yes	Yes	\$ 70.00	2.3	5 min.
Ramada Plaza	Gillette	WY	82718	686-3000	686-4018	159	Yes	In	Yes*	Yes	\$ 99.00	2.7	6 min.
Super 8	Gillette	WY	82716	682-8078	687-0458	61	No	No	Yes	Yes	\$ 93.00	4.7	11 min
Travelodge Gillette	Gillette	WY	82718	686-5099		40	no	no	no	yes	\$ 65.00	2.7	6 min,
Wingate by Wyndham	Gillette	WY	82718	685-2700	685-6635	84	No	In	Yes	No	\$ 143.00	2.6	6 min.
Wright Hotel	Wright	WY	82732	464-6060	464-1696	71	No	No	Yes*	Yes		38	39 min.

CAMPBELL COUNTY HOTELS OCCUPANCY INFO

<u>Month/Year</u>	<u>Occupancy %</u>	<u>ADR \$</u>
Jan 2023	40.6%	\$71.02
Feb 2023	45.1%	\$78.01
March 2023	46.5%	\$79.20
Apr 2023	46.6%	\$79.82
May 2023	49.2%	\$82.03
Jun 2023		
Jul 2023	53.2%	\$92.95
Aug 2023	54.3%	\$94.50
Sept 2023	54.8%	\$95.04
Oct 2023	54.6%	\$95.00
Nov 2023	53.8%	\$94.50
Dec 2023	52.2%	\$94.01

CAMPBELL COUNTY TOURISM PERFORMANCE SUMMARY FOR 2023

2023 L&H Sales Tax Revenue = \$6,219,532

Leisure & Hospitality (L&H) Revenue - Revenue from 6 tourism related tax codes: Traveler Accomodation, RV Parks & Recreational Camps, Full Service Restaurants, Limited Service Eating Places, Special Food Services, and Drinking Places/Alcoholic Beverages

Quarter/Year	Q1/2021	Q2/2021	Q3/2021	Q4/2021	Q1/2022	Q2/2022	Q3/2022	Q4/2022	Q1/2023	Q2/2023	Q3/2023	Q4/2023	Q1/2024
Business Class	State Sales Tax	State Sales Tax	State Sales Tax	State Sales Tax	State Sales Tax	State Sales Tax	State Sales Tax	State Sales Tax	State Sales Tax	State Sales Tax	State Sales Tax	State Sales Tax	State Sales Tax
DRINKING PLACES, ALCOHOLIC BEVERAGES	\$93.4 K	\$110.2 K	\$117.3 K	\$120.7 K	\$107.2 K	\$119.5 K	\$129.6 K	\$125.8 K	\$116.7 K	\$124.1 K	\$133.6 K	\$120.1 K	\$44.0 K
FULL-SERVICE RESTAURANTS	\$421.2 K	\$512.2 K	\$558.0 K	\$514.4 K	\$463.0 K	\$512.5 K	\$538.5 K	\$523.9 K	\$494.5 K	\$550.7 K	\$602.7 K	\$507.7 K	\$191.4 K
LIMITED-SERVICE EATING PLACES	\$385.4 K	\$460.8 K	\$466.9 K	\$446.6 K	\$449.9 K	\$502.3 K	\$574.7 K	\$533.6 K	\$527.0 K	\$592.9 K	\$615.8 K	\$598.0 K	\$195.8 K
RV PARKS AND RECREATIONAL CAMPS	\$10.4 K	\$5.8 K	\$12.0 K	\$7.3 K	\$7.6 K	\$8.1 K	\$12.4 K	\$2.5 K	\$1.5 K	\$1.5 K	\$2.6 K	\$3.2 K	\$1.8 K
SPECIAL FOOD SERVICES	\$22.8 K	\$23.7 K	\$23.9 K	\$36.3 K	\$35.6 K	\$32.7 K	\$39.1 K	\$35.5 K	\$26.3 K	\$39.7 K	\$33.3 K	\$32.5 K	\$10.0 K
TRAVELER ACCOMMODATION	\$112.6 K	\$178.9 K	\$331.2 K	\$235.1 K	\$138.3 K	\$226.5 K	\$345.6 K	\$254.6 K	\$200.0 K	\$238.5 K	\$313.4 K	\$343.2 K	\$78.0 K

Out-of-State Credit Card Spend by Top Merchant Categories

Primary Category	Food	Gas & Service Stations	Accommodations	Retail	Transportation
Out-of-State Visitor Spending %	22.70%	16.40%	14.10%	4.10%	1.40%

Estimated Overnight Visitor Volume

Quarter	Q1	Q2	Q3	Q4
Visitor Volume - 2021	1,361,207	1,694,033	2,620,565	1,922,229
Visitor Volume - 2022	1,702,720	1,871,445	2,092,563	1,108,836
Visitor Volume - 2023	1,305,147			

Top 10 Origin States

Visitor State	AZ	CA	CO	MN	MT	ND	NE	SD	TX	UT
Location - % of Total Devices	2.70%	2.40%	15.90%	2.70%	8.30%	3.80%	3.50%	16.50%	6.30%	5.10%

Top 10 Origin Metro Areas

Visitor Market Area	Denver CO	Rapid City SD	Salt Lake City UT	Billings MT	Minot-Bismarck-Dickinson(Williston) ND	Sioux Falls(Mitchell) SD	Dallas-Ft. Worth TX	Phoenix AZ	Minneapolis-St. Paul MN	Colorado Springs-Pueblo CO
Location - % of Visitors	14.50%	13.50%	5.40%	4.80%	3.90%	3.30%	2.40%	2.20%	1.80%	1.70%

Trip Type by Quarter

Quarter/Year	Q1/2023	Q2/2023	Q3/2023	Q4/2023	Q1/2024
% Daytrippers	30.40%	27.00%	31.50%	39.60%	56.40%
% Overnight Trips	69.60%	73.00%	68.50%	60.40%	43.60%

Hotel & Short-Term Rental Revenue

Quarter/Year	Q1/2021	Q2/2021	Q3/2021	Q4/2021	Q1/2022	Q2/2022	Q3/2022	Q4/2022	Q1/2023	Q2/2023	Q3/2023	Q4/2023	Q1/2024
Hotel Room Revenue	\$111.3 M	\$206.9 M	\$371.7 M	\$135.9 M	\$164.2 M	\$192.5 M	\$370.7 M	\$134.0 M	\$141.2 M	\$204.4 M	\$342.5 M	\$179.1 M	\$46.1 M
Short-Term Rental Revenue	\$66.3 M	\$81.4 M	\$134.4 M	\$64.5 M	\$101.5 M	\$98.3 M	\$172.4 M	\$73.6 M	\$40.6 M	\$107.8 M	\$162.1 M	\$71.5 M	\$27.6 M

Lodging Tax Revenue

Quarter/Year	Q1/2021	Q2/2021	Q3/2021	Q4/2021	Q1/2022	Q2/2022	Q3/2022	Q4/2022	Q1/2023	Q2/2023	Q3/2023	Q4/2023	Q1/2024
Lodging Assessment (state 3%)	\$41.2 K	\$124.0 K	\$244.1 K	\$173.1 K	\$98.0 K	\$167.5 K	\$280.3 K	\$192.8 K	\$147.9 K	\$180.9 K	\$258.6 K	\$263.5 K	\$59.2 K
Lodging Tax (local 4%)	\$56.0 K	\$129.5 K	\$326.9 K	\$231.0 K	\$130.8 K	\$223.5 K	\$374.4 K	\$257.6 K	\$197.8 K	\$241.8 K	\$345.5 K	\$352.1 K	\$79.2 K

Direct Travel Impacts of 2022 (2023 has not yet been released)

Visitor Details 2022

Campbell County 2022 Share of Overnight Visitor Spending

Hotels/Motels/STVRs 65%

VFR (Private
Home)/Other
Overnight

34%

Average Expenditure for Overnight Visitors, 2022

	Person	Person	Party	Party	Party Size	Length of Stay
	Day	Trip	Day	Trip		
Hotel/Motel/STVR	\$131.00	\$302.00	\$359.00	\$823.00	2.7	2.3
Private Home	\$66.00	\$210.00	\$137.00	\$432.00	2.1	3.2
Other Overnight	\$49.00	\$118.00	\$117.00	\$273.00	2.4	2.3
All Overnight	\$104.00	\$266.00	\$251.00	\$650.00	2.4	2.6

Overnight Visitor Volume, 2020-2022

	Person-Nights	Person-Nights	Person-Nights	Party-Nights	Party-Nights	Party-Nights
	2020	2021	2022	2020	2021	2022
Hotel/Motel/STVR	399,590	422,210	470,480	146,590	154,560	172,200
Private Home	303,550	314,680	316,250	147,350	152,760	153,520
Other Overnight	108,280	132,450	132,330	45,060	55,630	55,040
All Overnight	811,420	869,340	919,060	339,000	362,940	380,770

	Person-Trips	Person-Trips	Person-Trips	Party-Trips	Party-Trips	Party-Trips
	2020	2021	2022	2020	2021	2022
Hotel/Motel/STVR	149,160	184,720	204,840	64,370	67,650	75,050
Private Home	81,600	99,520	100,020	46,600	48,600	48,550
Other Overnight	38,100	55,890	54,720	19,390	19,390	23,650
All Overnight	268,860	340,130	359,570	130,360	130,360	147,260

CAMPGROUNDS

<u>Campground Name</u>	<u>Owner Name</u>	<u>Street Address</u>	<u>Phone</u>	<u># of Spaces</u>	<u>Sewer</u>	<u>Water</u>	<u>Electricity</u>	<u>Shuttle</u>	<u>Pets</u>	<u>Private or Public</u>	<u>Occupancy Rates Peak Season</u>	<u>Distance from Facility</u>	<u>Travel Time from Facility</u>
Green Tree's Crazy Woman Campground	Ginger Pete	1001 W 2nd	307-682-3665	108						Privately Owned		4.2	10 min.
High Plains Campground	Gary Goodale	1600 S. Garner Lake Rd.	307-687-7339	65				No	Yes	Privately Owned		0.3	2 min.
Sagebluff RV Park	Deb Hepp	76 S. Boulder Circle	307-464-1305	76	76	76	76	No	Yes	Privately Owned	\$40.00	39.6	42 min.
All Seasons RV Park	Dottie Cook	1000 McIntosh (Off of Bishop Rd)	307-686-2552	20	20	20	20	No	Yes	Privately Owned	\$42.00	15.4	19 min.

**CAMPGROUNDS
TOTAL**

161

CAM-PLEX RV Spaces by Service Type					As Of 2/16/24				
	Sercive Type	Energy	Black Hills	Boxelder	Windmill	Reata	Marquee	Wrangler	Total
		240	50	688	180	118	250	254	1780
Full Service Sites									
	Water, Sewer, 50 AMP			328		48	100		
	Water, Sewer, 30 AMP			360	82	70	150		
	Water, Sewer, 50 & 30 AMP		50		20				
Water & Electric ONLY	50 AMP	80						60	
	30 AMP	160			50			194	
	Water, 50 & 30 AMP				28				
Electric ONLY	50 AMP								
	30 AMP								

Public Facilities/Museums/Lodges

<u>Name Museums</u>	<u>Address</u>	<u>Phone</u>	<u>What</u>	<u>Owned/Operated</u>	<u>Distance from Facility</u>	<u>Travel Time from Facility</u>
Campbell County Rockpile Museum	900 W 2nd St	307-682-5723	Museum	History	4.1	10 min.
Frontier Relics & Auto Museum	211 W 2nd St	307-686-5667	Museum	private collection	3.7	9 min.
Wright Centennial Museum	104 Ranch Dr	307-464-1222	Museum	History	38.3	40 min.
<u>Name Facilities</u>						
AVA Community Art Center	509 W 2nd St	307-682-9133	Art	Privately owned	3.8	9 min.
Axe House	5201 S Douglas Hwy	307-257-7771	Axe Throwing	Privately owned	3.3	6 min.
Avenues of Art	201 E 5th St	307-686-5203	City	Mayor Art Council	3.5	9 min.
Bell Nob Golf Course	4600 Overdale Dr	307-686-7069	County	Golf Course	7.8	13 min.
Bicentennial Park	300 W Warlow Dr	307-682-8527	County	CC Parks Dept	4.5	9 min.
Camel Lanes Bowling Center	1005 W 2nd St	307-682-4811	Bowling	Privately Owned	4.1	10 min.
Campbell County Chamber of Commerce	409 W 2nd St	307-682-3673	Chamber of Commerce	Member Owned	3.8	9 min.
Campbell County Convention & Visitors Bureau	314 S Gillette Ave	307-686-0040	Visitor Center	Lodging Tax	3.6	9 min.
Campbell County Health	501 S Burma Ave	307-688-1000	County	Hospital	4.5	11 min.
Campbell County Ice Arena	121 S 4-J Rd	307-687-1555	Ice Arena	County	3.8	9 min.
Campbell County Public Health	2301 S 4-J Rd	307-682-7275	County	County	3.7	10 min.
Campbell County Public Library	2101 S 4-J Rd	307-682-3223	Library	County	3.6	10 min.
Campbell County Public Library/Wright	305 Wright BLVD	307-464-0500	Wright/Library	County/Wright	39.7	42 min
Campbell County Recreation Center	250 Shoshone Ave	307-682-8527	Facility	County	4.6	9 min.
Campbell County School District	1000 W 8th ST	307-682-5171	County	School District	10.1	13 min.
Campbell County School District Adventurarium	525 W Lakeway	307-687-1679	Science center	School District	3.9	9 min.
Campbell County School District Aquatic Center	800 E Warlow Dr	307-686-3757	Swimming pool	School District	3.6	8 min.
Campbell County School District Planetarium	1000 Lakeway rd	307-682-4307	Planetarium	School District	4.3	10 min.
Campbell County Senior Center	701 Stocktrail Ave	307-686-0804	County	Senior Center	4.4	11 min.
Cam-Plex Park	2910 DoubleTree Lane	307-682-8527	Park	County	1.6	8 min.
City Park	909 S Gillette Ave	307-686-5275	park	City	4	10 min.
City Pool	909 S Gillette Ave	307-682-1962	Pool	City	4	10 min.
Dalbey Memorial Park	900 Edwards St	307-686-5275	Park	City	3.3	8 min.
Eagle Butte Overlook	10023 US Hwy 14/16	307-686-0040	Mine Overlook	PE Mining	10.6	15 min.
Energy Capital Sports Complex	3400 Garner Lake Rd	307-686-5275	Sports Complex	City	1.8	4 min.
Energy Lanes Bowling	5700 S Douglas Hwy	307-687-0261	Bowling	Privately owned	3.9	7 min.
Flightzone	4901 Tanner Dr	307-670-9400	Trampoline Park	City/County	4.7	8 min.
Foothills Theater	650 N US hwy 14/16	307-682-6766	Movie Theater	Privately owned	5.4	11 min.
Gillette College	300 W Sinclair St	307-681-6000	College	GCCD	5.2	11 min.
Gillette College Area 59	3207 S Douglas Hwy	307-681-6131	College Maker Space	Gillette College	3.3	7 min.
Gillette Country Club	1800 Country Club Rd	307-682-4774	Private Club	Privately owned	2.6	7 min.
Gillette Historic Walking Tour (TravelStories AP)	Gillette Ave	307-660-7630	Mary Kelley-Historical Society	Historical Society	TravelStories AP	
Gillette Main Street	314 S. Gillette Ave.	307-689-8369	Downtown Shopping District	non profit	3.6	9 min.
Gillette Thunder Speedway	5801 7999 WY-51	307-257-9589	Dirt Race Track/County	private owned	2.7	5 min.

High Plains Equipment Display	North Garner Lake Rd	Cam-Plex	Machinery Display	Cam-Plex	0.5	3 min.
Inspiration Gardens at Mt Pisgah	804 S Emerson	307-682-3125	Cemetery	County	3.8	10 min.
Iron Horse Skateway	885 Hannum Rd	307-696-8006	Roller Skating	Privately owned	4.6	10 min.
Lasting Legacy Park	800 S Douglas Hwy	307-682-8527	Park	County	3.5	8 min.
McManamen Park	501 E Warlow Dr	307-686-5275	Park	County	3.9	8 min.
Northwest Park	900 N Burma	307-686-5275	Park	County	5.3	11 min.
Northeast Wyoming Regional Airport	2000 Airport rd	307-686-1042	County	County	8.6	13 min.
Prairie Sky Venue	1120 WY-50	307-622-9200	Rentable Venue	Privately owned	13.4	18 min.
Razor City BMX	701 W Warlow Dr	307-680-5770	Bike Track	Privately owned	4.8	10 min.
Red Rock Trails	14 Northern Drive	307-660-1570	Trails/biking	County	6.5	10 min.
Rockpile Community Center	121 S 4-J Rd	307-682-2927	Rentable Venue	Rockpile Museum	3.9	10 min.
Spirit Hall Ice Arena	4101 Maverick Dr	307-687-1555	Ice Skating	Cam-Plex	0.2	2 min.
WPA Building @ Cam-Plex Park	2910 DoubleTree Lane	307-682-7406	Rentable Venue	CC Parks Dept		
Wright Visitor Center	15089 Wy-387	307-464-0079	Visitor Center	Wright	38.2	39 min.
Wright Recreation Center	225 Wright Blvd	307-464-0580	Recreation Center	Wright	38.9	40 min.
<u>Clubs/Lodges</u>						
Boys and Girls Club of Campbell County	410 Lakeside Dr.	307-685-1050	Club	Boys & Girls Club of America	3.5	9 min.
Elks Lodge #2825	4054 E Boxelder Rd	307-682-0333	Lodge	Elks	0.3	1 min.
Fraternal Order of the Eagles	210 W. 3rd St.	307-682-3143	Lodge	Eagles	3.7	9 min.
Masonic Lodge	407 S. Gillette Ave.	307-682-4704	Lodge	Masons	3.6	9 min.
Moose Lodge	2704 Hackathorn Ln.	307-686-0212	Lodge	Moose	6.8	11 min.

Retail

<u>Retail Name</u>	<u>Address</u>	<u>Phone</u>	<u>Type</u>	<u>Distance from Facility</u>	<u>Travel Time from Facility</u>
2 Guys Deco	200 W 2nd St	307-257-2198	Flooring	3.6	8 min.
Abovo Hair	407 S Gillette Ave	307-686-5766	Beauty	3.6	8 min.
Ashley Home Store	609 S Douglas Hwy	307-682-9621	Furniture	3.3	8 min.
Bonita Beauty Studio	300 S Gillette Ave, Suite 1300	307-660-7722	Beauty	3.6	8 min.
Bracetto's Salon	101 E 2nd St	307-686-7731	Beauty	3.4	7 min.
Crazy Daisy Floral	502 E Lakeway	307-686-5641	Floral & Gifts	3.1	7 min.
Crazy Woman Mercantile	370 Hwy 50	307-682-3152	Home Decor & Gifts	7.5	12 min.
Dollar Tree	2005 S Douglas Hwy	307-682-7306	Retail	2.8	7 min.
Dungeons & Dugouts	1300 Butcher Ct. Lot A	307-257-7404	Games	4.4	10 min.
EK Jewelers	304 S Gillette Ave	307-363-4010	Jewelry	3.6	8 min.
Envy Salon	306 S Gillette Ave	307-686-3188	Beauty	3.6	7 min.
Family Dollar	700 S Douglas Hwy	307-682-9910	Retail	3.3	7 min.
Flair & Skin Care Studio	400 S Gillette Ave, Suite 103	307-660-3333	Beauty	3.6	8 min.
Forget Me Not Floral & Gift	900 Camel Dr	307-686-7357	Floral & Gifts	3.2	9 min.
Frontier Relics and Auto Museum	211 W 2nd ST	307-686-5667	Antiques & Retail	3.7	9 min.
Gillette Real Deals	1850 Warlow Dr Units C&D	307-257-7530	Boutique & Home Decor	6.2	10 min.
Hands On Pottery	122 S Gillette Ave	307-257-2472	Art/Pottery	3.5	8 min.
Heaven to Earth	2610 S Douglas Hwy	307-687-0001	Kitchen & Gifts	3.3	8 mins
Hermans Antiques & Crazy Women Merc.	370 Hwy 50	307-682-5336	Antiques	7.5	12 min.
Hobby Lobby	2150 S Douglas Hwy	307-682-6751	Retail	3	8 min.
Joann Fabric & Craft Store	2610 S Douglas Hwy	307-682-1229	Retail	3.3	8 min.
Larkspur Home and Gifts	104 S. Gillette Ave.	307-689-5616	Home Decor & Gifts	3.5	9 min.
Laurie's Flower Hut	500 O-R Drive Suite 10	307-682-2375	Florist	3.7	9 min.
Pain 4 Sale	201 S Gillette Ave	307-682-7227	Tattoos, Piercing	3.4	7 min
Pat's Hallmark	200 S Gillette ave	307-686-1296	Boutique	3.5	8 min.

Prairie Mercantile	103 E 3rd St	N/A	Boutique	3.6	8 min.
Rapscallions Barbershop	222 S Gillette Ave	307-257-7557	Barber	3.6	8 min.
Reynold's Beauty Bar	407 S Gillette Ave, Suite A	307-299-8538	Beauty	3.7	8 min.
Rockpile Museum Gift Shop	900 W 2nd St	307-682-5723	Retail	4.1	10 min.
Rocky Mountain Discount Sports	4706 S Douglas Hwy	307-686-0221	Sporting Goods	3.6	6 min.
Ronita's Hair Care	222 S Gillette Ave, Suite 100	307-685-7171	Beauty	3.6	8 min.
Seconds on the Avenue	203 S Gillette Ave	307-682-3129	Store	3.6	8 min.
Sole Mates	222 S Gillette Ave	307-685-2612	Women's	3.6	8 min.
Sportsmen's Warehouse	91 Town Center Dr	307-622-9100	Sporting Goods	2.9	7 min.
Spring Creek Design	306 W lakeway	307-682-4003	Florist	3.7	8 min.
Teacher's Corner/Kids Mart	213 S Gillette Ave	307-686-9231	Supplies, Toys,	3.6	8 min.
The Clothesline Boutique	300 S. Gillette Ave., Suite 1100		Clothing	3.6	8 min.
That Embroidery Place	2705 Powder River Basin Ave.	307-686-7354	Logo Clothing	3.2	8 min.
The Vintage Twine	219 S. Gillette Ave.	307-257-2706	Home Decor	3.6	8 min.
The White Cabinet	1604 E Hwy 14-16	307-363-5379	Boutique	3.6	8 min.
Tractor Supply	4005 S Douglas Hwy	307-682-1165	Retail	4.4	8 min.
Trends Furniture, Inc	408 S Douglas Hwy	307-682-7828	Furniture	3.1	7 min.
Ulta Beauty	2150 S Douglas Hwy	307-363-8632	Beauty Supply	3	7 min.
Uniquely Wyoming	500 O-R Drive Suite 11	307-257-7426	Retail	3.7	9 min.
Wyoming Art & Frame	304 S Gillette ave	307-686-7049	Framing & Art	3.6	8 min.
Wyoming Craft Boutique	214 S. Gillette Ave.	307-257-2551	Vendor Gifts	3.6	9 min.
CLOTHING					
2nd On the Avenue	203 S Gillette ave	307-682-3129	Thrift Store	3.5	8 min.
Back to the Rack Consignments	2808 Dogwood ave	307-685-2322	Thrift Store	3.5	8 min.
Bomgaars	195 Town Center Dr.	307-686-4101	Outdoor Gear	2.6	6 min.
Boot Barn	2610 S Douglas Hwy	307-682-6200	Clothing	3.2	8 min.
Bash. Co Bridal & Formalwear	1103 E. Boxelder Rd.	307-682-1240	Formal Wear	2.5	6 min.
Cole Sports	1708 W. 2nd Street, 14/16	307-682-1302	Clothing & Made to order	5.8	9 min.
Famous Footwear	2610 S Douglas Hwy	307-682-7863	Shoes	3.3	8 min.
Gillette Real Deals	1850 Warlow Dr Units C&D	307-257-7530	Clothing	6.2	10 min.
Heaven to Earth	2610 S Douglas Hwy	307-687-0001	Clothing	3.3	8 min.

Hems and Gems	201 W Lakeway Rd #500	307-298-0394	Thrift Store	3.6	8 min.
Marshalls	2610 S Douglas Hwy	307-682-2632	Clothing & More	3.4	8 min.
Maurice's	2610 S Douglas Hwy	307-686-0914	Girls Clothing	3.2	9 min.
Pat's Hallmark	200 S Gillette Ave.	307-686-1296	Clothing	3.5	8 min.
Rocky Mountain Discount Sports	4706 S. Douglas Hwy	307-686-0267	Outdoor Gear	3.6	6 min.
Shoe Dept. Encore	2150 S. Douglas Hwy	307-359-8621	Shoes	3	7 min.
Sole Mates	211 S Gillette Ave	307-685-2612	Clothing & Shoes	3.5	8 min.
Sportsman Warehouse	91 Town Center Dr.	307-622-9100	Outdoor Gear	2.9	7 min.
The Clothesline Boutique	300 S. Gillette Ave.	307-689-8968	Clothing	3.6	9 min.
That Embroidery Place	2705 Powder Basin Ave	307-686-7345	to order	3.2	8 min.
Uniquely Wyoming	500 O-R Drive Suite 11	307-257-7426	Clothing	3.7	9 min.
Universal Athletic	2701 S Douglas Hwy	307-686-6605	to order	3	7 min.
Value Villa	1600 W 2nd St	307-682-4134	Thrift Store	4.5	10 min.
Walmart	2300 S. Douglas Hwy	307-686-4060	Outdoor Gear	3	8 min.
Wyoming Work Warehouse	410 E Lakeway	307-682-5053	Outdoor Gear	3.2	7 min.
GROCERIES/GENERAL					
307 Nutrition Gillette	206 S Gillette Ave	307-363-3322	Shakes & Protein	3.5	8 min.
Albertson's	2610 S Douglas Hwy	307-686-7352	Grocery	3.1	8 min.
Cheese Barn	2701 S Douglas Hwy	307-670-1414	Cheese & Meat	3	7 min.
Dollar General	860 Mountain Meadow Ln.	307-423-0625	Retail	6.3	11 min.
Dollar General	805 E. 8th St.	307-387-2470	Retail	3.4	8 min.
Dollar General	1051 E. Shoshone Ave.	307-387-0908	Retail	3.5	7 min.
Don's Supermarket	1501 E 2nd St	307-687-1086	Grocery	4.5	10 min.
Gillette Meat Market	500 OR Dr	307-686-6328	Meat Grocer	3.7	10 min.
GNC	2610 S Douglas Hwy	307-686-7043	Retail	3.3	8 min.
Health Styles Market	371 Sinclair St	307-682-8447	Retail	4.9	8 min.
Home Depot	1105 E Boxelder	307-686-8128		2.4	6 min.
Koehlers Meat and Sausage Company	4905 Hitt Blvd.	307-363-7189	Meat processing	3.8	7 min.
La Casita Mexican Store	208 E 2nd St	307-682-4141	Grocery	3.4	7 min.
Menards	1051 E Lakeway	307-682-0711		2.7	7 min.
Office Depot	2005 S Douglas Hwy	307-685-1394	Office Supplies	2.8	7 min.
Smith's	906 Camel Dr	307-682-1103	Grocery	3.3	10 min.

The Urban Basket	221 S. Gillette Ave.	307-207-7484	Farmers Market	3.6	8 min.
Wal-Mart	2300 S Dougals Hwy	307-686-4060	Retail	3	8 min.
Walgreens	2000 S Douglas Hwy	307-682-4517	Retail	2.7	7 min.
<u>TOWN OF WRIGHT</u>					
Don's Supermarket	105 Wright Blvd	307-464-0029	Grocery	48.7	43 min.
Hank's Reno Junction Travel Plaza and Bar	7508 State hwy 59 S	307-939-1298		38	41 min.
Wright Centennial Museum	104 Ranch Ct	307-464-1222		38.3	42 min.
Poke's Mercantile	300 Reno Dr	307-464-0404		38.4	43 min.

Shopping Centers

<u>Name</u>	<u>Address</u>	<u>What</u>	<u>Distance from Facility</u>	<u>Travel Time from Facility</u>
1001 Plaza	HWY 59	Visionary	3.6	8 min.
Boxelder Business Center	405 W Boxelder Rd		3.4	8 min.
Camel Plaza	900 Camel Drive Area	Smith's area/McD's	3.3	9 min.
Central Square	1211 S. Douglas HWY	Hand Therapy/PrimeRib	3.2	8 min.
Lakeway Professional Building	201 W. Lakeway	Hems&Gems/Mirror Images Salon/Spa	3.6	8 min.
Historic Downtown	100 S Gillette Ave	All of Gillette Ave Area	3.6	9 min,
Holiday Shopping center	2005 S Douglas Hwy	Office depot area	2.8	7 min.
KG Town Center	Lakeway	Menards/Sportmans Warehouse/boomgarrs	2.7	7 min.
Powder Basin Shopping Center	2610 S Douglas Hwy	Maurices, Rue 21 area	3.2	9 min.
Silverado Center	1103 East Boxelder Rd	AT&T/Great Clips/Quizno's	2.4	5 min.
Southview Shopping Center	500 OR Drive	Gillette Meat market area	3.7	9 min.
Town Center	79 Town Center Dr	City Brew area/Qdoba	3	7 min.
<u>Wright, WY</u>				
Latigo Hills Mall	105 Wright Blvd.	The Rusty Nail/Post Office	38.6	40 min.

Laundry Services and Laundry Mats

<u>Name</u>	<u>Address</u>	<u>Phone</u>	<u>Type</u>	<u>Distance from Facility</u>	<u>Travel Time from Facility</u>	
Bear's natrually Clean Dry	305 E Lakeway	307-685-4455	full service	3.7	9 min.	pick up & drop off
Eastside laundry	1080 E Hwy 14/16	307-685-2722	mat	2.5	5 min	pick up & drop off
Surf N Suds	203 S Richards Ave	307-686-9266	mat	3.7	8 min.	pick up & drop off
Wright Laundromat @ Latigo Hills Mall	105 Wright Blvd.	307-464-1369	mat	38.8	41 min.	no



Market & Economic Analysis Report

MASTER PLAN FOR THE CAM-PLEX MULTI-EVENT FACILITIES

In Gillette, Wyoming

February 21, 2024



DOWL

POPULOUS®



February 21, 2024

Mr. Todd Gralla
Principal
Populous
3151 W. Tecumseh Road, Suite 220
Norman, Oklahoma 73072

Dear Mr. Gralla:

Conventions, Sports & Leisure International (CSL), in conjunction with Populous, has completed a market analysis and feasibility study to assist the Campbell County Public Land Board (CCPLB) develop a master plan for the Cam-Plex Multi-Event Facilities (Cam-Plex) in Gillette, Wyoming. The goal of this study is to assist Populous, the CCPLB and other community stakeholders strategically plan for the potential development of multi-use event facilities at Cam-Plex.

The analysis presented in this report is based on estimates, assumptions and other information developed from industry research, data provided by study stakeholders, surveys of potential facility users, discussions with industry participants and analysis of competitive/comparable facilities and communities. The sources of information, the methods employed, and the basis of significant estimates and assumptions are stated in this report. Some assumptions inevitably will not materialize, and unanticipated events and circumstances may occur. Therefore, actual results achieved will vary from those described and the variations may be material.

The findings presented herein are primarily based on analyses of current conditions in Gillette. As in all studies of this type, the recommendations and estimated results are based on competent and efficient management of the subject facilities and assume that no significant changes in the event/utilization markets or assumed immediate and local area market conditions will occur beyond those set forth in this report. Furthermore, all information provided to us by others was not audited or verified and was assumed to be correct. All primary market research was completed for this study in 2023.

The report has been structured to provide decision makers with the foundational information necessary to evaluate issues related to potential future investment in multi-use event facilities in Gillette and should not be used for any other purpose. This report, its findings or references to CSL may not be included or reproduced in any public offering statement or other financing document.

We sincerely appreciate the assistance and cooperation we have been provided in the compilation of this report and would be pleased to be of further assistance in the interpretation and application of our findings.

Very truly yours,



CSL International



INTRODUCTION: Overview

- **STUDY PURPOSE:**

Conventions, Sports & Leisure International, Populous and DOWL were engaged by the Campbell County Public Land Board (CCPLB) to conduct a market demand, expansion/renovation feasibility and economic impact analysis to assist in the development of a comprehensive Master Plan for the Cam-Plex Multi-Event Facilities in Gillette, Wyoming.

- **IMPORTANT COMMUNITY ASSET:**

Cam-Plex continues to host community events, providing an important asset for residents, while attracting events that provide important economic benefits to the Campbell County community.

- **POTENTIAL OPPORTUNITY:**

Cam-Plex has the potential opportunity to attract regularly recurring signature events, such as the National High School Finals Rodeo, with improved/ expanded facilities.

- **PROVEN TRACK RECORD OF COMMUNITY IMPACT:**

In 2005, Campbell County voters approved a ¼ percent sales tax to fund construction of the Wyoming Center. Collections significantly exceeded expectations, resulting in paying off construction within three years, instead of the eight years originally projected.

- **STUDY PROCESS INCLUDED:**

- Community/facility tours.
- 30+ meetings with community leaders & stakeholders.
- 400+ on-line community survey responses.
- 49 current/past user group surveys.
- 42 surveys of potential new user groups.
- 500+ annual events represented.

STUDY COMPONENTS

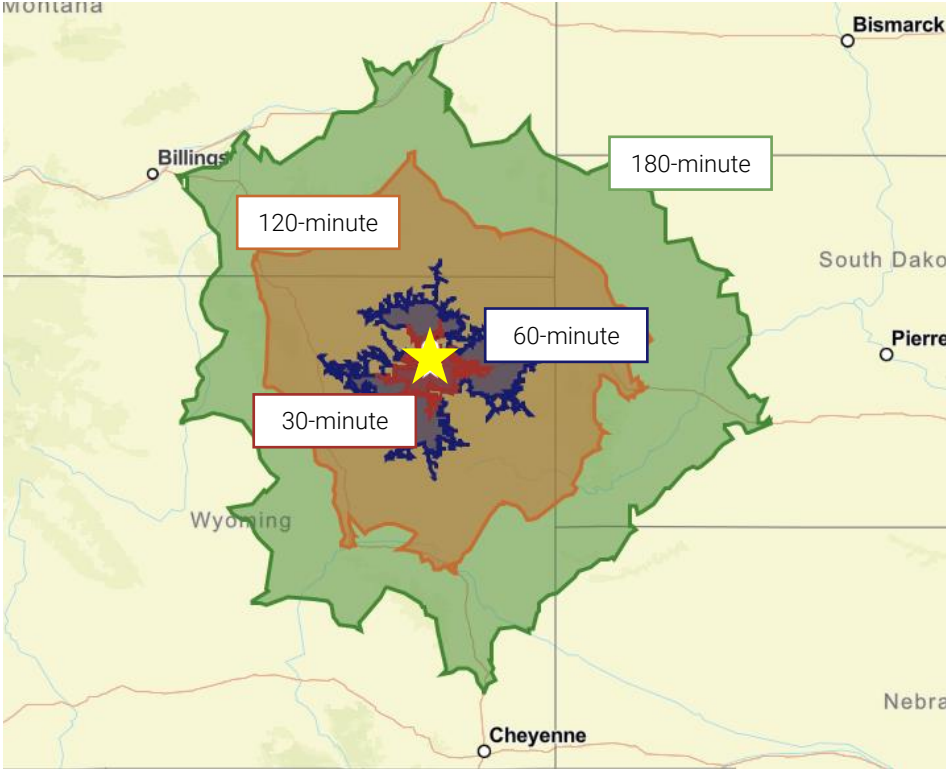
- 1 Local Market Analysis
- 2 Historical Cam-Plex Operations Analysis
- 3 Competitive Facilities Analysis
- 4 Comparable Facilities/Destinations Analysis
- 5 Industry Trends & Characteristics
- 6 Market Demand Research
- 7 Supportable Program Analysis
- 8 Cost/Benefit Analysis

LOCAL MARKET ANALYSIS: Location and Accessibility

The exhibit to the right illustrates the proximity of Gillette, Wyoming with other nearby markets and the markets/ land area captured within an estimated 30-, 60-, 120- and 180-minute drive of Cam-Plex. As shown, Sheridan, Casper and Rapid City represent the largest population centers within a 180-minute drivetime. Equestrian, livestock, convention, entertainment, amateur sports and other types of event activity at an improved Cam-Plex will likely draw significantly from these areas.

These driving distances will be utilized on the subsequent page and later in the report for purposes of comparing demographic and socioeconomic variables.

City, State	Distance to Cam-Plex (In Miles)	Drive Time (hrs:min)	Market Population
Belle Fourche, SD	102	1:33	5,700
Sheridan, WY	103	1:33	31,600
Douglas, WY	113	1:53	6,400
Casper, WY	127	2:05	80,000
Rapid City, SD	141	2:05	168,100
Miles City, MT	170	2:43	8,400
Worland, WY	160	2:46	4,800
Billings, MT	233	3:25	184,200
Cheyenne, WY	245	3:43	99,500



Source: Google, US Census, ESRI, 2023.

LOCAL MARKET ANALYSIS: Key Market Demographics

The table to the right presents a summary of key demographic metrics associated within the previously presented driving distances to/from Cam-Plex, along with overall city, county, state, and United States benchmarking data.

As shown, the estimated population within the city of Gillette and Campbell County is approximately 33,400 and 47,200, respectively. The population within 30-minutes of Cam-Plex is approximately 43,900, while the population within 120-minutes is just over 260,400, as this radius captures much of the Rapid City metropolitan area.

Median household income within 60-minutes of Cam-Plex is significantly higher than state and national averages; however, per capita income is slightly lower than these benchmarks, suggesting the presence of a few wealthy individuals in the community.

DEMOGRAPHIC VARIABLE	30-Minutes Drive Time	60-Minutes Drive Time	120-Minutes Drive Time	180-Minutes Drive Time	City of Gillette	Campbell County	State of Wyoming	United States
POPULATION:								
2010 Total Population	42,613	50,954	248,713	418,685	32,005	46,133	563,626	308,745,538
2022 Total Population	43,873	52,027	260,436	443,724	33,433	47,238	580,778	335,707,897
2027 Total Population	43,230	51,466	264,148	449,930	32,843	46,638	585,260	339,902,796
Historical Annual Growth (2010-2022)	0.25%	0.18%	0.39%	0.50%	0.37%	0.20%	0.25%	0.73%
Projected Annual Growth (2022-2027)	-0.29%	-0.22%	0.29%	0.28%	-0.35%	-0.25%	0.15%	0.25%
AGE:								
Median Age	34.1	35.1	39.4	39.6	33.5	34.4	38.8	38.9
Population Age 25 to 44	30.56%	29.55%	25.74%	25.33%	31.19%	30.41%	26.06%	26.79%
AGE DISTRIBUTION:								
Under 15	23.03%	22.40%	18.91%	19.06%	23.06%	22.85%	18.93%	18.12%
15 to 24	12.58%	12.23%	11.97%	11.87%	12.99%	12.51%	12.50%	12.78%
25 to 34	15.79%	15.22%	13.29%	13.10%	16.45%	15.59%	13.44%	13.96%
35 to 44	14.77%	14.33%	12.45%	12.23%	14.74%	14.82%	12.62%	12.83%
45 to 54	11.00%	11.28%	11.00%	11.14%	10.93%	11.07%	11.09%	12.03%
55 and over	22.82%	24.55%	32.38%	32.60%	21.84%	23.16%	31.43%	30.29%
HOUSEHOLD INCOME:								
Median Household Income	\$88,698	\$86,903	\$62,652	\$65,345	\$85,855	\$89,076	\$68,814	\$72,414
Per Capita Income	\$38,757	\$38,597	\$34,763	\$35,530	\$37,698	\$39,122	\$37,523	\$40,363
INCOME DISTRIBUTION:								
\$0 to \$24,999	12.60%	12.68%	19.72%	18.41%	13.76%	12.30%	16.58%	15.79%
\$25,000 to \$49,999	12.09%	12.29%	19.11%	18.71%	12.98%	11.47%	17.05%	18.58%
\$50,000 to \$74,000	13.72%	14.27%	18.59%	18.45%	13.81%	13.79%	20.04%	16.91%
\$75,000 to \$99,999	18.51%	19.25%	14.45%	14.74%	18.33%	19.39%	15.46%	13.19%
\$100,000 to \$149,999	27.25%	26.54%	18.19%	18.40%	26.30%	27.33%	17.56%	17.23%
\$150,000 or more	15.82%	14.98%	9.94%	11.30%	14.82%	15.72%	13.31%	18.31%
POPULATION BY RACE/ETHNICITY:								
White/Caucasian	86.12%	87.00%	84.49%	82.97%	85.07%	86.29%	84.29%	60.99%
Black/African American	0.55%	0.47%	0.74%	0.79%	0.64%	0.52%	0.91%	12.39%
American Indian	1.42%	1.31%	5.05%	6.54%	1.56%	1.35%	2.41%	1.14%
Asian	0.76%	0.67%	0.79%	0.83%	0.86%	0.71%	0.92%	6.12%
Pacific Islander	0.05%	0.06%	0.07%	0.09%	0.05%	0.05%	0.10%	0.21%
Other Race	4.39%	3.99%	2.02%	1.91%	4.92%	4.37%	3.53%	8.55%
Two or More Races	6.70%	6.50%	6.84%	6.88%	6.89%	6.71%	7.84%	10.59%
Hispanic Origin	9.19%	8.42%	5.91%	5.97%	10.23%	9.16%	10.30%	18.95%
Diversity Index	37.7	35.5	35.9	38.1	40.3	37.4	41.4	71.6
BUSINESS:								
2022 Total (SIC01-99) Businesses	1,848	2,246	16,096	22,581	1,545	1,958	30,625	12,609,070
2022 Total (SIC01-99) Employees	27,845	34,188	172,731	233,673	21,987	33,358	323,616	151,363,907
Employee/Residential Population Ratio	0.63:1	0.66:1	0.66:1	0.53:1	0.66:1	0.71:1	0.56:1	0.45:1

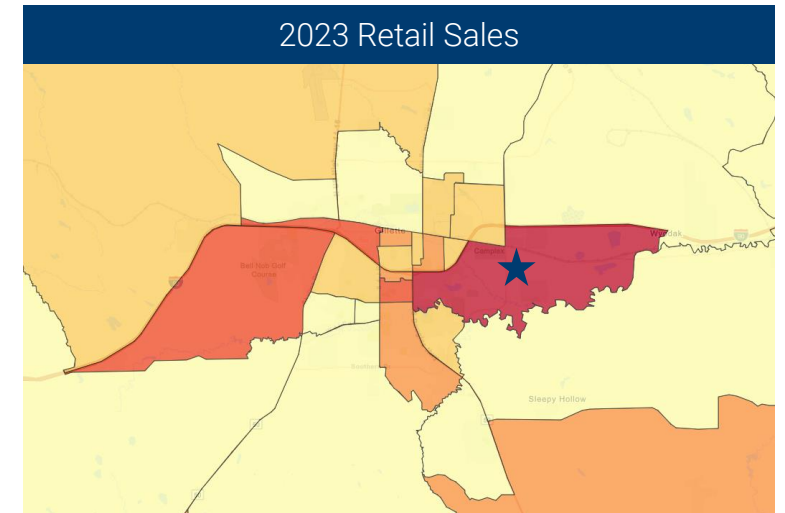
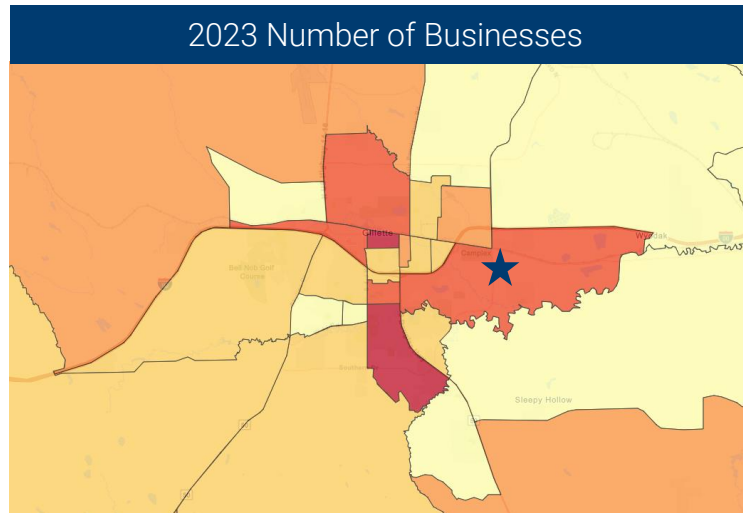
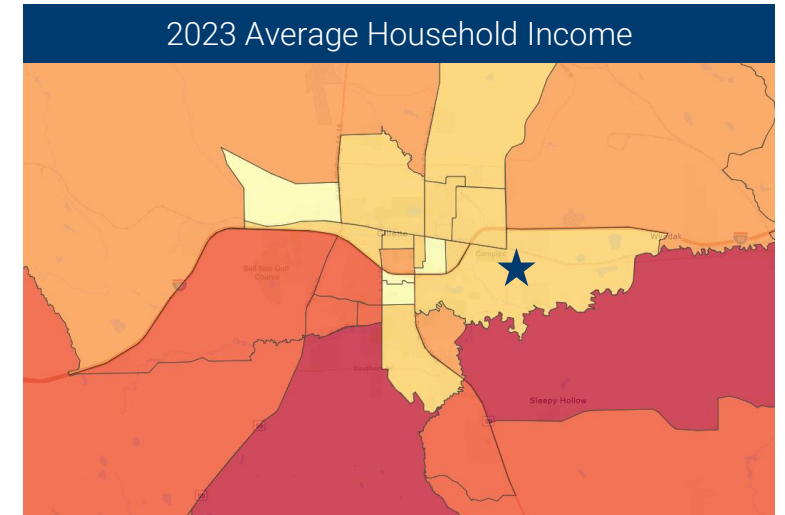
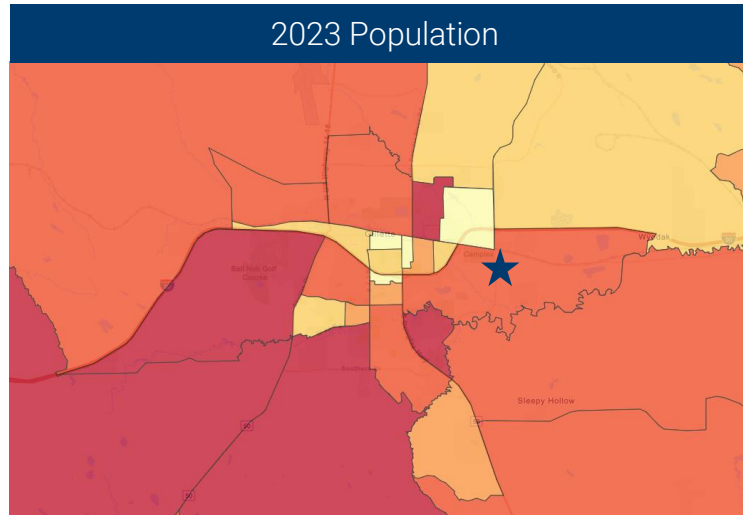
Source: ESRI, 2023.

LOCAL MARKET ANALYSIS: Demographic Heat Maps

The heat maps display the relative density of demographic data points as varying sets of colors ranging from cool (lighter color, indicating a low density of points) to hot (darker color, indicating a high relative density of points). These data are segmented by census tract.

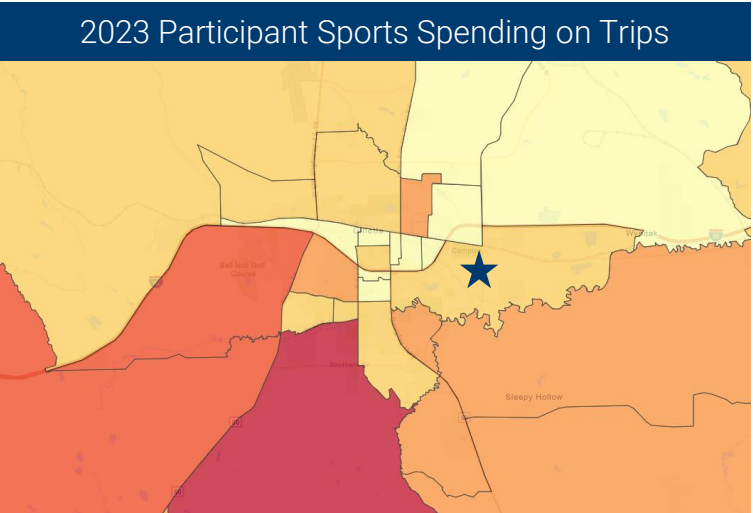
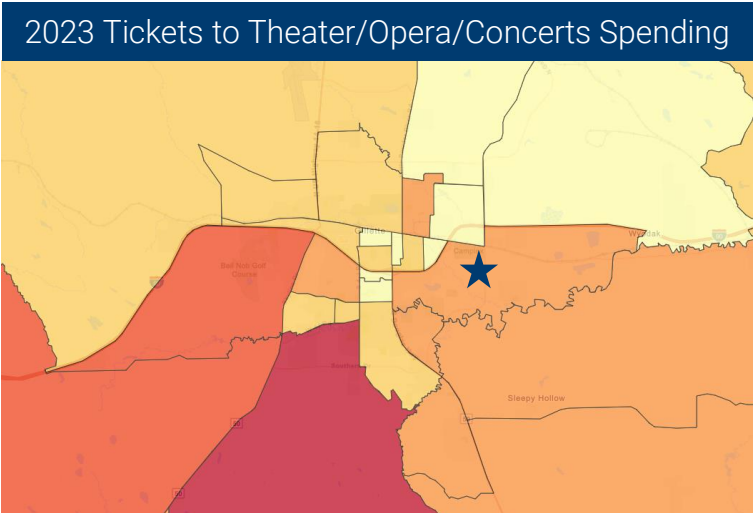
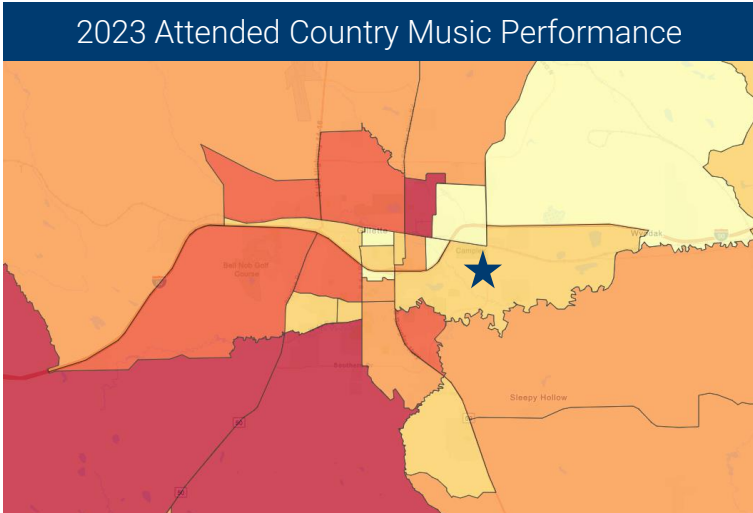
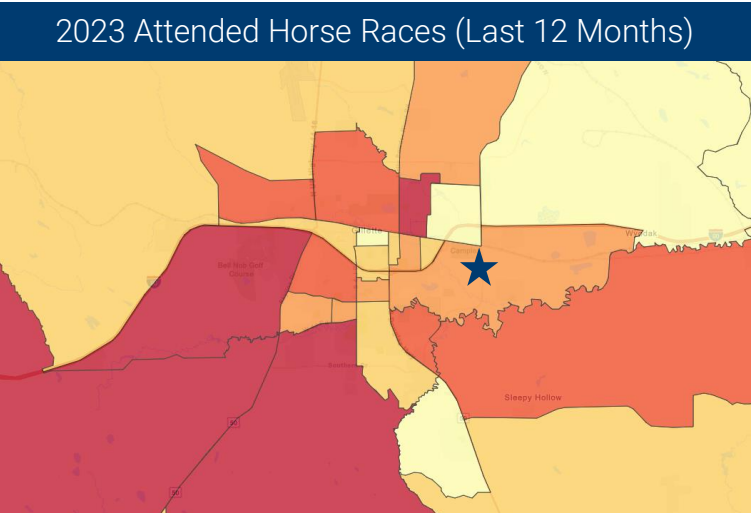
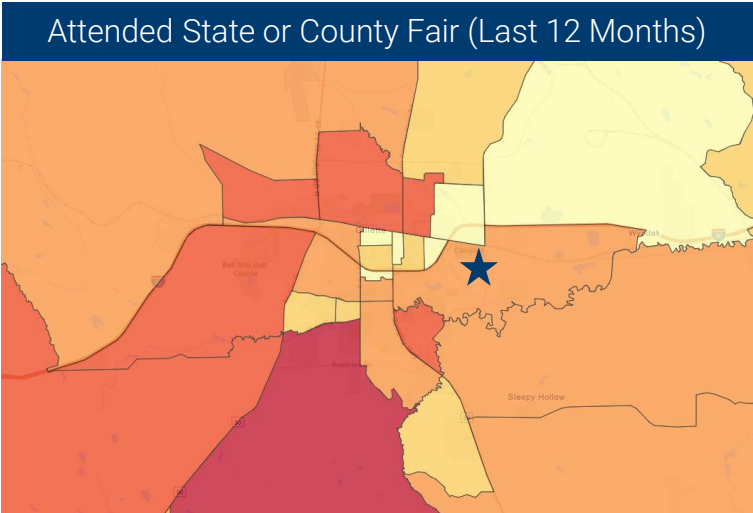
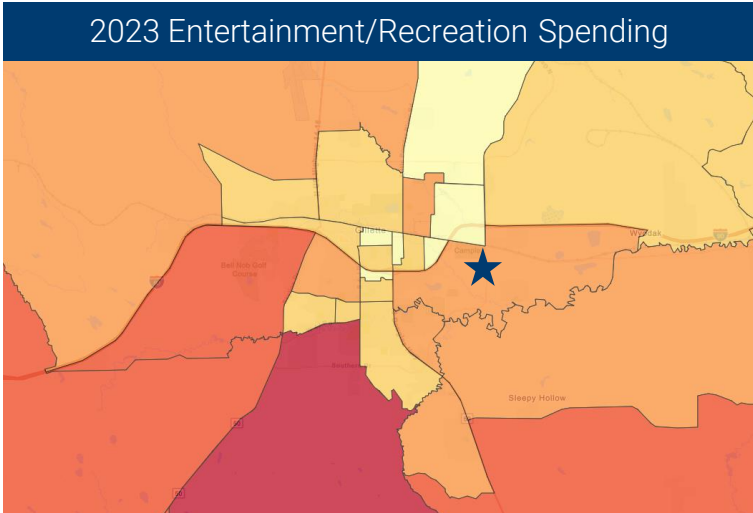
The exhibits to the right and on the following page present a geographic visualization of a variety of socioeconomic and demographic categories including total population, average household income, number of businesses, retail sales, entertainment/recreation spending, spending on tickets to theater/opera/concerts and participant sports spending on trips.

Additionally, these heat maps address behavioral characteristics for the past 12 months regarding those who have attended a state or county fair, attended a country music performance or attended horse races.



Source: ESRI, 2023.

LOCAL MARKET ANALYSIS: Demographic Heat Maps (cont'd)

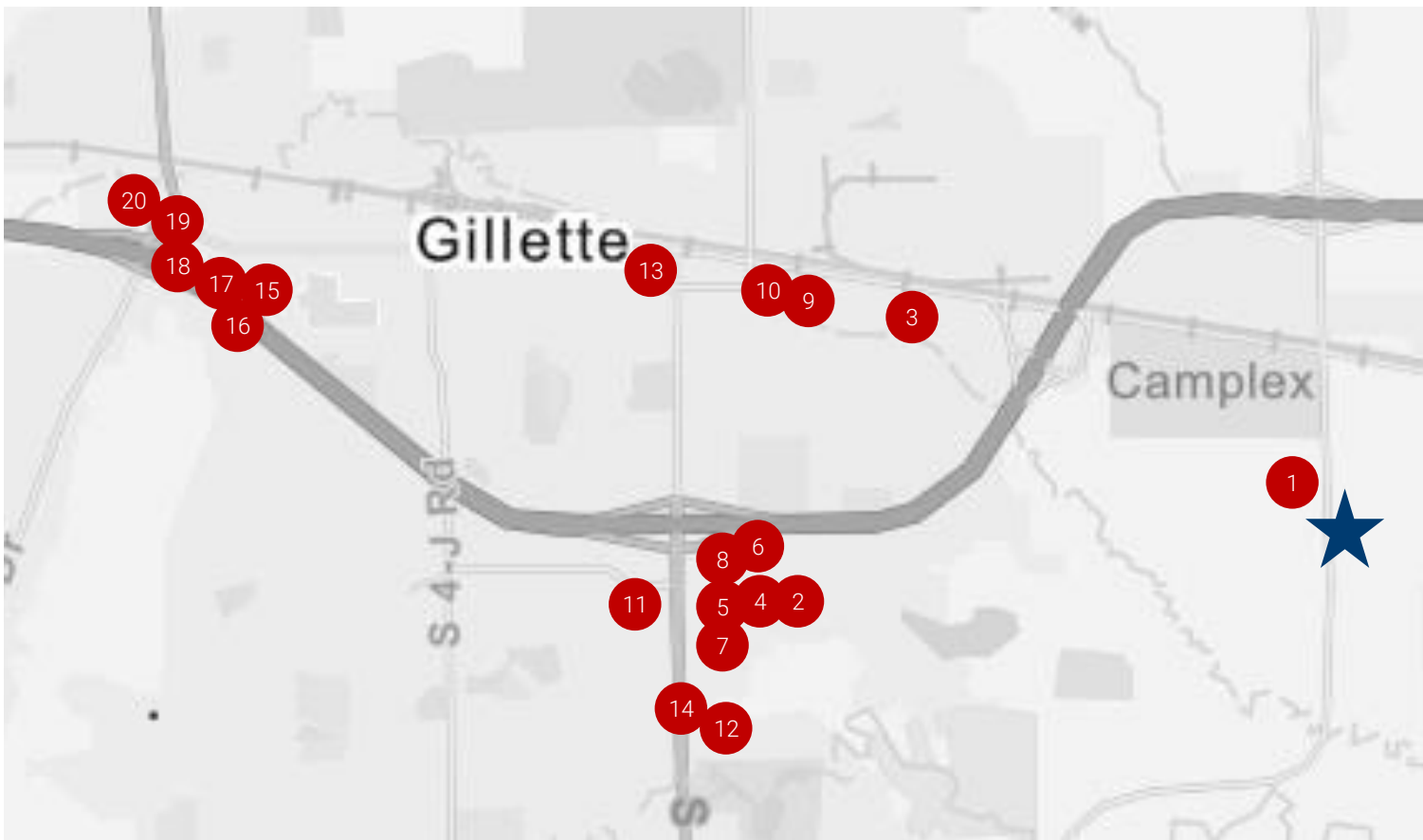


Source: ESRI, 2023.

LOCAL MARKET ANALYSIS: Hotel Inventory

There are 20 hotels within five miles of Cam-Plex that offer more than 50 sleeping rooms. There is a total of more than 2,000 sleeping rooms throughout the Gillette market and a wide array of service levels and price points.

Key	Hotel	Room Count (Number)	Miles from Cam-Plex
1	Arbuckle Lodge	86	0.4
2	Home2 Suites by Hilton	99	2.3
3	Quality Inn	62	2.4
4	Days Inn Gillette	141	2.5
5	Ramada Plaza	159	2.6
6	Wingate by Wyndham	84	2.6
7	Candlewood Suites	83	2.6
8	Holiday Inn Express	83	2.6
9	National 9 Gillette	78	2.7
10	Howard Johnson	75	2.7
11	La Quinta Inn & Suites	89	2.9
12	Fairfield Inn & Suites	80	3.1
13	Alamo Inn & Suites	56	3.1
14	Country Inn & Suites	80	3.2
15	Comfort Inn & Suites	60	4.6
16	Marriott TownePlace Suites Gillette	85	4.7
17	Super 8	60	4.7
18	Hampton Inn	58	4.8
19	Best Western Tower West Lodge	190	4.9
20	Baymont by Wyndham	74	5.0
TOTAL		1,782	

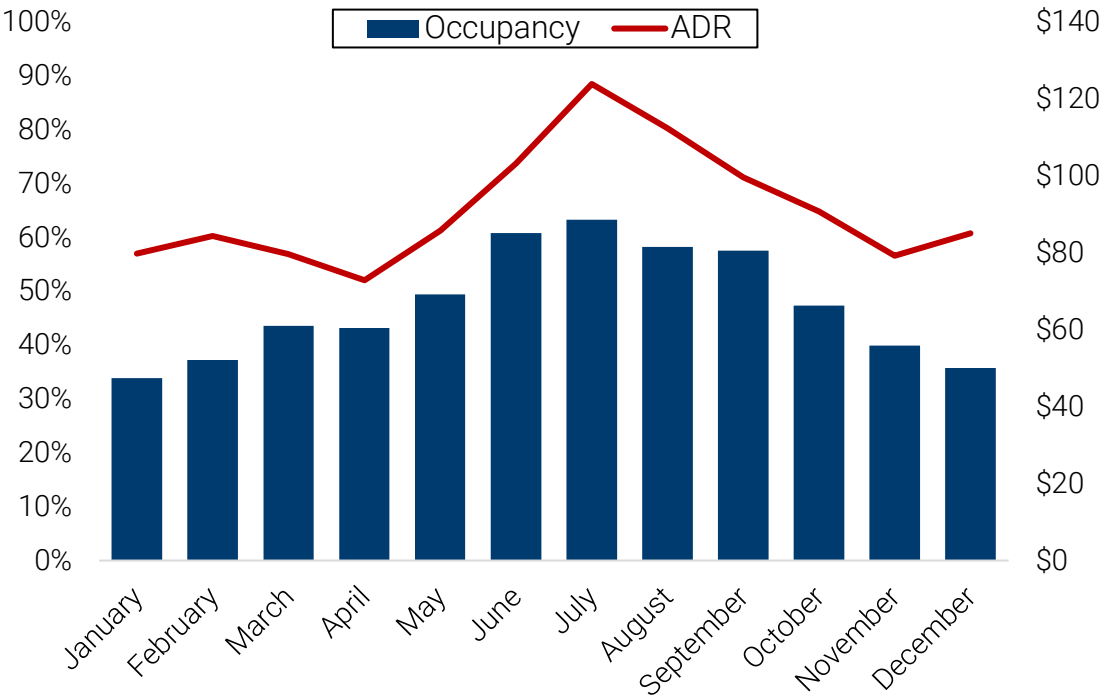


Note: Only properties offering more than 50 rooms within five (5) miles of Cam-Plex are highlighted.
Source: Google Maps, Hotel websites, 2023.

LOCAL MARKET ANALYSIS: Hotel Performance

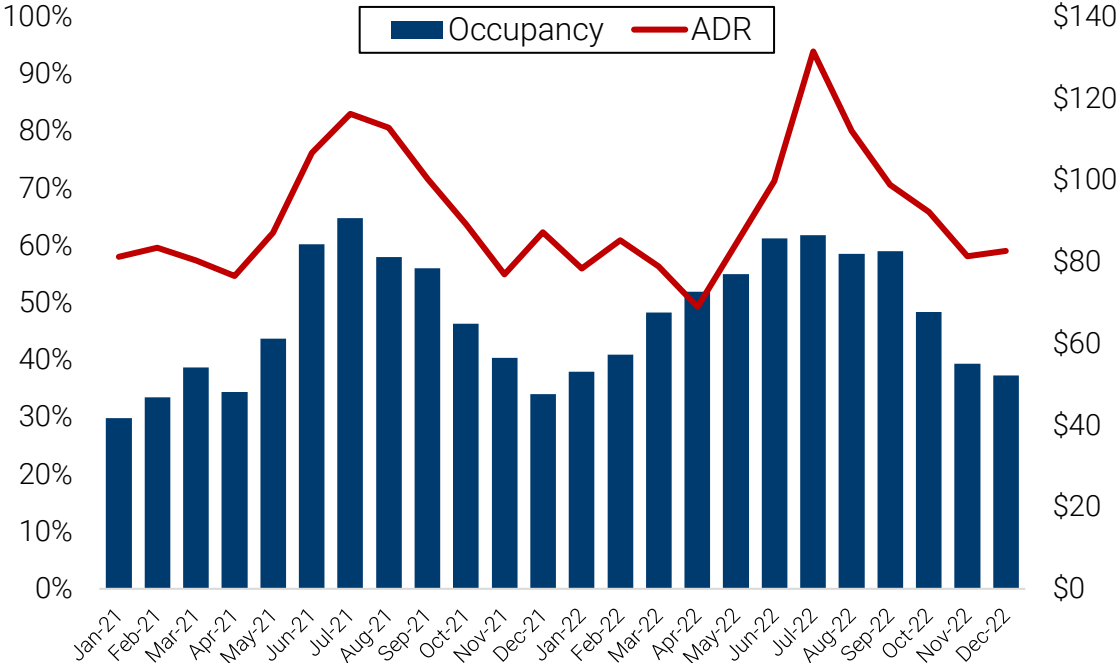
Hotel occupancy approximates 60 percent from June through September with a corresponding increase in ADR; however, occupancy falls below 40 percent between November and February.

Campbell County Lodging
Average Monthly Occupancy and ADR (2021 & 2022)



Source: STR, 2023.

Campbell County Lodging
Monthly Occupancy and ADR (2021 & 2022)



LOCAL MARKET ANALYSIS: Corporate Base

Moderately diverse corporate base throughout Campbell County with particular emphasis on energy sectors (e.g., utilities, natural resources). Gillette also represents a retail destination for many residents throughout northeastern Wyoming and the greater regional marketplace.

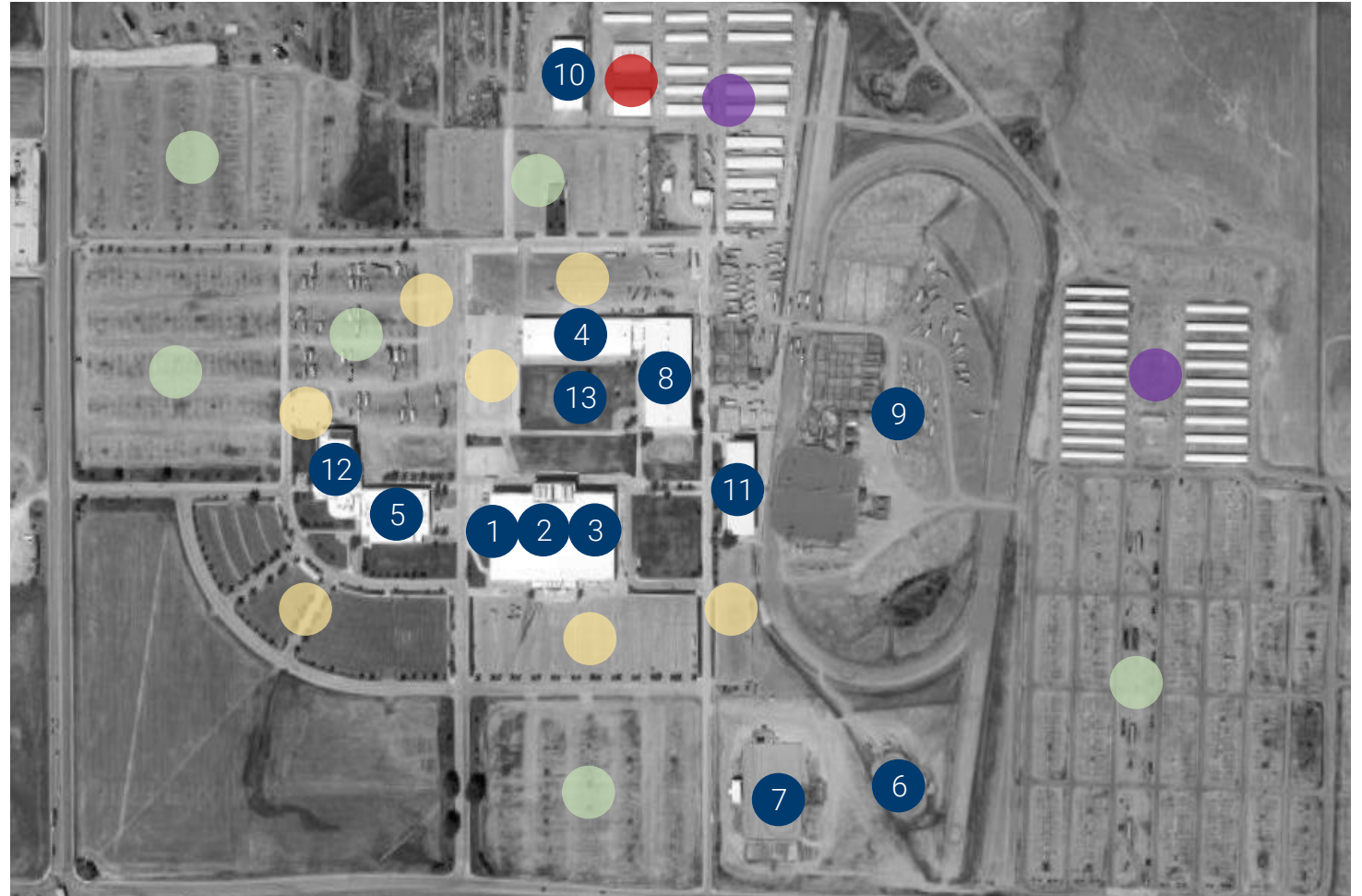
Company Name	Industry	Full-Time Employees
Peabody Energy Corporation: NARM	Utilities	1,969
Campbell County School District	Education	1,393
Marco Technologies	Technology	1,200
Campbell County Health	Healthcare	993
Campbell County Government	Government	540
Prairie Eagle Mining	Natural Resources	475
Cyclone Drilling Inc.	Natural Resources	400
City of Gillette	Government	309
Walmart	Retail	300
Navajo Transitional Energy Company, (NTEC)	Utilities	242
Buckskin Mining Company	Natural Resources	156
L & H Industrial, Inc.	Manufacturing	155
Komatsu Equipment Co.	Manufacturing	135
Black Hills Orthopedic & Spine Center	Healthcare	135
Powder River Energy Corporation	Utilities	125
Pizza Ranch FunZone Arcade - Gillette WY	Retail	110
Nelson Brothers Mining Services	Natural Resources	105
Black Hills Energy (Mine/Power Plant)	Natural Resources	95
Interstate Power Systems	Utilities	89
Gillette 404 Inc. - DBA KFC	Retail	88
TOTAL		9,014



Source: Campbell County Chamber of Commerce, 2023.

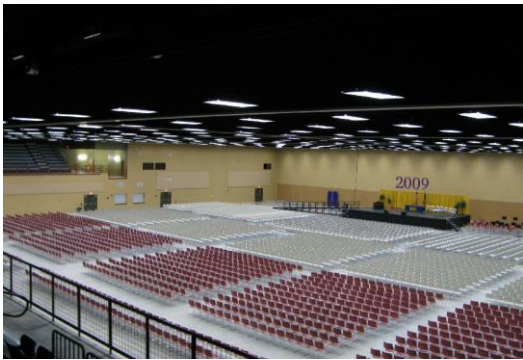
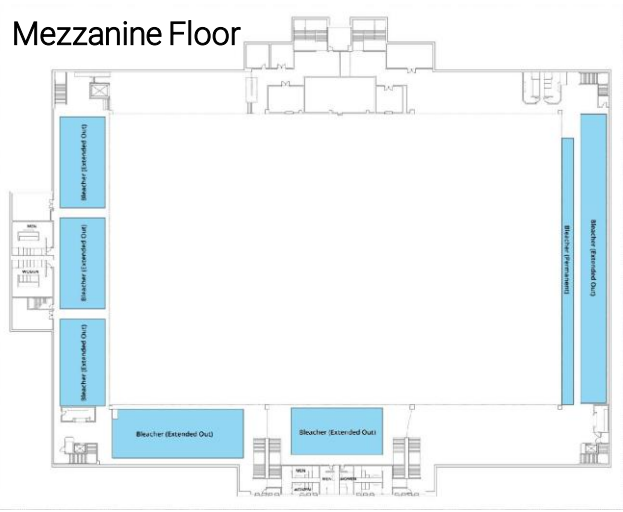
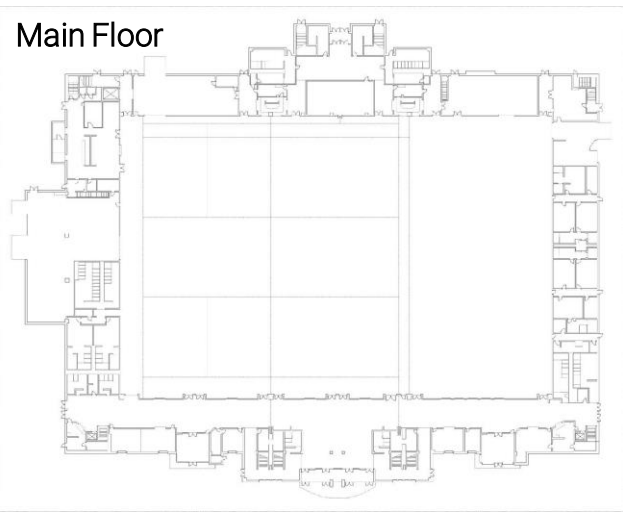
HISTORICAL OPERATIONS: Cam-Plex Event Facilities Overview

- 1 Equality Hall – 23,800 sf exhibit space
- 2 Frontier Hall – 20,200 sf exhibit space
- 3 Spirit Hall – 22,600 sf exhibit space
- 4 Central Pavilion – 42,000 sf exhibit space
- 5 Energy Hall – 21,000 sf ballroom space
- 6 Little Levi Arena – Outdoor dirt arena
- 7 Wrangler Arena – Outdoor dirt arena
- 8 East Pavilion – 52,500 sf indoor dirt arena
- 9 Morningside Arena and Track – Outdoor dirt arena
- 10 Barn 3 – Indoor dirt arena
- 11 Morningside Park Grandstands – 3,000 covered seats
- 12 Heritage Center Theater – 914-seat theater
- 13 The Plaza – Outdoor event space
- Barns 1 & 2 – 20,800 sf barn space
- Horse Stalls – 1,365 total stalls
- Parking – 8 lots; 1,600 spaces
- RV Parks – 6 lots; 1,730 sites



Source: Facility management, 2023.

HISTORICAL OPERATIONS: Cam-Plex Event Spaces



FACILITY: Wyoming Center

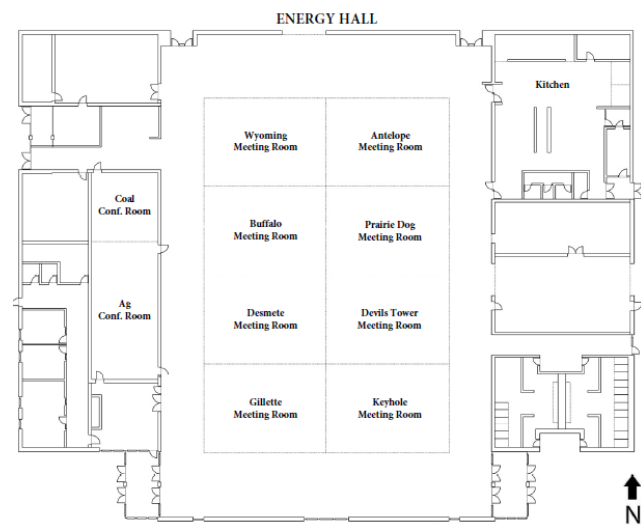
Facility Specs:

Total Size:	177,000 sf
Largest Contiguous Space:	66,700 sf
Equality Hall:	23,800 sf
Frontier Hall:	20,200 sf
Spirit Hall:	22,600 sf
Mezzanine:	35,000 sf
Maximum Seating Capacity:	8,000 persons
Ceiling Height:	30 feet

- Notes:**
- Construction completed in 2010; generally excellent condition.
 - Concrete floor in main hall.
 - 11,000-square foot carpeted lobby.
 - Concession areas: four on main level; two on upper level.
 - Full commercial kitchen.
 - Locker rooms: six in Spirit Hall; two in Equity Hall.
 - Sub-divisible into nine rooms.
 - Spirit Hall offers an indoor ice sheet seasonally throughout the year.
 - Equality Hall can be sub-divided into six conference rooms.

Source: Facility management, 2023.

HISTORICAL OPERATIONS: Cam-Plex Event Spaces



FACILITY:	Energy Hall
Facility Specs:	
Total Size:	21,000 sf
Individual Meeting Room:	1,400 sf (8 available)
Seating Capacity:	3,060 persons
Flooring:	Carpeted
Ceiling Height:	16 feet
Conference Rooms:	625 sf (3 available)

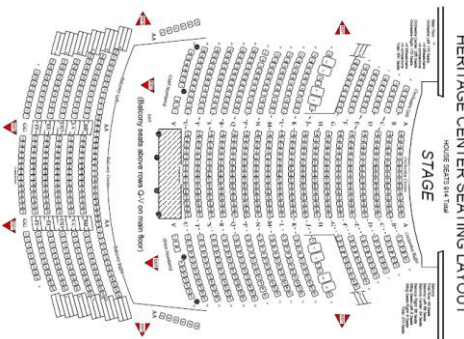
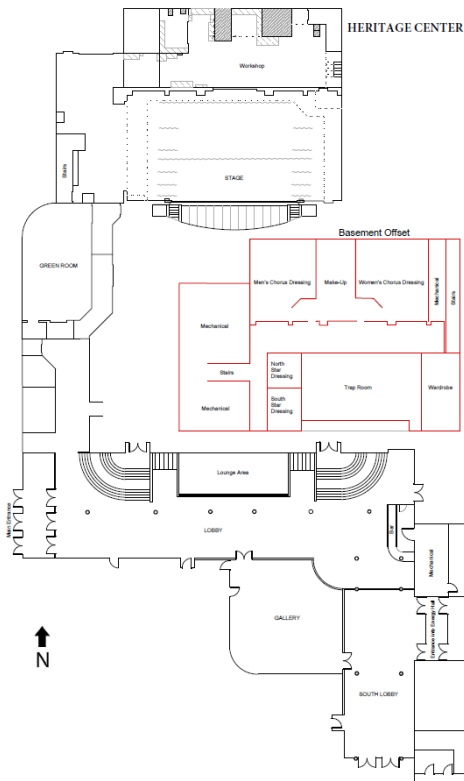


- Notes:**
- Generally very good condition.
 - Major interior renovations in the past three years.
 - A carpeted event hall for ballroom-style events.
 - Subdivisible into eight meeting rooms.
 - Three permanent conference rooms.
 - Rentable kitchen space.
 - Two overhead utility doors.



Source: Facility management, 2023.

HISTORICAL OPERATIONS: Cam-Plex Event Spaces



FACILITY: Heritage Center Theater

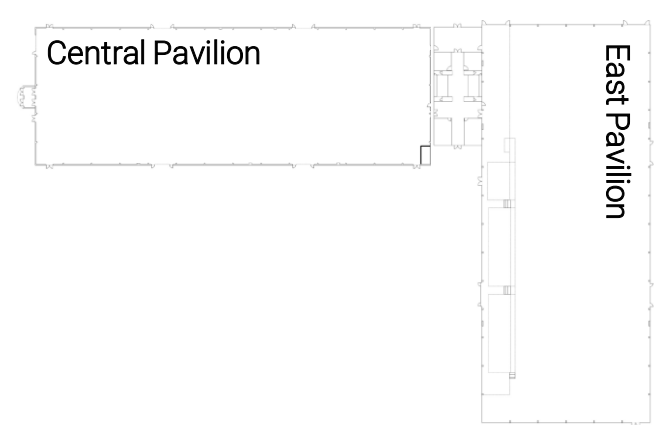
Facility Specs:

Total Size:	55,500 sf
Theater Capacity:	914 seats
Heritage Center Art Gallery:	1,400 sf
Heritage Center Upstairs:	4,160 sf
Heritage Center Lobby:	6,240 sf
Heritage Center South Lobby:	1,440 sf

- Notes:**
- Built in 1989 and renovated in 2020.
 - Generally very good condition.
 - Major interior renovations in the past three years.
 - 641 seats in lower level; 273 seats in balcony.
 - 1,400 sf visual art gallery.
 - 1,000 sf Green Room with kitchenette.
 - Proscenium: 46' wide by 24' high.
 - Orchestra pit.
 - Sound control booth at rear of house under balcony.

Source: Facility management, 2023.

HISTORICAL OPERATIONS: Cam-Plex Event Spaces



FACILITY: Central Pavilion and East Pavilion

Facility Specs:	Total Size:	94,500 sf
	Largest Space:	52,500 sf
	Highest Capacity Hall:	5,000 persons
	Flooring:	Concrete / Dirt
	Ceiling Height:	16 feet

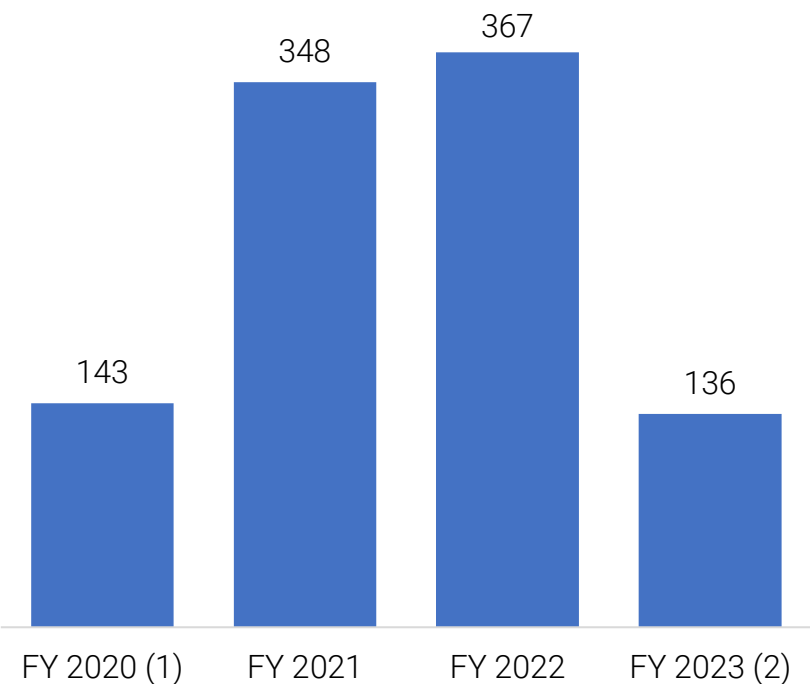
- Notes:**
- Constructed mid-1980s. Good condition, but showing age/wear.
 - Central Pavilion 42,000 sf concrete floor exhibit hall.
 - East Pavilion 52,500 sf dirt floor equestrian/livestock arena.
 - 1,600 portable bleacher seating in East Pavilion.
 - Central lobby with two concession stands and restrooms.
 - Central Pavilion can load in dirt for additional indoor arena space.
 - Five overhead utility doors in each Pavilion.

Source: Facility management, 2023.

HISTORICAL OPERATIONS: Events by Type

Historical Cam-Plex event activity is based on a fiscal calendar from July 1st through June 30th. Data presented does not include event activity from June 2019 through October 2019 or data for January 2023 through June 2023. In FY21 and FY22, event activity remained relatively consistent, with SMERF (social, military, educational, religious and fraternal) and corporate events accounting for approximately half of events occurring at Cam-Plex. Agricultural, equestrian and livestock events occurred between 41 and 51 times during this time period, while Sports events occurred approximately 20 times annually. Special Events include 307 Horse Racing (16 events) and RV rallies (Monaco RV Rally, Tri-Chapter RV Rally, Family Motor Coach Association Rally and National African American RVer's Association Rally).

NUMBER OF EVENTS



NUMBER OF EVENTS BY TYPE

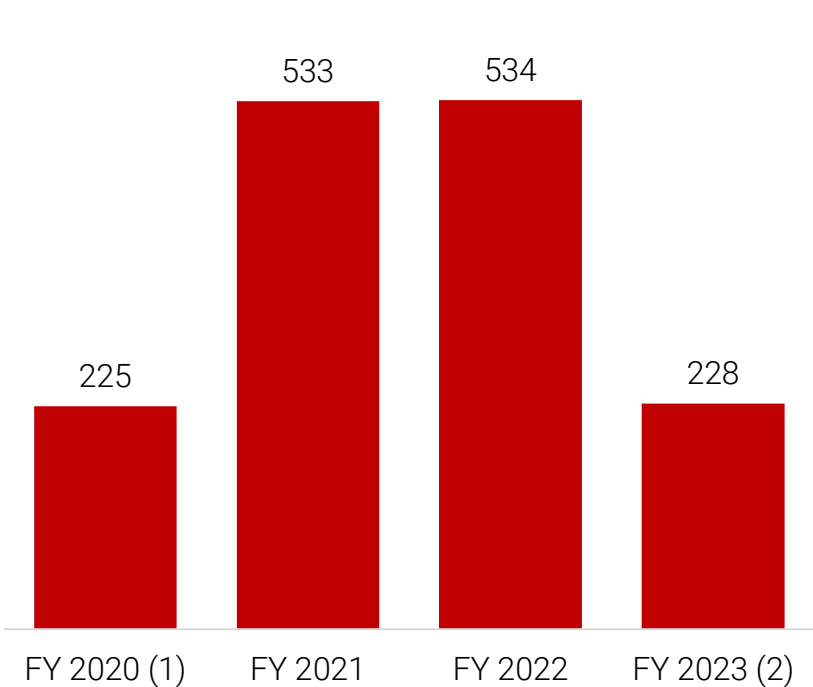
Event Type	FY 2020 ⁽¹⁾	FY 2021	FY 2022	FY 2023 ⁽²⁾
AG Events	30	51	41	23
Associations	1	0	4	3
Entertainment	12	25	27	11
Practices	37	76	81	14
SMERF & Corporate	58	158	175	78
Special Events	0	18	18	4
Sports	5	20	21	3
Total	143	348	367	136

(1) Data for FY 2020 only includes November 2019 through June 2020
(2) Data for FY 2023 only includes July 2022 through December 2022
Source: Facility management, 2023.

HISTORICAL OPERATIONS: Event Days by Type

Event days account for the time in which attendees are present during a given event or activity at Cam-Plex. Association, Agricultural, Equestrian and Livestock and Sports events tend to account for the longest events, with an average of 2.1, 1.9 and 1.8 event days per event, respectively. While SMERF & Corporate events provide an important service to the community by providing event space for celebration of life events, corporate training, community gatherings and other activities, the longer events tend to generate greater financial and/or economic returns for Cam-Plex and the community.

NUMBER OF EVENT DAYS



(1) Data for FY 2020 only includes November 2019 through June 2020
(2) Data for FY 2023 only includes July 2022 through December 2022
Source: Facility management, 2023.

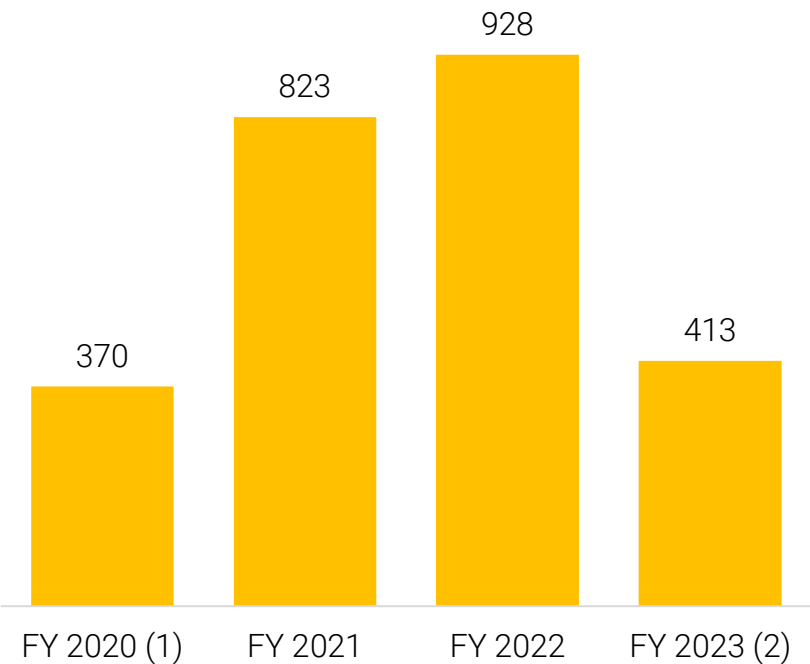
NUMBER OF EVENT DAYS BY TYPE

Event Type	FY 2020 ⁽¹⁾	FY 2021	FY 2022	FY 2023 ⁽²⁾
AG Events	44	98	85	49
Associations	4	0	7	8
Entertainment	18	51	49	22
Practices	37	86	83	14
SMERF & Corporate	113	247	239	98
Special Events	0	19	31	31
Sports	9	32	40	6
Total	225	533	534	228

HISTORICAL OPERATIONS: Utilization Days by Type

Utilization days include event days as well as the time required to set-up and/or tear-down (turnover time) events. Sports and Agricultural, Equestrian and Livestock events tend to account for the most utilization days, with approximately 4.8 and 4.2 utilization days per event, on average. Importantly, utilization days provide a snapshot of the amount of time event space is consumed at Cam-Plex and whether open dates remain to accommodate additional event activity. The following slides presents annual occupancy percentage, by facility, for each fiscal year from FY20 through FY23. The first set of slide highlights the actual utilized space at Cam-Plex, while the second set of slides highlights occupancy including operational holds on event space that account for facility repair and maintenance and staff time off.

NUMBER OF UTILIZATION DAYS



NUMBER OF UTILIZATION DAYS BY TYPE

Event Type	FY 2020 (1)	FY 2021	FY 2022	FY 2023 (2)
AG Events	99	190	215	105
Associations	5	0	11	12
Entertainment	31	73	76	29
Practices	37	86	83	14
SMERF & Corporate	178	355	388	178
Special Events	0	24	47	59
Sports	20	95	108	16
Total	370	823	928	413

(1) Data for FY 2020 only includes November 2019 through June 2020
(2) Data for FY 2023 only includes July 2022 through December 2022
Source: Facility management, 2023.

HISTORICAL OPERATIONS: Occupancy (Excluding Operational Holds)

OCCUPANCY (EXCLUDING OPERATIONAL HOLDS)

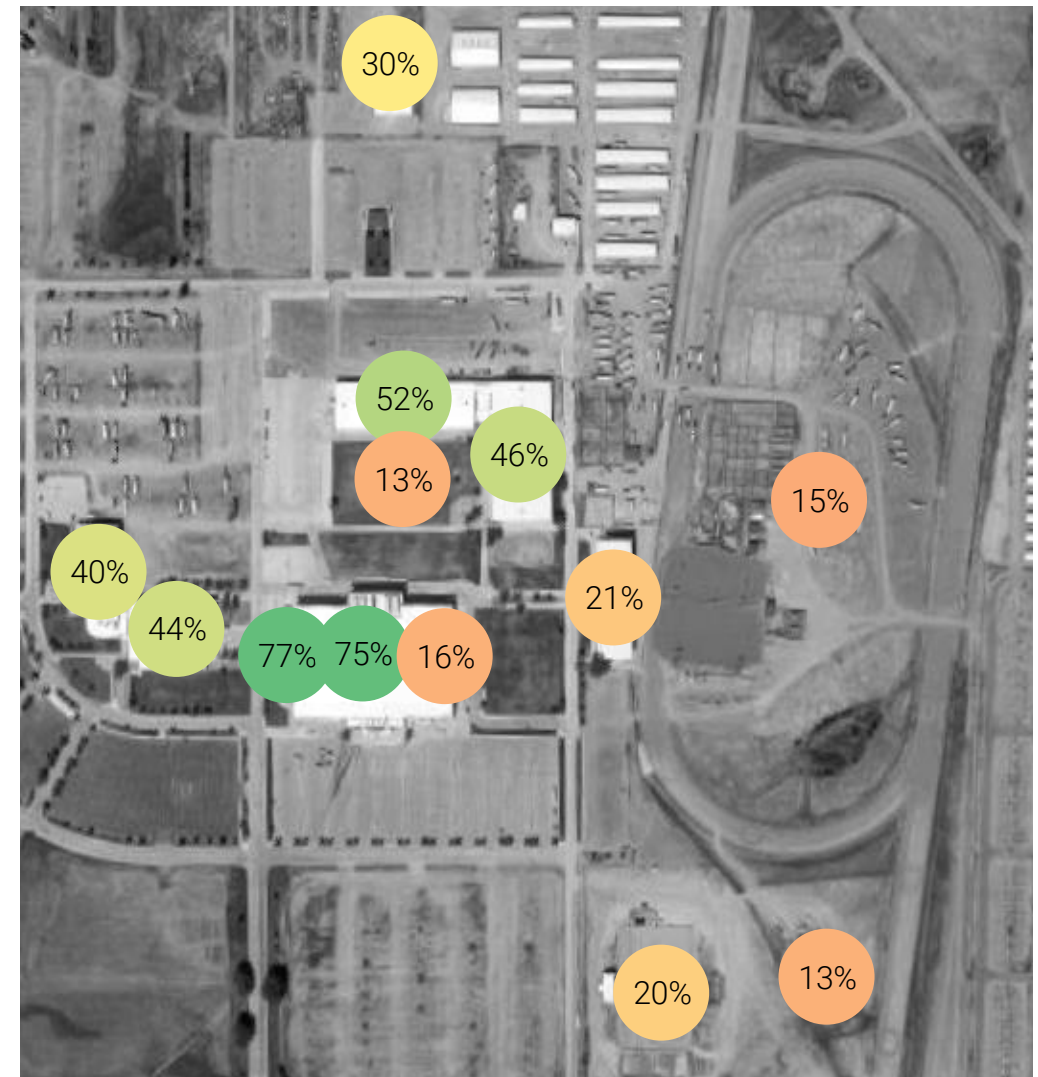
Facility	FY 2020 ⁽¹⁾	FY 2021	FY 2022	FY 2023 ⁽²⁾
1 Equality Hall	47.3%	45.5%	76.7%	65.8%
2 Frontier Hall	41.6%	48.5%	74.5%	54.3%
3 Spirit Hall	5.3%	10.7%	16.2%	23.9%
4 Central Pavilion	41.6%	45.8%	52.1%	65.8%
5 Energy Hall	0.0%	39.7%	43.6%	50.5%
6 Little Levi Arena	1.6%	9.9%	12.6%	22.3%
7 Wrangler Arena	4.1%	12.6%	20.0%	22.8%
8 East Pavilion	21.4%	40.8%	46.3%	59.8%
9 Morningside Arena and Track	0.0%	8.2%	14.8%	22.3%
10 Barn 3	7.8%	21.9%	29.6%	42.4%
11 Morningside Park Grandstands	1.2%	15.9%	21.1%	28.8%
12 Heritage Center Theater	0.0%	34.2%	40.3%	46.7%
13 The Plaza	0.0%	8.8%	13.2%	22.3%

(1) Data for FY 2020 only includes November 2019 through June 2020

(2) Data for FY 2023 only includes July 2022 through December 2022

Source: Facility management, 2023.

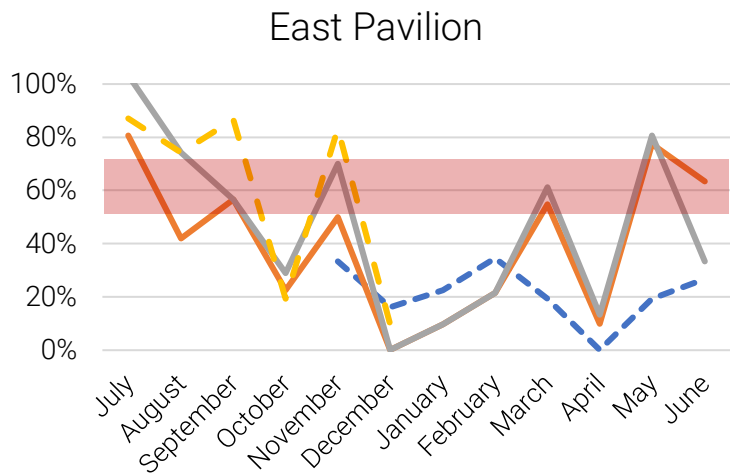
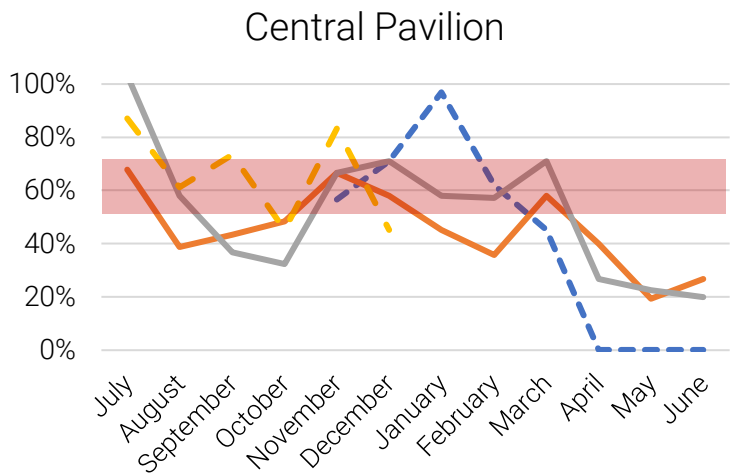
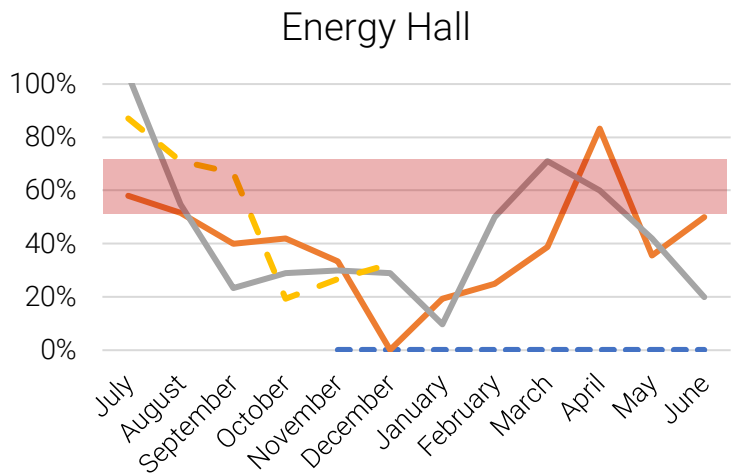
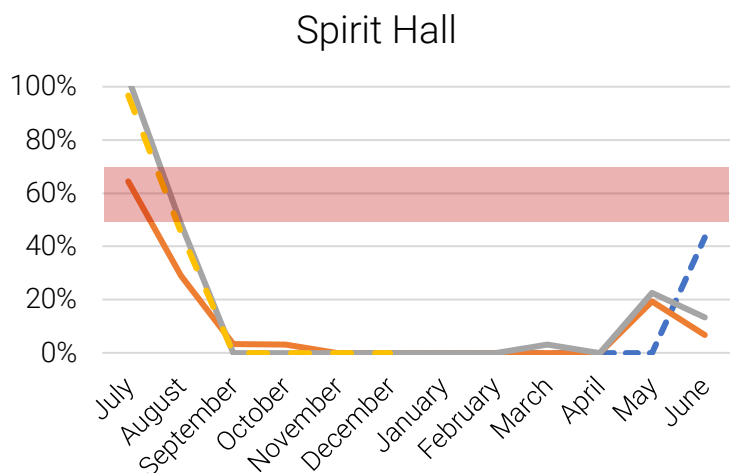
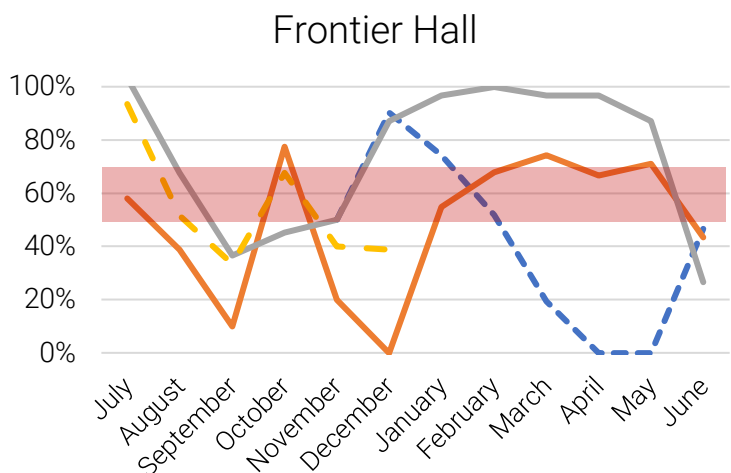
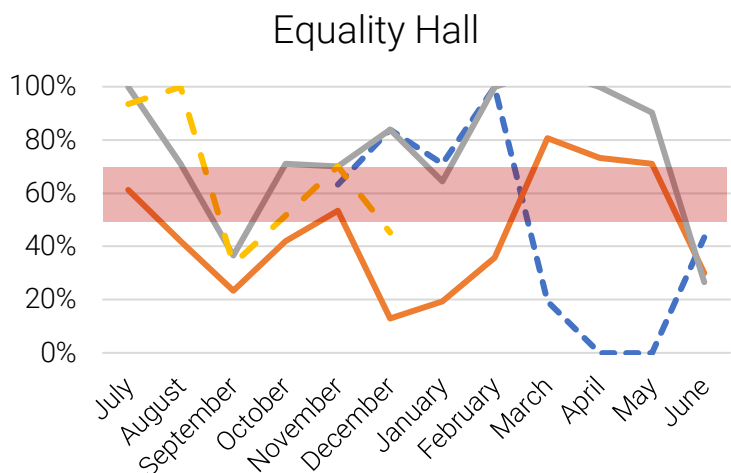
FY 2022 OCCUPANCY



Source: Facility management, 2023.

HISTORICAL OPERATIONS: Occupancy by Event Space (Excl. Ops Holds)

--- FY 2020 — FY 2021 — FY 2022 - - FY 2023



(1) Data for FY 2020 only includes November 2019 through June 2020
(2) Data for FY 2023 only includes July 2022 through December 2022
Source: Facility management, 2023.

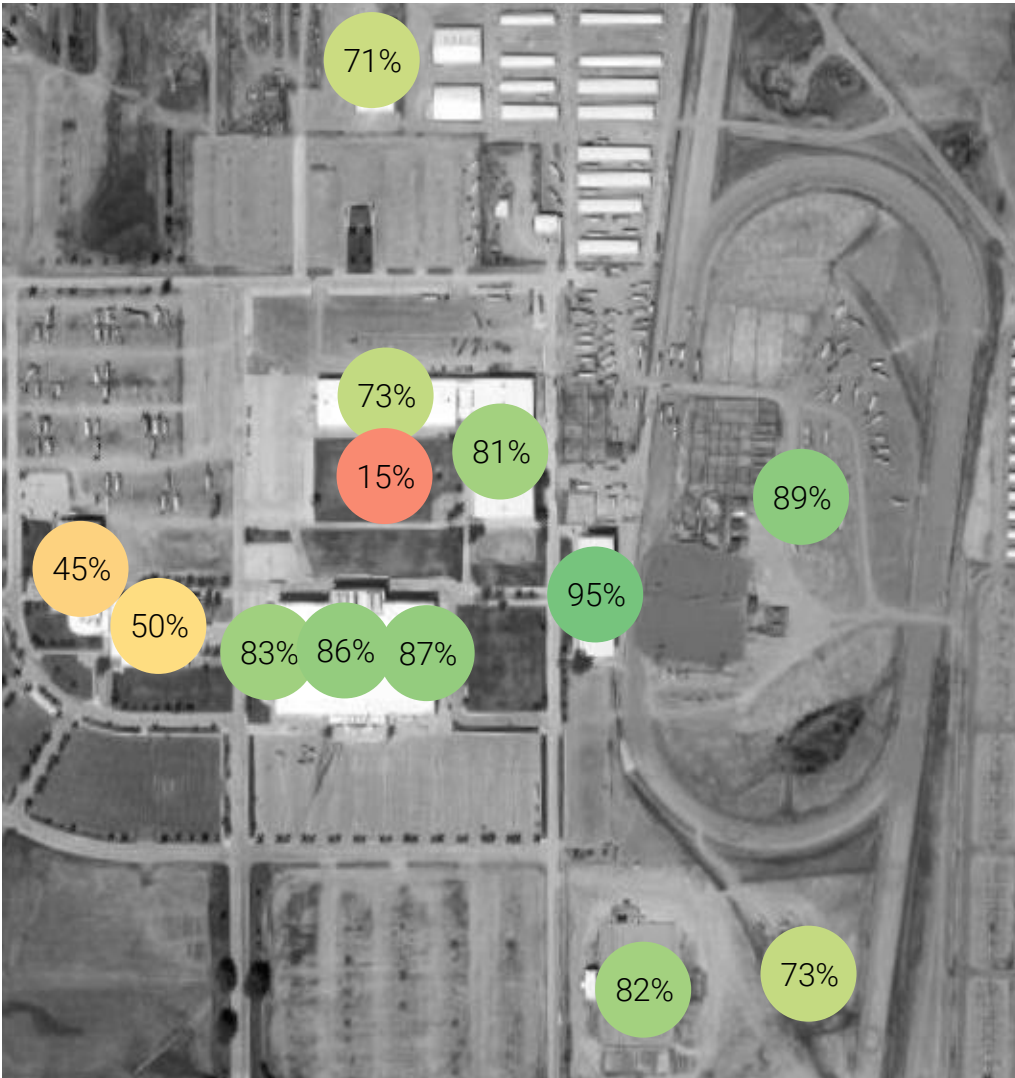
HISTORICAL OPERATIONS: Occupancy (Including Operational Holds)

OCCUPANCY (INCLUDING OPERATIONAL HOLDS)

	Facility	FY 2020 ⁽¹⁾	FY 2021	FY 2022	FY 2023 ⁽²⁾
1	Equality Hall	58.4%	53.7%	82.7%	72.3%
2	Frontier Hall	51.4%	59.5%	86.3%	60.9%
3	Spirit Hall	15.2%	86.8%	86.6%	96.2%
4	Central Pavilion	42.4%	49.6%	73.2%	85.3%
5	Energy Hall	100.0%	42.7%	49.9%	60.3%
6	Little Levi Arena	2.5%	11.8%	72.6%	79.3%
7	Wrangler Arena	4.9%	14.5%	81.9%	79.9%
8	East Pavilion	22.6%	45.5%	80.8%	78.3%
9	Morningside Arena and Track	0.8%	11.0%	88.5%	86.4%
10	Barn 3	8.6%	36.2%	70.7%	54.9%
11	Morningside Park Grandstands	2.1%	18.6%	94.8%	92.9%
12	Heritage Center Theater	100.0%	37.3%	45.2%	56.5%
13	The Plaza	0.8%	10.7%	15.1%	25.0%

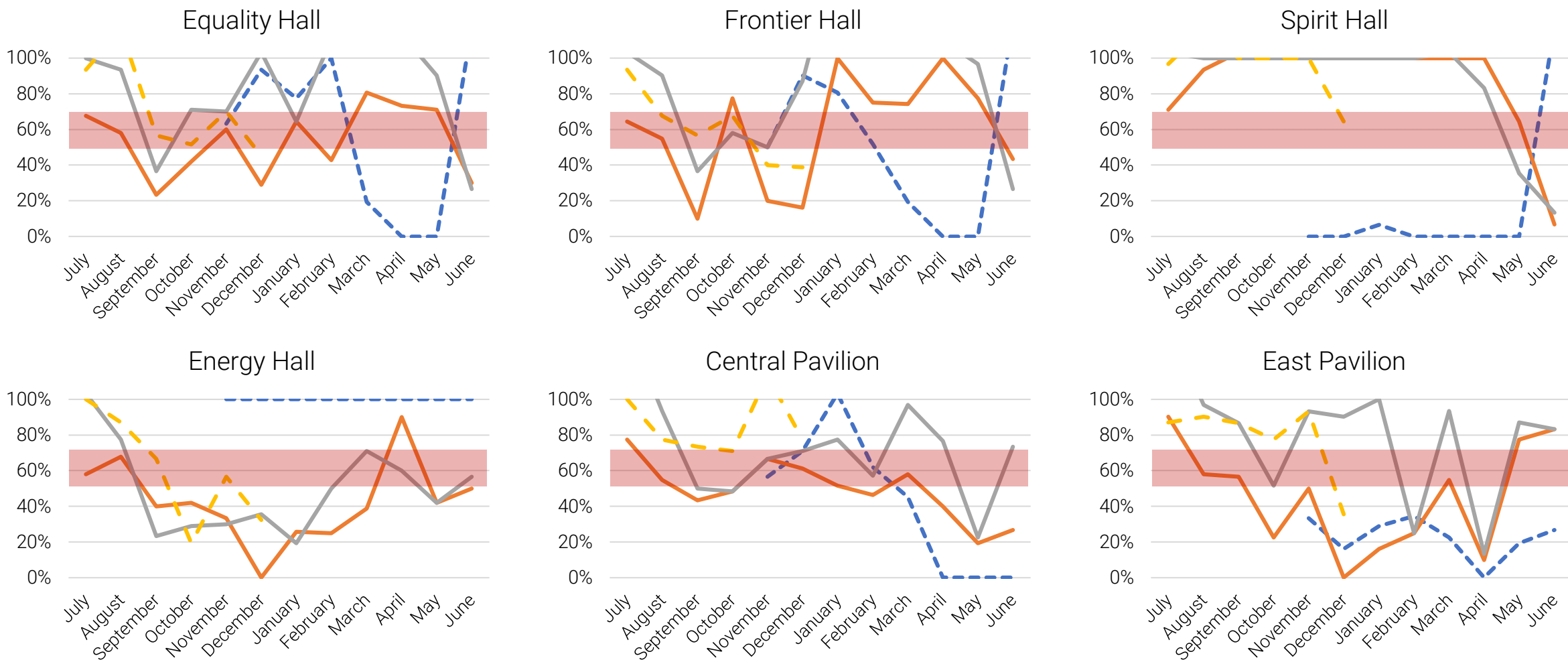
(1) Data for FY 2020 only includes November 2019 through June 2020
(2) Data for FY 2023 only includes July 2022 through December 2022
Source: Facility management, 2023.

FY 2022 OCCUPANCY



HISTORICAL OPERATIONS: Occupancy by Event Space (Incl. Ops Holds)

--- FY 2020 — FY 2021 — FY 2022 - - FY 2023

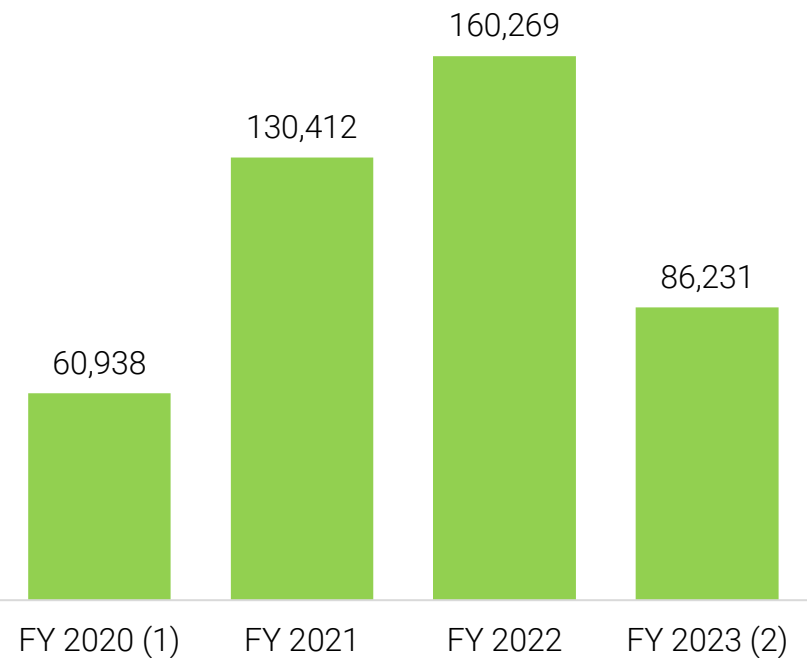


(1) Data for FY 2020 only includes November 2019 through June 2020
(2) Data for FY 2023 only includes July 2022 through December 2022
Source: Facility management, 2023.

HISTORICAL OPERATIONS: Attendance by Type

In FY21 and FY22 Cam-Plex attracted over 130,400 and nearly 160,300 unique attendees and nearly 227,200 and 201,300 attendee days, respectively. On average, Agricultural, Equestrian and Livestock events and Sports events attracted the highest level of attendees with approximately 984 and 968 attendee days per event, respectively.

ATTENDANCE



(1) Data for FY 2020 only includes November 2019 through June 2020
(2) Data for FY 2023 only includes July 2022 through December 2022
Source: Facility management, 2023.

ATTENDANCE BY TYPE

Event Type	FY 2020 (1)	FY 2021	FY 2022	FY 2023 (2)
AG Events	8,435	10,417	21,095	14,445
Associations	250	0	415	420
Entertainment	4,697	7,616	9,510	3,624
Practices	1,360	3,266	2,985	480
SMERF & Corporate	44,746	71,397	85,309	59,802
Special Events	0	19,296	24,850	6,410
Sports	1,450	18,420	16,105	1,050
Total	60,938	130,412	160,269	86,231

HISTORICAL OPERATIONS: Cam-Plex Financial Operations

Cam-Plex has maintained an operational subsidy ranging from nearly \$2.9 million to just under \$3.8 million annually for the past six fiscal years. Rental revenue has remained relatively low based on an operational mandate to provide event space at Cam-Plex as an asset to the community while net food service revenue has remained relatively low. Staffing costs account for approximately 70 percent of the overall annual budget. Potential opportunities exist to reduce Utility and Repair & Maintenance expenses with improved/ enhanced facilities.

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY17-FY22 Average
Operating Revenues							
Facility Rent	\$1,262,528	\$533,423	\$612,634	\$124,940	\$353,619	\$1,211,608	\$683,125
Food Service (net)	\$59,187	\$71,925	\$31,865	\$27,930	\$21,731	\$36,513	\$41,525
Contract services/other	\$473,997	\$408,172	\$390,559	\$262,640	\$323,569	\$540,216	\$399,859
Total Operating Revenues	\$1,795,712	\$1,013,520	\$1,035,059	\$415,510	\$698,919	\$1,788,336	\$1,124,509
Operating Expenses							
Salaries & Benefits	\$3,241,160	\$2,949,272	\$3,064,046	\$2,955,780	\$2,699,884	\$2,912,079	\$2,970,370
Contract labor	\$91,748	\$105,218	\$81,235	\$134,037	\$71,199	\$118,146	\$100,264
Utilities	\$495,820	\$498,602	\$515,756	\$468,107	\$517,018	\$644,978	\$523,380
Repair & Maintenance	\$146,311	\$156,547	\$128,547	\$95,983	\$109,100	\$114,978	\$125,244
General & Administrative	\$265,209	\$328,272	\$191,808	\$185,735	\$168,970	\$199,782	\$223,296
Supplies	\$237,847	\$284,729	\$183,981	\$153,194	\$132,198	\$173,872	\$194,304
Insurance	\$151,370	\$149,896	\$149,141	\$158,866	\$181,634	\$192,820	\$163,955
Other	\$67,477	\$65,127	\$42,814	\$18,119	\$2,039	\$82,578	\$46,359
Total Operating Expenses	\$4,696,942	\$4,537,663	\$4,357,328	\$4,169,821	\$3,882,044	\$4,439,234	\$4,347,172
Net Operating Profit/(Loss)	(\$2,901,230)	(\$3,524,143)	(\$3,322,270)	(\$3,754,311)	(\$3,183,125)	(\$2,650,898)	(\$3,222,663)

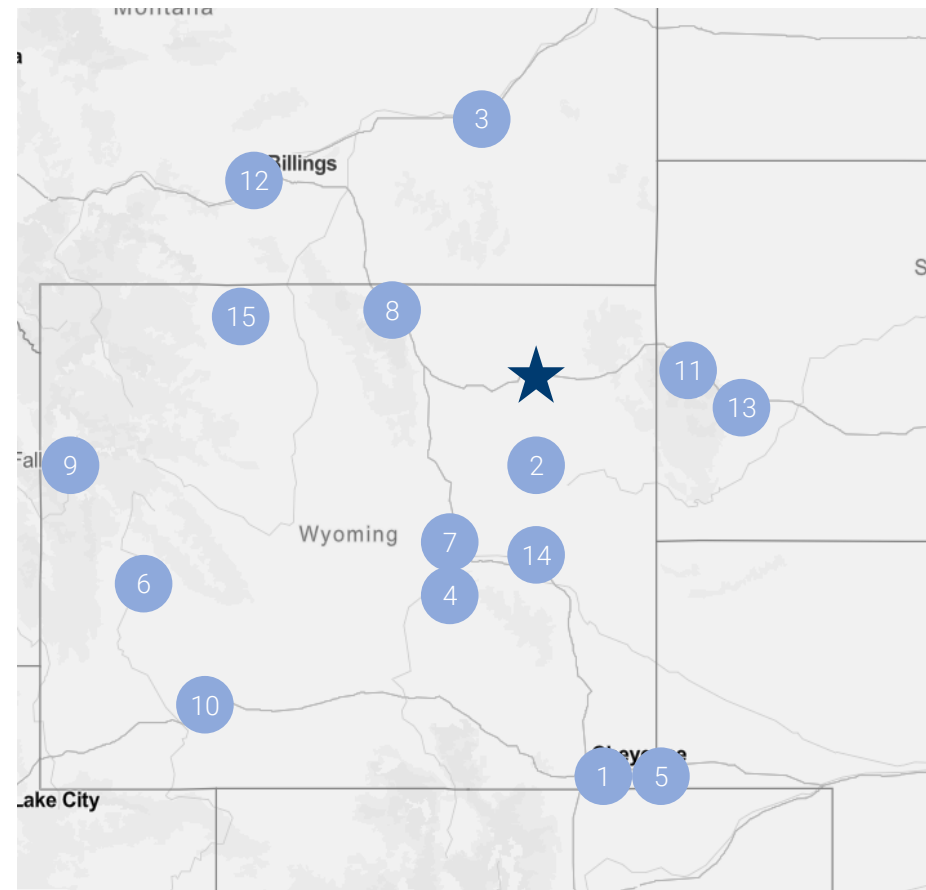
Source: Facility management, 2023.

COMPETITIVE ANALYSIS: Competitive Multipurpose Event Facilities

Certain inferences can be made by reviewing competitive and/or comparable multipurpose event facilities operating in markets throughout the country of a similar size and/or geographic positioning to Campbell County. The facilities reviewed were selected based on their characteristics, event space profile and the size and location of the markets in which they are located. Within the regional market, the Cam-Plex Multi-Event Facilities complex competes with fifteen other event facility complexes throughout Wyoming, southeastern Montana and western South Dakota.

	Facility Name	City, State	Miles to Cam-Plex
1	Laramie County Community College Indoor Arena	Cheyenne, WY	252
2	Southern Campbell County Ag Complex	Wright, WY	41
3	Eastern Montana Fairgrounds	Miles City, MT	172
4	Central Wyoming Fair and Rodeo	Casper, WY	130
5	The Laramie County Fairgrounds	Cheyenne, WY	253
6	Sublette County Fairgrounds	Big Piney, WY	398
7	Ford Wyoming Center	Casper, WY	127
8	Sheridan AgriPark	Sheridan, WY	111
9	Teton County Fair & Rodeo Grounds	Jackson, WY	403
10	Sweetwater Events Complex	Rock Springs, WY	354
11	Seven Downs Event Center	Spearfish, SD	100
12	MetraPark	Billings, MT	235
13	Central States Fairgrounds	Rapid City, SD	140
14	Wyoming State Fairgrounds	Douglas, WY	114
15	Park County Events & Fairgrounds	Powell, WY	239

Note: Table is sorted by Largest Indoor Arena Space.
Source: Facility management, 2023.



COMPETITIVE ANALYSIS: Competitive Multipurpose Event Facilities

The exhibit below presents the event facilities that would be anticipated to compete with Cam-Plex for equestrian, livestock, rodeo, agricultural, convention, tradeshow, meeting and other flat floor event activity. The table below is sorted by the largest indoor arena space in descending order. The only other facility within the state of Wyoming that offers multiple indoor show rings is the Wyoming State Fairgrounds in Douglas.

	Facility Name	City, State	Number of Event Buildings	Number of Indoor Arenas	Total Stalls (number)	RV Hookups (number)	Largest Arena Capacity (seats)	Largest Indoor Arena Space (SF)	Total Indoor Event Space (SF)
1	LCCC Indoor Arena	Cheyenne, WY	3	1	52	0	400	70,000	70,000
2	Southern Campbell County Ag Complex	Wright, WY	2	1	40	13	300	52,500	52,500
3	Eastern Montana Fairgrounds	Miles City, MT	8	1	50	6	200	43,800	75,800
4	Central Wyoming Fair and Rodeo	Casper, WY	6	0	446	148	1,700	40,700	59,900
5	The Laramie County Fairgrounds at Archer	Cheyenne, WY	6	1	100	60	1,200	37,500	41,000
6	Sublette County Fairgrounds	Big Piney, WY	6	1	127	66	300	35,800	128,300
7	Ford Wyoming Center	Casper, WY	1	1	0	0	8,000	28,000	28,000
8	Sheridan AgriPark	Sheridan, WY	3	1	18	0	400	27,600	27,600
9	Teton County Fair & Rodeo Grounds	Jackson, WY	2	1	170	0	200	27,000	27,000
10	Sweetwater Events Complex	Rock Springs, WY	11	1	1,067	3,034	1,500	20,000	50,400
11	Seven Downs Event Center	Spearfish, SD	3	1	200	0	2,700	19,500	19,500
12	MetraPark	Billings, MT	8	1	559	134	8,700	17,000	150,300
13	Central States Fairgrounds	Rapid City, SD	20	1	510	1,200	3,000	48,800	86,400
14	Wyoming State Fairgrounds	Douglas, WY	19	2	407	456	750	7,200	136,900
15	Park County Events & Fairgrounds	Powell, WY	16	0	112	72	0	0	16,800
	AVERAGE		8	1	257	346	2,000	31,700	64,700
	MEDIAN		6	1	127	60	800	28,000	52,500
	Cam-Plex	Gillette, WY	10	2	1,365	1,730	2,100	52,500	132,800

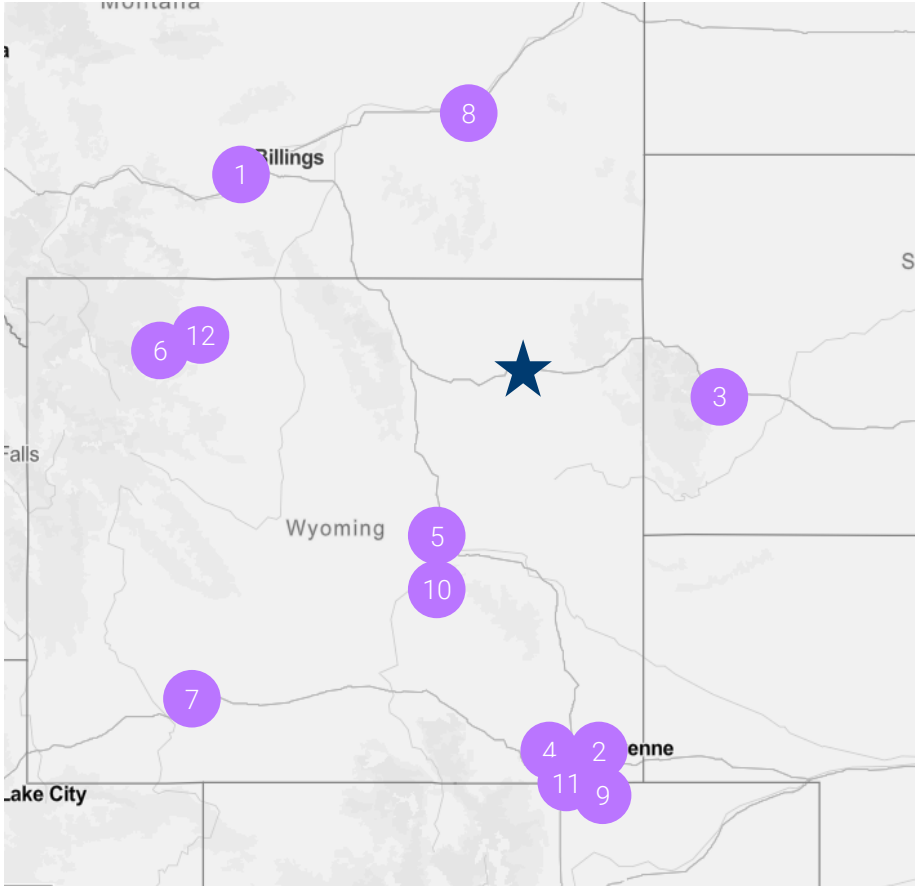
Source: Facility management, 2023.

COMPETITIVE ANALYSIS: Competitive Flat Floor Facilities

Twelve exhibition event facilities throughout the region were identified that fall within the competitive spectrum for various rotating exhibition and public/consumer show events including a mixture of facilities, a majority of which are either convention centers or fairgrounds complexes. These facilities each house different types of event spaces that cater to an array of events.

	Facility Name	City, State	Miles to Cam-Plex
1	MetraPark	Billings, MT	310
2	Event Center at Archer	Cheyenne, WY	259
3	The Monument	Rapid City, SD	139
4	Cheyenne Frontier Days	Cheyenne, WY	245
5	Ford Wyoming Center	Casper, WY	128
6	Riley Arena and Community Center	Cody, WY	242
7	Sweetwater Events Complex	Rock Springs, WY	355
8	Eastern Montana Fairgrounds	Miles City, MT	170
9	Cheyenne Ice and Events Center	Cheyenne, WY	247
10	Central Wyoming Fair and Rodeo	Casper, WY	131
11	Little America Hotel	Cheyenne, WY	247
12	Heart Mountain Center	Cody, WY	248

Note: Table is sorted by Largest Contiguous Event Space.
Source: Facility management, 2023.



COMPETITIVE ANALYSIS: Competitive Flat Floor Facilities

Based on conversations with various stakeholders and event producers, Billings, Rapid City and Casper are the primary competitors to Gillette for flat floor shows.

As shown below, MetraPark in Billings offers the largest single event space with its 63,000-square foot Large Bay in the Expo Center. Cam-Plex’s Wyoming Center offers a competitive advantage within the region, assuming the 66,7000 square within all three halls combined is fully activated. The presence of the ice rink in Spirit Hall reduces Wyoming Center’s contiguous space to 44,100 square feet.

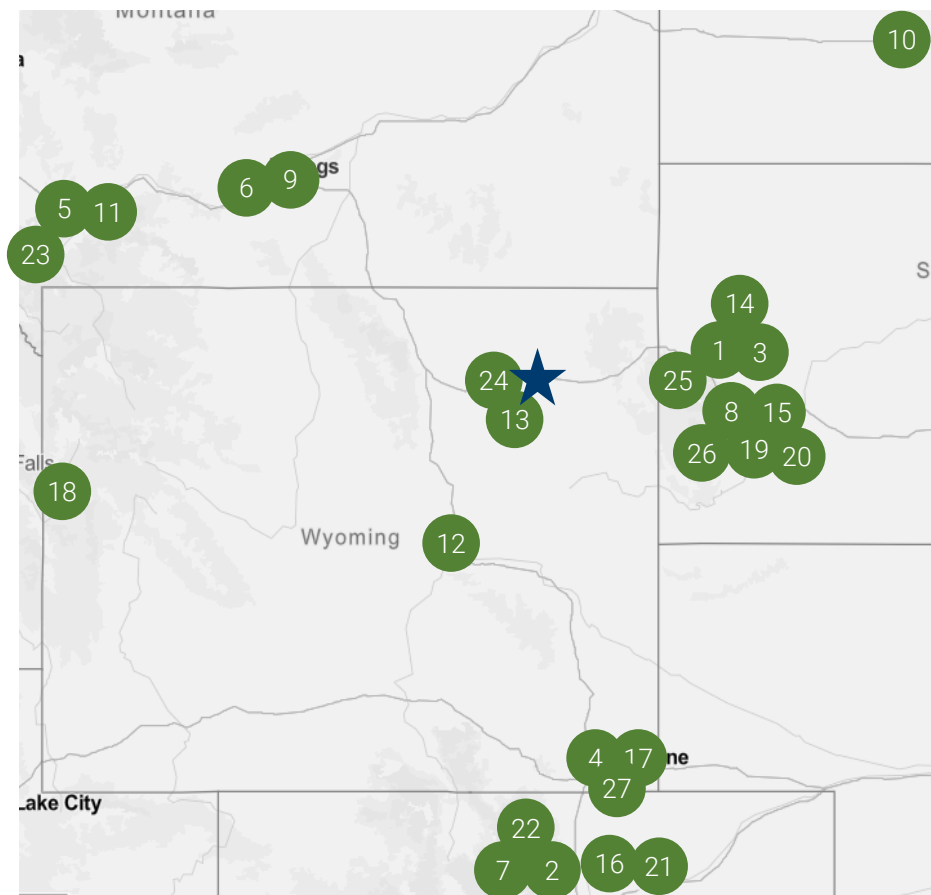
Importantly, only three venues offer attached/adjacent hotel sleeping rooms, and only the Little America Hotel in Cheyenne offers sleeping rooms attached to the event facility. This is, in part, due to the limited demand among state/regional convention and tradeshow event producers for event space in Wyoming. Based on conversations with event promoters, much of the state/regional demand can be accommodated within smaller hotels/conference center spaces.

	Facility Name	City, State	Total Sellable Space (SF)	Largest Contiguous Space (SF)	HQ Hotel Rooms
1	MetraPark	Billings, MT	140,200	63,000	0
2	Event Center at Archer	Cheyenne, WY	51,800	49,700	0
3	The Monument	Rapid City, SD	111,700	39,500	205 ⁽¹⁾
4	Cheyenne Frontier Days	Cheyenne, WY	41,000	30,000	0
5	Ford Wyoming Center	Casper, WY	34,400	28,000	0
6	Riley Arena and Community Center	Cody, WY	25,300	28,000	0
7	Sweetwater Events Complex	Rock Springs, WY	30,600	28,000	0
8	Eastern Montana Fairgrounds	Miles City, MT	49,800	23,900	0
9	Cheyenne Ice and Events Center	Cheyenne, WY	17,000	17,000	88 ⁽¹⁾
10	Central Wyoming Fair and Rodeo	Casper, WY	18,800	14,000	0
11	Little America Hotel	Cheyenne, WY	29,100	13,300	188
12	Heart Mountain Center	Cody, WY	10,500	10,500	0
AVERAGE			46,700	28,700	40
MEDIAN			32,500	28,000	0
Cam-Plex		Gillette, WY	132,800	66,700	0

(1) Headquarters hotel is not attached to the facility.
Source: Facility management, 2023.

COMPETITIVE ANALYSIS: Competitive Entertainment Facilities

Overall, the total supply of large spectator event facilities in the greater regional area is significant with few apparent gaps. Based on conversations with facility management and regional promoters, Billings, Rapid City, Casper, Cheyenne and other surrounding markets currently have existing performance venues with established relationships among concert and performance promoters, suggesting limited potential for incremental touring concert activity in Gillette.



Source: Facility management, Google Maps, Pollstar, 2023.

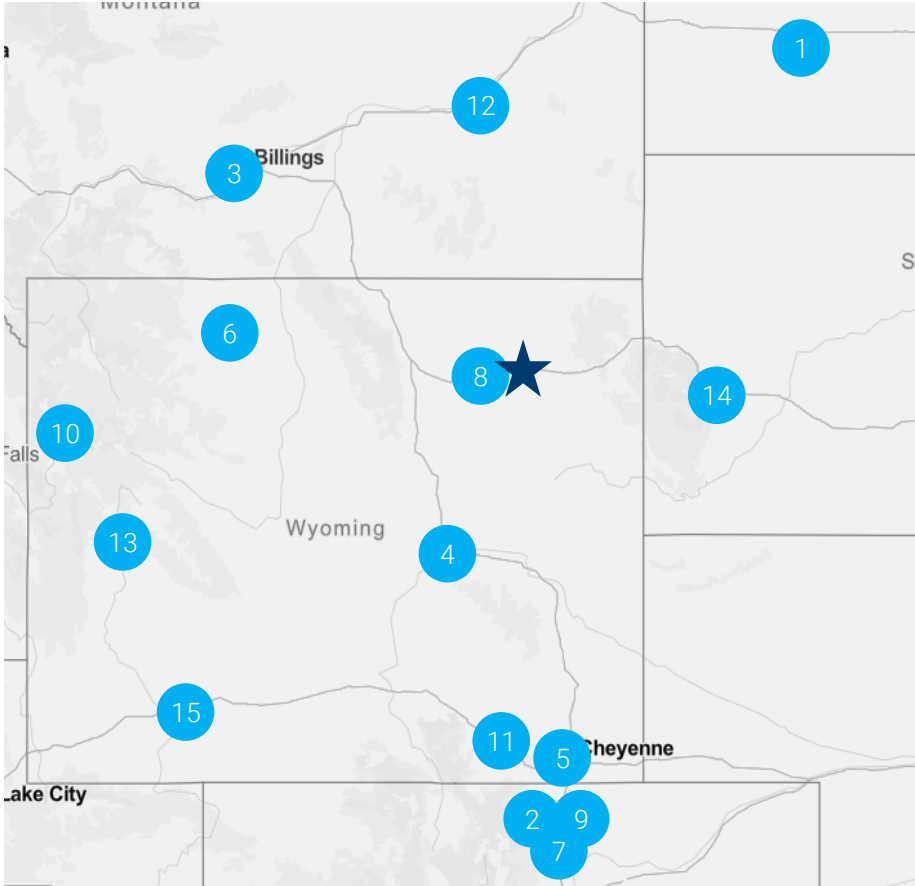
Key	Venue	City, State	Dist. to Cam-Plex (miles)	Capacity (persons)
1	Glencoe CampResort	Sturgis, SD	114	100,000
2	Folsom Field	Boulder, CO	343	42,000
3	Sturgis Buffalo Chip	Sturgis, SD	115	30,000
4	Cheyenne Frontier Park	Cheyenne, WY	243	22,500
5	Bobcat Stadium	Bozeman, MT	377	17,777
6	First Interstate Arena at MetraPark	Billings, MT	234	12,000
7	CU Events Center	Boulder, CO	343	11,000
8	Summit Arena	Rapid City, SD	139	10,516
9	Magic City Blues Fest	Billings, MT	241	10,000
10	Bismarck Event Center Arena	Bismarck, ND	377	10,000
11	Brick Breeden Fieldhouse	Bozeman, MT	377	8,900
12	Ford Wyoming Center	Casper, WY	126	8,139
13	Wyoming Center	Gillette, WY	0	8,000
14	Full Throttle Saloon	Sturgis, SD	116	8,000
15	The Monument Ice Arena	Rapid City, SD	139	7,450
16	Budweiser Events Center	Loveland, CO	295	7,200
17	Event Center at Archer	Cheyenne, WY	256	5,000
18	Grand Targhee Resort Amphitheater	Alta, WY	448	5,000
19	The Monument Rushmore Hall	Rapid City, SD	139	4,700
20	Kjerstad Arena	Rapid City, SD	141	4,400
21	Thunder Mountain Amphitheatre	Loveland, CO	294	4,400
22	Balch Fieldhouse	Boulder, CO	344	3,900
23	Center Stage at Town Center Park	Big Sky, MT	419	3,500
24	Morningside Park Grandstand	Gillette, WY	0	3,000
25	Deadwood Mountain Grand Event Center	Deadwood, SD	106	2,902
26	Don Barnett Fieldhouse	Rapid City, SD	139	2,500
27	City of Cheyenne Ice & Events Center	Cheyenne, WY	246	2,500
AVERAGE			200	13,200
MEDIAN			200	8,000
Cam-Plex (Wyoming Center)				8,000

COMPETITIVE ANALYSIS: Competitive Ice Facilities

Sixteen competitive regional ice facilities were identified. Currently, only two markets (Dickinson and Fort Collins) offer multiple ice sheets, with both Casper and Cheyenne currently in the process to develop a second ice sheet. The presence of statewide and regional hockey and ice sports activity suggests a growing market for games, competitions and tournaments that could potentially utilize an ice complex in Campbell County. Development of a two-sheet complex could provide a competitive advantage to attracting and hosting non-local tournament activity.

	Facility Name	City, State	Miles to Cam-Plex	Number of Ice Sheets	Seating Capacity
1	West River Ice Center	Dickinson, ND	293	2	1,000
2	Edora Poll Ice Center (EPIC)	Fort Collins, CO	288	2	--
3	Centennial Ice Arena	Billings, MT	235	1	550
4	Casper Ice Arena ⁽¹⁾	Casper, WY	129	1	--
5	Cheyenne Ice and Event Center ⁽¹⁾	Cheyenne, WY	246	1	2,000
6	Riley Arena and Community Events Center	Cody, WY	253	1	750
7	NoCo Ice Center	Fort Collins, CO	292	1	--
8	Campbell County Ice Arena	Gillette, WY	4	1	--
9	Greeley Ice Haus	Greeley, CO	298	1	1,000
10	Snow King Sports & Events Center	Jackson, WY	403	1	--
11	Laramie Ice & Events Center	Laramie, WY	253	1	--
12	Agri Sports Miles City	Miles City, MT	169	1	--
13	Sublette County Ice Arena	Pinedale, WY	398	1	--
14	Roosevelt Park Ice Arena	Rapid City, SD	140	1	400
15	Rock Springs Family Recreation Center	Rock Springs, WY	379	1	2,038
16	M&Ms Center	Sheridan, WY	108	1	310
AVERAGE			243	1	1,006
MEDIAN			253	1	875
Cam-Plex				1	1,440

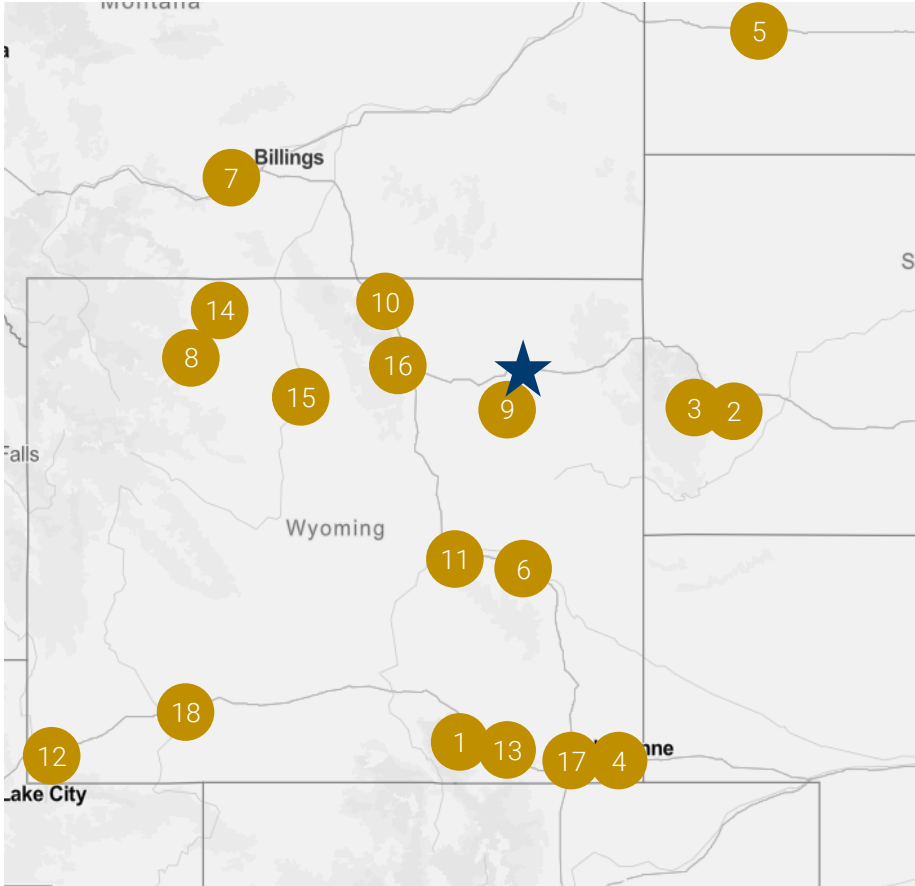
(1) Facility is planning or currently developing an additional ice sheet.
Source: Facility management, Google maps, 2023.



COMPETITIVE ANALYSIS: Competitive Indoor Court Facilities

The map below highlights the existing 18 indoor recreational facilities within the directly competitive market for Cam-Plex. Most of the facilities are dedicated recreational gymnasiums with two or more basketball and/or volleyball courts. The University of Wyoming is the only in-state facility capable of offering a similar number of courts as Cam-Plex, while two venues in Rapid City can offer the similar inventory of court space. The Campbell County Recreation Center is the only facility directly competing with Cam-Plex’s court space; this venue is almost exclusively dedicated to serving the immediate Campbell County community. Only two facilities within 100 miles of Cam-Plex offer two or more courts. Only six facilities within 200 miles of Cam-Plex offer two or more courts.

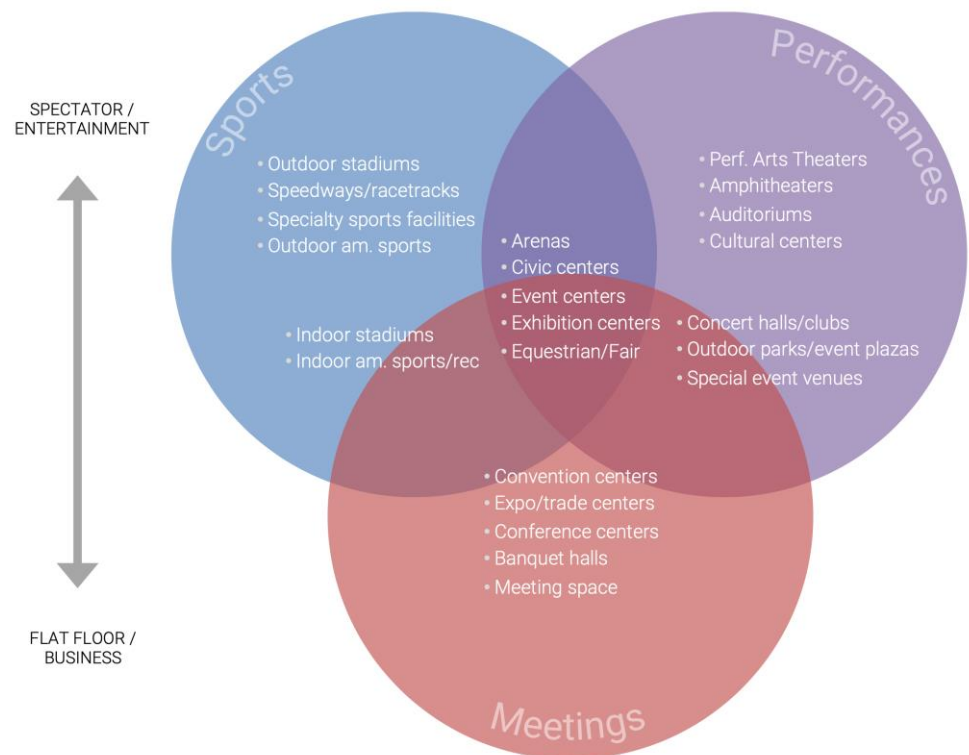
Facility Name	City, State	Miles to Cam-Plex	Courts	
			Basketball	Volleyball
1 University of Wyoming Recreation Facilities	Laramie, WY	252	5	5
2 Central High School Rapid City	Rapid City, SD	138	5	5
3 YMCA of Rapid City	Rapid City, SD	139	5	5
4 BEAST Foundation	Cheyenne, WY	245	4	4
5 West River Community Center	Dickinson, ND	292	4	4
6 Douglas Recreation Center	Douglas, WY	115	3	4
7 Billings YMCA	Billings, MT	236	3	3
8 Paul Stock Aquatic and Recreation Center	Cody, WY	241	3	3
9 Campbell County Recreation Center	Gillette, WY	5	3	3
10 Sheridan County YMCA	Sheridan, WY	108	3	3
11 Casper Recreation Center	Casper, WY	129	2	2
12 Evanston Recreation Center	Evanston, WY	460	2	2
13 Laramie County Recreation Center	Laramie, WY	253	2	2
14 Powell Rec District	Powell, WY	239	2	2
15 Worland Community Center	Worland, WY	163	2	2
16 Johnson County Family YMCA	Buffalo, WY	74	2	1
17 Cheyenne Family YMCA	Cheyenne, WY	245	2	1
18 Rock Springs Family Recreation Center	Rock Springs, WY	379	2	0
AVERAGE			3	3
MEDIAN			3	3
Cam-Plex			6	12



Source: Google Maps, Pollstar, 2023.

INDUSTRY TRENDS: Event & Facility Alignment

It is often useful to consider events as those residing in one of three general categories: sports, performances, and meetings. Facilities that normally accommodate these event types tend to overlap somewhat, as certain event facilities can accommodate events in multiple categories. While facilities employ varying degrees of flexibility and multipurpose space, allowing them to technically accommodate events from all three general categories, any event facility will possess attributes that will allow it to better compete/serve certain event types, while being less competitive, efficient, and/or effective in other segments. Different types of events can have very different preferences and requirements with regard to facility characteristics. For example, conventions typically place high premiums on high quality finish of event space (including carpeted space), adjacent or proximate full-service hotel rooms and other visitor amenities (i.e., restaurants, retail, entertainment, etc.) in close walking distance, while sporting events typically focus on large seating capacities and plentiful parking. Industry best practices dictate that event facilities cannot, and should not, be “everything to everyone”.



- Conventions
- Conferences
- Meetings
- Banquets/Receptions
- Tradeshows
- Consumer/Public Shows
- Livestock/Ag Shows
- Equestrian Events
- Rodeos
- Fairs
- Sports (ticketed)
- Sports (amateur/youth)
- Concerts
- Festivals

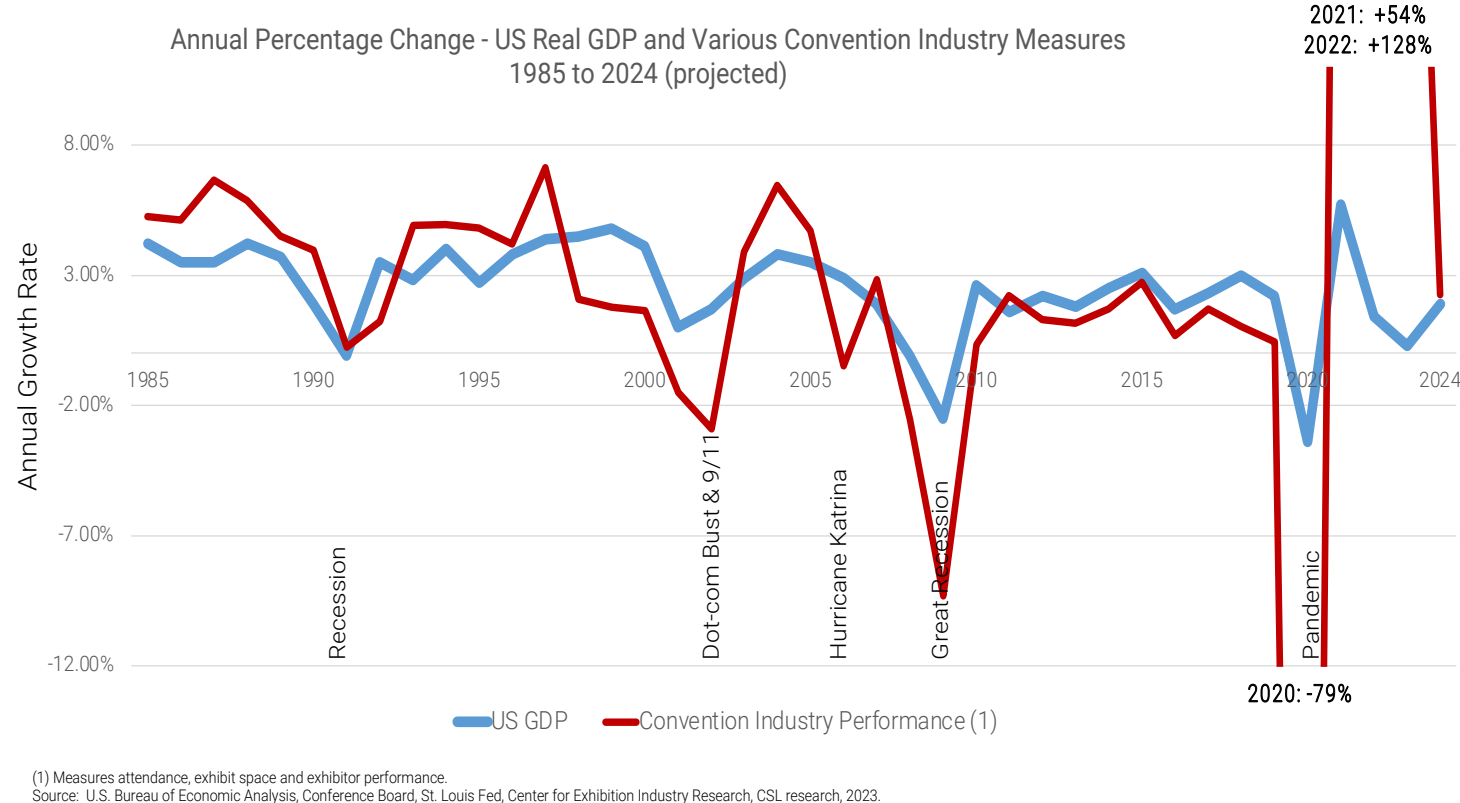
	High Quality Finish	Exhibit/ Lg. Event Facility	Upscale Carpeted Space	Breakout Rooms	Spectator Seating	Parking	Nearby Hotels	Secondary Facilities	Nearby Visitor Amenities
Conventions	HIGH	HIGH	HIGH	HIGH	LOW	MED	HIGH	LOW	HIGH
Conferences	HIGH	MED	HIGH	HIGH	LOW	MED	HIGH	LOW	HIGH
Meetings	HIGH	LOW	MED	HIGH	LOW	LOW	LOW	LOW	MED
Banquets/Receptions	HIGH	LOW	HIGH	MED	LOW	MED	LOW	LOW	MED
Tradeshows	MED	HIGH	LOW	LOW	LOW	HIGH	MED	LOW	HIGH
Consumer/Public Shows	LOW	HIGH	LOW	LOW	LOW	HIGH	LOW	LOW	MED
Livestock/Ag Shows	LOW	HIGH	LOW	LOW	LOW	HIGH	LOW	HIGH	LOW
Equestrian Events	LOW	HIGH	LOW	LOW	MED	HIGH	LOW	HIGH	MED
Rodeos	LOW	HIGH	LOW	LOW	HIGH	HIGH	LOW	MED	LOW
Fairs	LOW	HIGH	LOW	LOW	HIGH	HIGH	LOW	HIGH	LOW
Sports (ticketed)	MED	MED	LOW	LOW	HIGH	HIGH	LOW	LOW	LOW
Sports (amateur/youth)	MED	HIGH	LOW	LOW	HIGH	HIGH	MED	MED	MED
Concerts	MED	MED	LOW	LOW	HIGH	HIGH	LOW	LOW	MED
Festivals	LOW	HIGH	LOW	LOW	LOW	HIGH	LOW	LOW	LOW

INDUSTRY TRENDS: Past Economic and Event Industry Rebounds

The U.S. economy appeared to be on solid footing prior to the COVID-19 outbreak. An historical perspective focusing on changes to GDP growth relative to the national convention industry may be useful in assessing the longer-term impact of the COVID-19 pandemic. As outlined in the chart to the right, broad industry changes, characterized by retraction and expansion in exhibition, convention, conference, tradeshow and meeting demand have taken place during the past 38 years, with projections for 2022 to 2024.

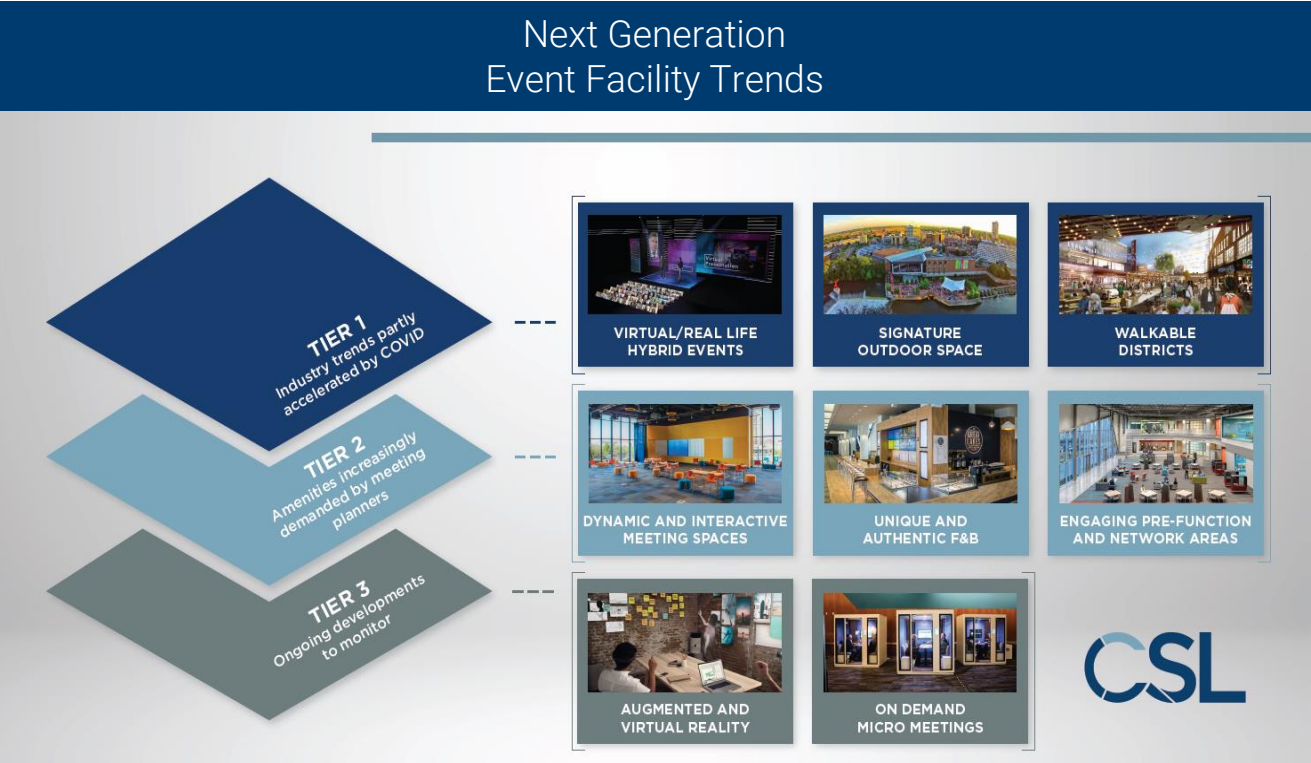
Given the parallels between GDP changes and changes in various measures of the convention industry, we would expect future industry growth to continue to mirror the overall health of the economy. In recent pre-COVID years (2010 to 2019), a modest and steady growth pattern was seen with both real GDP and various convention industry metrics. With uncertainty as to the state of the economy over the next 24 months, trends in convention industry demand are also uncertain. However, over the longer term, and as economic growth is established, the magnitude of the convention industry is likely to match pace with overall economic growth.

These growth projections would see overall convention industry measures at approximately four to five percentage points above the pre-COVID levels recorded in 2019.



INDUSTRY TRENDS: Facility Design Trends

In addition to industry trends that are more directly tied to revenue generation and incremental event activity, venues throughout the country are incorporating creative design solutions to enhance the “guest” experience within the venue. Some of the emerging and recent trends in event facility space development are highlighted below and to the right.



Flexible & Subdividable

POPULOUS

High-quality, retractable seating

POPULOUS

Technology Trends – AR/VR

Experiential

Casual & Flex Spaces

Unique Food and Beverage

Sustainability

Outdoor Spaces

INDUSTRY TRENDS: Multipurpose Event Facility Trends

Brands at the Ranch
(Loveland, CO)



Destination Development

Partnership between fairgrounds/event complex, community and private developer(s) to create unique mixed-use environment. Live, work, play development provides atmosphere to support restaurants, nightlife, attractions and other visitor industry to enhance the destination appeal of an event venue.

Tulsa Expo Square
(Tulsa, OK)



Outdoor Event Space

Even prior to the pandemic, event planners indicated an increasing demand for unique outdoor event space to connect with the culture and feeling of a destination in a unique event setting while creating an additional selling point and source of revenue for centers.

Idaho Horse Park
(Nampa, ID)



Self-Promoted Events

Communities and event facilities are investing their own funds and human capital to attract, host and promote events including concerts, rodeos, poker tournaments, craft shows and other events.

South Carolina State Fair
(Columbia, SC)



Unique and Authentic Food & Beverage

Many complexes are developing food and beverage opportunities with unique food offerings and opportunities for vendors to increase year-round sales. Hospitality and food service are also regularly noted as service elements that improve the likelihood of returning events.

LaGrange County Fair
(LaGrange, IN)



Increased Focus on Streaming Technology

Streaming Fair and non-Fair related events, meetings, competitions and other activities has become more commonplace, increasing the demand on technology and utility infrastructure.

Winston Salem Fairgrounds
(Winston-Salem, NC)



Creative Community Events

In many markets throughout the country, the pandemic has refocused residents on the benefit of access to community-based gathering space. Fairgrounds and other multipurpose event facilities are developing a variety of events, such as drive-in movies, to activate their space during non-peak times.

INDUSTRY TRENDS: Concerts & Live Entertainment Overview

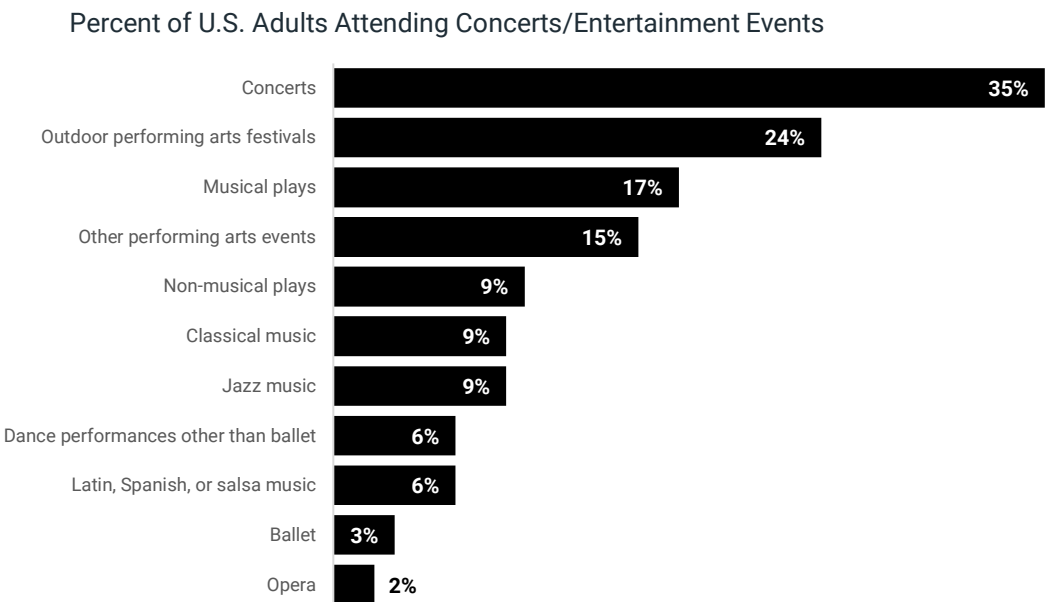
The viability of a facility to attract concert and other live entertainment will be impacted by the overall trends and characteristics of the live music industry. In order to provide a perspective from which to assess how these trends may impact operations, a review of historical performance and economic dynamics of the industry was completed.

As the concert industry has continued growing to support the various tiers of artists, different types of venues serve to accommodate different act needs. Understanding the operational contrasts of the different venue types provides a basis from which to consider the competitive environment of a potential music venue.

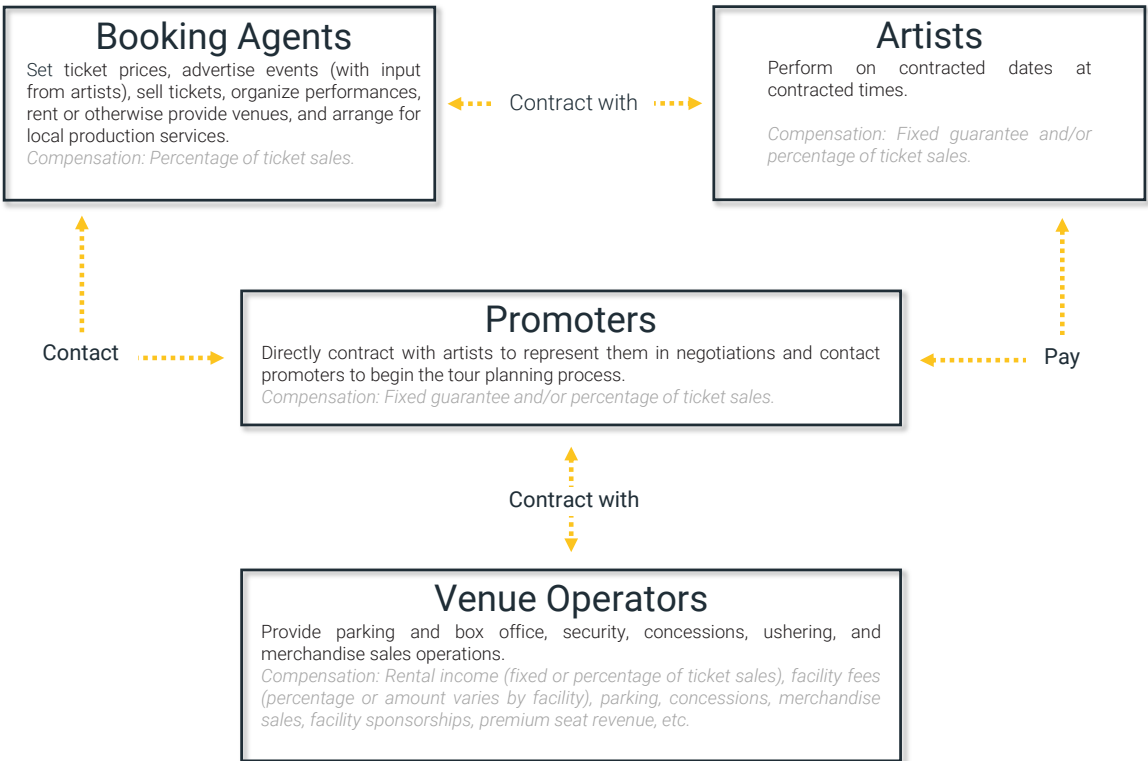


INDUSTRY TRENDS: Concerts & Live Entertainment Industry

- Music venues and performing arts centers are designed with the capabilities to host a variety of events such as concerts, musical theatre, comedy, plays, dance performances, symphonies, family shows, local and regional events, and other events.
- Maximizing profitable events allows venues to offer affordable rates for local and regional organizations to utilize a concert/entertainment center’s event spaces.
- Based on research conducted by the National Endowment for the Arts (NEA), approximately 43 percent of U.S. adults reported attending at least one concert/entertainment event in a recent year.
- The following chart presents a summary of the percent of U.S. adults attending concerts/entertainment events annually by activity.








- Concerts, comedy acts, family shows, touring theater shows, and other entertainment would provide an important source of event demand and revenue at a potential live entertainment venue.
- To understand the continually evolving economics of such events, it is important to consider the function of all critical parties and their compensation mechanisms.
- The figure below illustrates the process behind the staging of concerts, comedy acts, family shows, touring theater shows and other entertainment events.



INDUSTRY TRENDS: Concerts & Live Entertainment Tour Tiers

As the concert industry has continued growing to support the various tiers of artists, different types of venues serve to accommodate different act needs. Understanding the operational contrasts of the different venue types provides a basis from which to consider the competitive environment of a potential music venue.

The exhibit below highlights the difference between the various concert tiers in terms of average attendance levels, ticket prices and examples of the types of artists that typically fall within respective tiers. This helps to frame up the discussion on opportunities for potentially expanded/new entertainment facilities at Cam-Plex.

TIER 1	TIER 2A	TIER 2B	TIER 3	TIER 4
\$800,000+ in gross ticket sales revenue per show	\$500,000 - \$800,000 in gross ticket sales revenue per show	\$200,000 - \$500,000 in gross ticket sales revenue per show	\$100,000 - \$200,000 in gross ticket sales revenue per show	Less than \$100,000 in gross ticket sales revenue per show
16,712 Average Attendance	7,634 Average Attendance	5,395 Average Attendance	2,981 Average Attendance	1,263 Average Attendance
\$125.92 Average Ticket Price	\$94.05 Average Ticket Price	\$68.52 Average Ticket Price	\$56.78 Average Ticket Price	\$67.35 Average Ticket Price
23 Average Shows Per Artist	26 Average Shows Per Artist	31 Average Shows Per Artist	69 Average Shows Per Artist	149 Average Shows Per Artist
Target Venue Type: Stadium, Amphitheater	Target Venue Type: Arena, Amphitheater	Target Venue Type: Amphitheater, Theater	Target Venue Type: Amphitheater, Theater, Club	Target Venue Type: Theater, Club
Example Artists: Taylor Swift, Morgan Wallen	Example Artists: Pitbull, Katy Perry	Example Artists: Bob Dylan, Pentatonix	Example Artists: Chelsea Handler, Little Big Town	Example Artists: Tank and the Bangas, Taylor Tomlinson
				

INDUSTRY TRENDS: Sports Tourism

The economy of any destination can be influenced by many factors outside the control of community leaders. Economic conditions, corporate relocations, changes in governmental or institutional presence and other factors will influence employment, income, tax revenues and other critical aspects of an economy.

In Campbell County, as with many communities, the visitor industry also plays an important role in local and regional economic health. Visitors to a market offer an opportunity to inject new dollars into the economy, with relatively limited use of public infrastructure. Visitor spending then generates net new tax revenue, reducing the tax burden on residents.

At the same time, the competition for visitor industry market share is fierce. Communities throughout the country, many competing with Gillette and the greater Campbell County area, continue to invest in assets and amenities that are designed in part to attract visitors. Much of this investment involves sports tourism facilities.

The market success of sports tourism facility products can be partially attributed to broader industry characteristics and trends. In order to assess the current and future strength of the market regarding sports tourism activity that could utilize potential new sports facility products at Cam-Plex, it is important to evaluate prominent and emerging trends from a national perspective.

Sports tourism is one of the fastest growing sectors of tourism. An increasing number of communities throughout the country are investing in the development and operation of multi-sport amateur sports complexes for the purpose of driving new sports tourism as well as better accommodating local sports and recreation demand. An increase in the number of travel sports programs and participation has been matched by the recognition by many communities of the often-high return-on-investment modern sports complexes can have in host destinations in terms of driving visitation, hotel room nights and economic impact.



INDUSTRY TRENDS: Indoor Facility Trends

As noted, significant investment in indoor sports facility complexes has occurred throughout the country. Modern indoor sports facilities have significantly evolved in terms of capabilities, flexibility, amenities, operating efficiencies, and enhanced revenue generation opportunities.

The following present some noteworthy trends relative to design and capabilities of indoor sports tourism-focused facilities:

- Critical mass of high-quality playing surfaces in one location.
- Maximization of local uses and sports tourism.
- Flexibility to accommodate the widest variety of uses.
- Mezzanine-style seating to keep spectators separated from the competition area.
- Growing emphasis on partnerships (equity, sponsorship and ancillary development).
- Focus on creating/enhancing the quality of sub-destinations surrounding facility complexes.
- Incorporation of quality amenities & specialty components:
 - Restaurants/cafes/food courts.
 - Fitness & wellness.
 - Ancillary development (hotels, retail, attractions).



MARKET DEMAND: Overview

- Experience garnered through more than **2,000** multipurpose, equestrian/livestock, flat floor, entertainment, hospitality and other event facility planning and benchmarking projects in communities of all sizes throughout the country.
- Local market visit, including site/facility tours, visual inspection of existing facilities and infrastructure.
- **36** local Campbell County-area individuals participated in in-person and virtual meeting forums. Individuals included project stakeholders, user groups, and community members.
- **49** completed on-line surveys completed by representatives of current and past user groups of Cam-Plex event space.
- **42** completed telephone interviews of potential new users of event space at Cam-Plex.
- **403** completed on-line surveys of Campbell County area residents providing feedback on their perspective of Cam-Plex event facilities.
- **500+** events represented by promoters/planners contacted as part of a telephone survey of potential new event users.



MARKET DEMAND: Current and Past User Survey Respondents

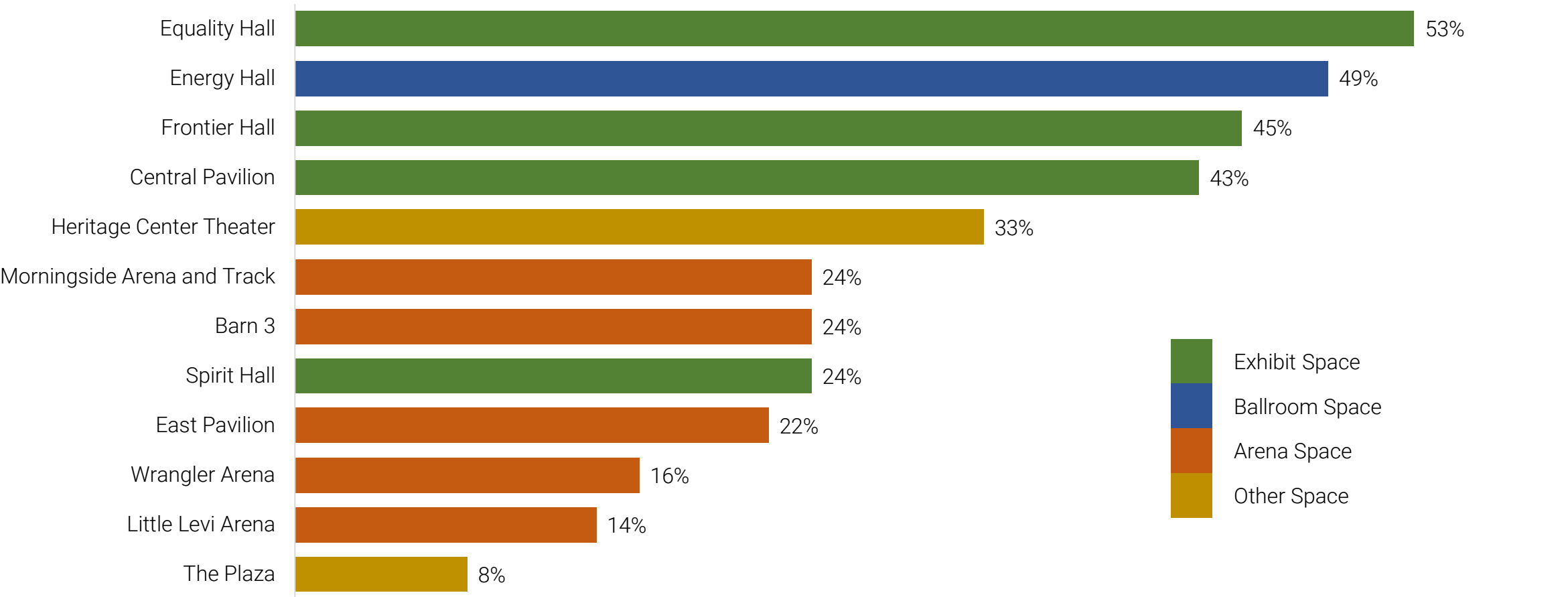
The survey was sent to over 100 current and past users of event space at Cam-Plex. A total of 49 responses were received among the groups, events and organizations represented below.

Current & Past Cam-Plex Survey Respondents

307 Horse Racing	Family Motor Coach Association	National Roofing Contractors Association
4 Seasons Events	Gillette Abuse Refuge Foundation - Chuckles for Charity Gala	New Year's Eve Buck & Ball
AVA Community Art Center	Gillette College Foundation	Northeast Wyoming Community Health Foundation
Big Lost Meadery	Gillette Gun Club	Plains Area Corriente Association
Black Hills NAVHDA	Gillette High School Rodeo Club	Powder River Energy
Campbell County 4-H	Gillette Soccer Club/K2 Technologies Clash at the CAM-PLEX	Ride and Shine Equine Assisted Therapy
Campbell County Cattlewomen - Ranchers Roundup	Heritage Christian School	Rockpile Museum Association
Campbell County Chamber of Commerce	Home Show and Mega Mixer	Rocky Mountain Elk Foundation
Campbell County Convention & Visitors Bureau	Jehovah's Witnesses	Second Chance Ministries Annual Fundraiser
Campbell County Fair	KCB Creations	Thar Ranch Productions
Campbell County Sheriff's Office	L&H Industrial, Inc	The Gillette Saturday Christmas Farmers Market
Children's Developmental Services	Little Levi Rodeo	Underground Bull Riders Productions
Council of Community Services	Live 2 Dance LLC	Visionary Broadband
Crawfish Boil/Chili Cook Off/SPE Regional Meeting	MJ Productions & Energy Capital Jr. Rodeo & NHSFR Goats	Youth Emergency Services House Foundation
Dance Arts Gillette	Monaco International RV Club	
Energy Capital Habitat for Humanity	National High School Rodeo	

MARKET DEMAND: Current and Past User Survey

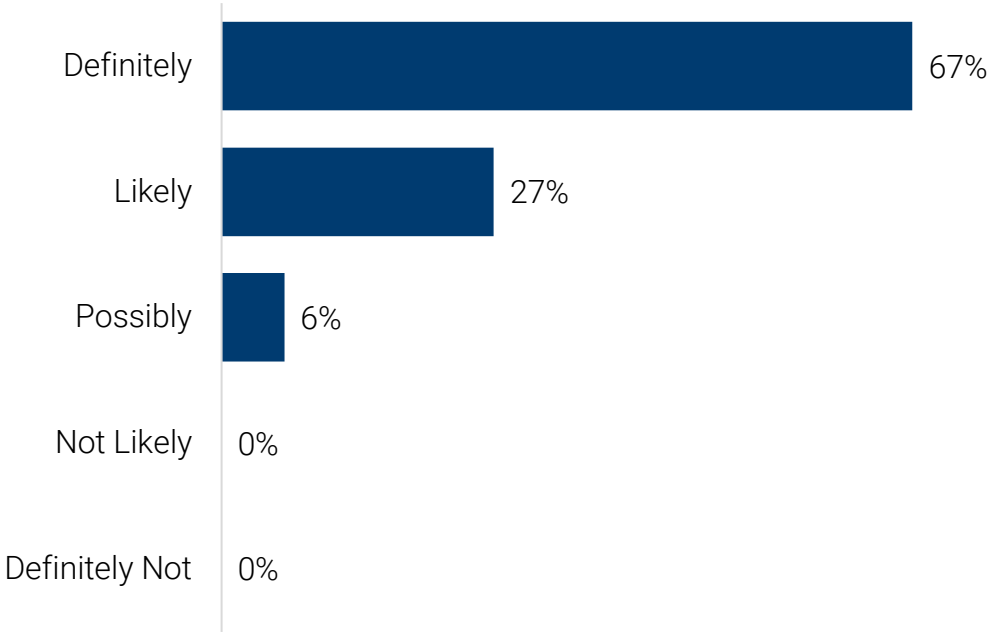
Q. Which facility/facilities has your group/event utilized at Cam-Plex in the past?



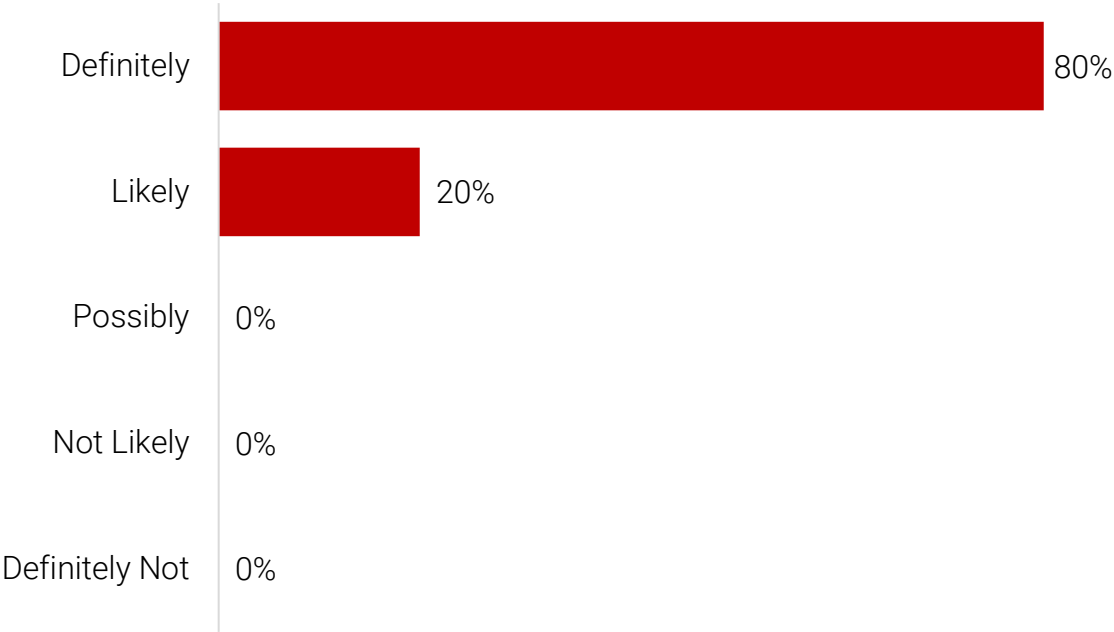
MARKET DEMAND: Current and Past User Survey

Strong likelihood of events returning to Cam-Plex increases significantly if improvements are made.

Likelihood of Using Cam-Plex if it Remained the Same



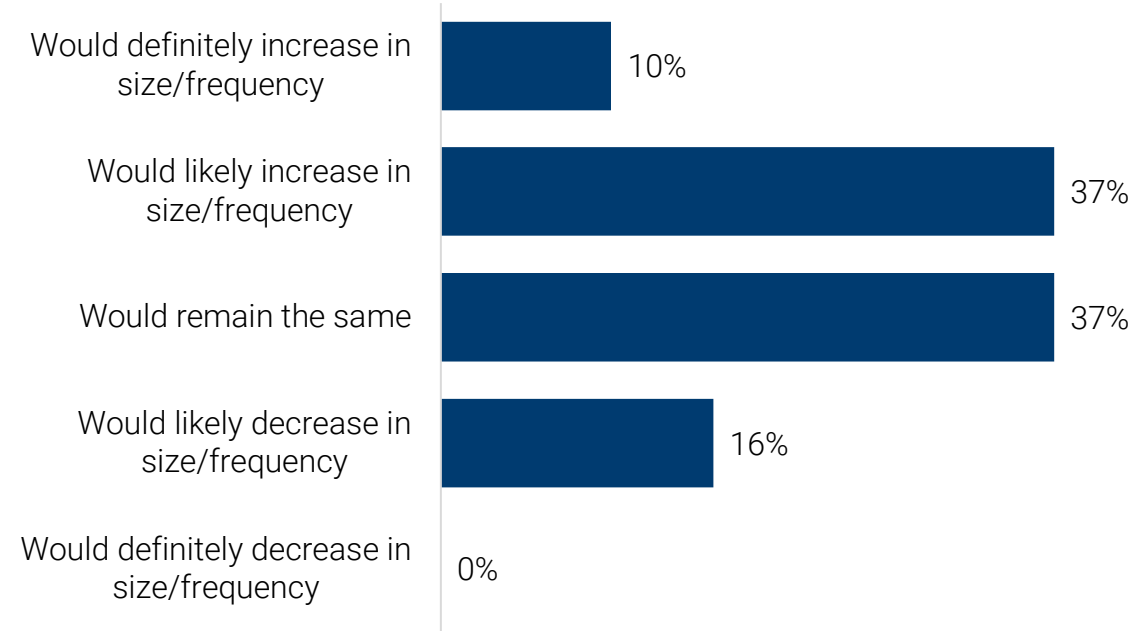
Likelihood of Using Cam-Plex if Improvements Are Made



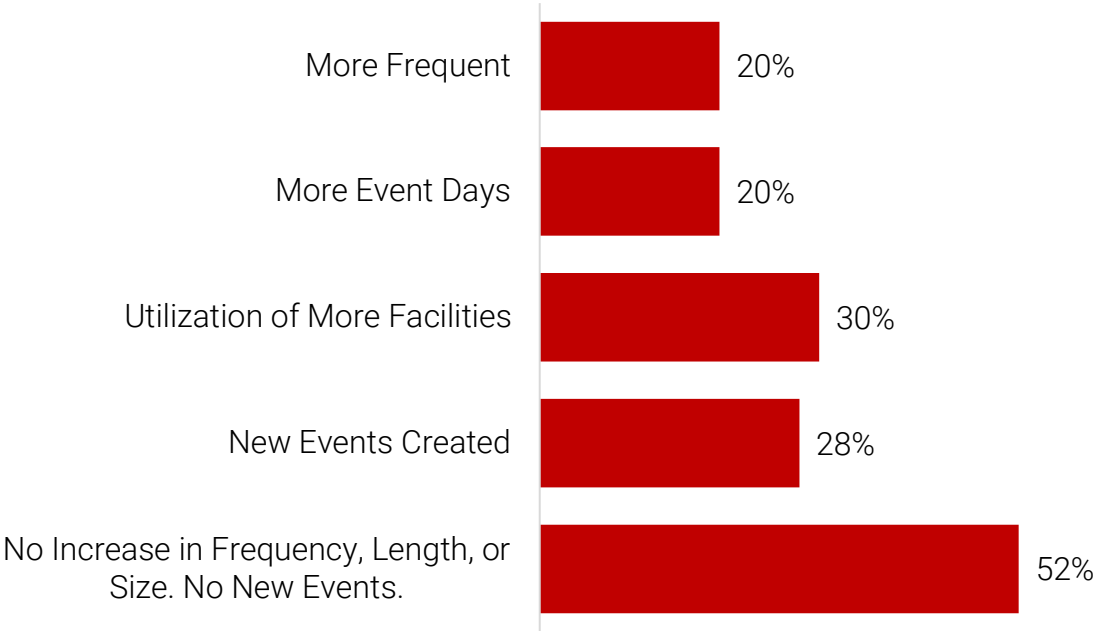
MARKET DEMAND: Current and Past User Survey

Approximately 53 percent of events would remain the same or decrease in size/frequency without changes to Cam-Plex event facilities. Approximately 48 percent of events would increase frequency of use, length of event, expand into additional facilities and/or create new events if improvements are made to Cam-Plex.

Changes to Events at Cam-Plex if it Remained the Same



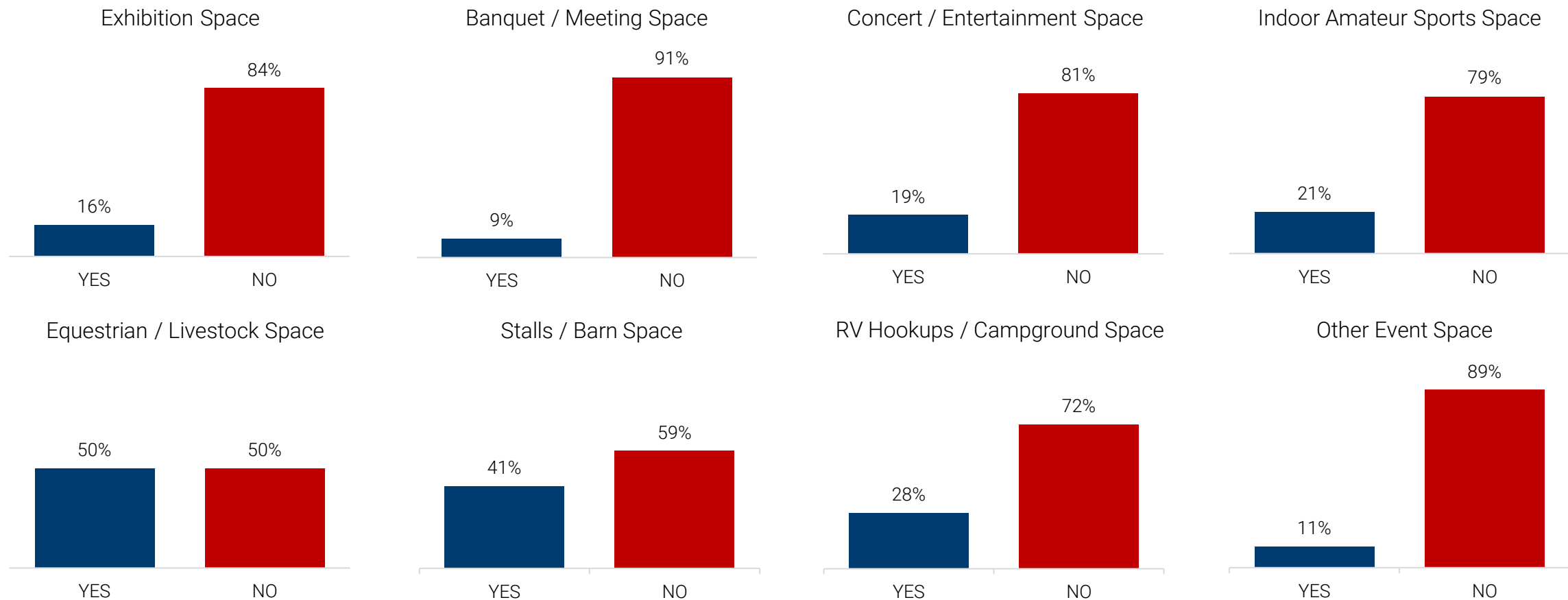
Changes to Events at Cam-Plex if Improvements Are Made



MARKET DEMAND: Current and Past User Survey

Q. As it pertains to your future interest in utilizing event space at Cam-Plex, are there specific limitations to the amount or quality of...?

Equestrian/Livestock event space and support infrastructure improvements were highlighted as the greatest area of need for improvement among responding events. Events utilizing exhibition, banquet/meeting, concert/entertainment and/or indoor amateur sports space tend to be well accommodated.



MARKET DEMAND: Current and Past User Survey

*Q. How would you characterize the **strengths** of Cam-Plex as a host facility for your event(s)?*

- A variety of user-friendly buildings. Great versatility in how the buildings can be used. RV parking is second to none. Terrific staff.
- Cam-Plex staff is awesome! Very helpful, and always willing to go the extra mile!
- Diversity of grounds and facilities is a large strength as well as the ability to hold large events.
- Presently the staff is responsive and meets our expectations for our events in terms of service scope, AV, and special requests.
- Reasonable rates, nice facilities, great staff.
- Sales staff is very helpful, custodians are very responsive, and IT is great providing sound and audio-visual equipment.
- Staff that is very accommodating and helpful; remodeled venue that requires minimal decorations because it looks so nice.
- Support of the staff, quality of facilities, size of facilities.
- The remodel of Energy Hall has opened it up to so many more events. Well done.
- There are endless opportunities at this facility. It is a fabulous facility with very accommodating staff.
- Very good event amenities; Staff very helpful; Plenty of parking and easy of access to grounds.
- Very strong; the venue is a great option for our events, and the staff are diligent and helpful.



MARKET DEMAND: Current and Past User Survey

Q. What is the number-one **issue** that should be addressed with any future investment at Cam-Plex?

- A stable source of funding to make the improvements.
- Ag facilities need to be repaired and updated.
- Better maintenance of the existing buildings.
- Create bus parking areas around Energy Hall.
- Signage directing attendees to the various venues from the main roads.
- Increase the flexibility of event spaces to better adapt to unique needs of events.
- Greater access for local/community groups and residents.
- A large building that could seat 6,000-plus to be used for entertainment, sporting events, larger events. We have used Wyoming Center, Central Pavilion, and Morningside for our evening entertainment. All have worked, but none are great options.
- Moving the ice rink to a permanent location.
- Renovations to the ag and rodeo facilities, as well as construction of the covered arena.
- Updates to the stalling, livestock water access and overall look and access to Central Pavilion.
- Invest in lighting and improved video capabilities.



MARKET DEMAND: Current and Past User Survey

Q. What are your **overall impressions** of Gillette and the area surrounding Cam-Plex as a potential host market and location for your events?

- Gillette and Wyoming is a perfect fit for our kind of event; however, we are searching venues with enclosed competition facilities, stalls and acreage for camping. The facility is a natural fit for our "western" type of event.
- Gillette is a beautiful community and is a favorite location for many contestants from around the state.
- Gillette's location between Billings, Rapid City and Casper are ideal for events.
- Great location and accommodations during events.
- Great town with plenty of restaurants and services. Numerous hotel rooms available, good airport access and close to regional attractions.
- Ideal location for RV functions for people visiting the area for the first time; not too much available for return visits.
- It would be nice to have more development along Garner Lake Road / Boxelder in terms of restaurants, stores and hotels easily walkable from Cam-Plex.
- Cam-Plex has all the ability in the world to host the largest events of all genres. Gillette supports a ton of events and what a great opportunity and asset for the community.
- Cam-Plex is a premier facility in our region. The sky is the limit on events that could be hosted at Cam-Plex. Lack of hotel rooms could be a drawback in attracting large events.
- This is a great area to hold our events, because Gillette area has plenty of hotels, and restaurants, but is not a big city.



MARKET DEMAND: Agricultural, Equestrian and Livestock Events

20

completed telephone interviews

250+

events planned

74%

positive response

300'x130'

arena dimensions required among 90 percent of market

500

stalling required among 90 percent of market

2,000

seating capacity required among 90 percent of market

100

RV hookups required among 90 percent of market

830

daily attendance among 90 percent of market

Summary of Key Findings

- Telephone survey of local, regional and national agriculture, equestrian and livestock event planners.
- Event planners and promoters represent equine events, 4-H organizations, sheep, cattle, goat, horse and other livestock sales, agricultural associations.
- Completed 20 telephone interviews with planners representing more than 250 annual events.
- Approximately 74 percent of survey respondents expressed positive interest in bringing one or more future events to Cam-Plex.
- Ninety percent of interested events required an arena size of at least 300'x130' and approximately 500 stalls.
- Additional warm-up/show/sale arena is required for most equestrian events with sizing to be somewhat smaller than the main show ring. Warm-up arena should have easy access to main arena.
- Good access to a large amount of power is becoming increasingly necessary for livestock events. Quality airflow is becoming a higher requirement for all listed events.
- Available space and organization of facilities, dirt/footing quality, price and location are commonly referenced challenge points among event planners. Stalling areas are out of date and walk distance for animals can be too long.

Source: CSL Surveys, 2023.



MARKET DEMAND: Agricultural, Equestrian and Livestock Events

Challenges/Issues with Existing Facilities

- Access to high levels of electricity is an increasing need for livestock events; specifically, at cattle events.
- Not enough covered/enclosed rings to accommodate all different types of breeds and horse shows.
- Quality and quantity of stalling and barns are not meeting the needs of all events and need improvement.
- Airflow in East Pavilion and additional facilities needs to be improved.
- Better organization of facilities could improve the walkability of the venue for participants and events.
- An improved layout could help Cam-Plex host multiple overlapping events.
- Cleanliness, maintenance and appearance of Cam-Plex facilities are not always up to industry standards.
- Lack of air access makes the destination challenging for attracting large-scale national events.

Specific Facility Recommendations/Needs

- Increasing the space of walkways in stalling areas and beginning to focus on larger stall spaces for horses, cattle and other livestock. As cattle and certain breeds of horses are increasing in size, some event producers are looking for larger tie out spaces, stalls and pens.
- Offer facilities that cater to both large and small events; smaller events feel underserved and unable to meet existing price points.
- Improve connectivity between stalls/stall barns and show/event space; some animals are forced to walk a considerable length and inclement weather presents significant challenges with event production.
- Improving the look and cleanliness of facilities helps improve the overall experience for events at Cam-Plex and helps to support its status as a best-of-class facility.

MARKET DEMAND: Flat Floor Public, Consumer and Trade Show Events

16

completed telephone interviews

13+

potential Cam-Plex events

40+

planned events

57%

positive response rate

20,000 square feet

largest event space required among 90 percent of market

850+

attendance among 90 percent of market

140

peak night hotel rooms among 90 percent of market

Summary of Key Findings

- Telephone survey of local, state, regional, and national meeting and event planners.
- Event planners and promoters represent trade shows, consumer shows, public shows, exhibitions, annual meetings, and more.
- Completed 16 telephone interviews with planners representing over 40 annual events.
- Event planners referenced over 13 events that could potentially take place at an updated Cam-Plex.
- Approximately 57 percent of survey respondents expressed positive interest in bringing one or more future events to Cam-Plex.
- Ninety percent of events would be accommodated with a largest event space of 20,000 square feet.
- Attendance for these events ranged from 30 persons to 35,000 persons, with an average attendance of 600.
- Ninety percent of referenced events require at least 140 available hotel rooms.
- Several referenced events have requirements for additional breakout meeting space, with 90 percent of the market able to be accommodated with 6 breakout rooms.
- Eighty-two percent of events either prefer or strongly prefer an attached or on-site headquarters hotel.

Source: CSL Surveys, 2023.



MARKET DEMAND: Flat Floor Public, Consumer and Trade Show Events

Challenges/Issues with Existing Facilities

- Cam-Plex is perceived as too big to accommodate certain events.
- Insufficient breakout meeting rooms.
- Challenges finding available dates during the Spring-Fall period for events.
- Preference/requirement of a headquarters hotel onsite of Cam-Plex; the largest group indicated a need for 150 sleeping rooms.
- If Energy Hall is booked, secondary event space is not of similar quality for consistent event attendee experience.
- Cam-Plex is not well-positioned to accommodate smaller events, particularly when larger overlapping events are occurring on-site.

Specific Facility Recommendations/Needs

- Increase/improve marketing communications to smaller events to improve awareness of the capabilities and amenities that Cam-Plex offers.
- Increase quantity of breakout meeting spaces.
- Highlight quality of service, facilities and cleanliness in marketing communications as a competitive advantage among Wyoming facilities.
- Raise staffing levels during days that host multiple, sizable events on the Cam-Plex grounds to accommodate needs of all groups.
- Develop an onsite, headquarters hotel at Cam-Plex that caters specifically to events; meeting and banquet space at this site could service small-to-mid-sized groups.
- Address acoustics and sound quality in event spaces with concrete flooring including Wyoming Center and Central Pavilion.
- Make considerations towards increased and improved caterer, vendor and concessions offerings.
- Continually invest in and improve facilities to maintain a consistent level of quality in comparison to competitive venues outside of Wyoming.

MARKET DEMAND: Amateur Sports

Hockey and Ice Sports

- Wyoming lacks facilities to accommodate large-scale and/or national hockey tournaments.
- Potential exists for Cam-Plex to host more state and Northern Plains District hockey tournaments with a second sheet of ice.
- Increasing demand for year-round on-ice training and activity space.
- Lack of ice facilities in Wyoming prohibits natural growth of amateur hockey; new ice would support league play, tournaments, practices, camps, community events and more.
- Dedicated ice arena would provide an avenue for the Gillette Wild to ascend to a Tier II (NAHL) and potentially Tier I (USHL) hockey development program.



Court Sports (Basketball, Volleyball, Soccer, Pickleball, Flag Football, etc.)

- Industry stakeholders believe lack of facilities are the second most pertinent issue facing youth and amateur sports in Wyoming. A lack of officials/referees is cited to be the first most prevalent issue.
- Youth and amateur sports teams in the state currently must use elementary, middle and high schools as well as colleges for their practices, games, tournaments, camps and other activity.
- Currently, Wyoming youth are being turned away from camps and leagues due to the limited nature of facilities in the state.
- Basketball, volleyball and soccer groups expected to increase participation rates with development of new facilities.
- Potential exists to add four annual regional tournaments for each basketball, volleyball and indoor soccer with sufficient indoor youth/amateur court space.
- Preference for minimum of eight-court facility – could accommodate 120 basketball teams for a three-day tournament.



MARKET DEMAND: Conclusions

Key Conclusions

- **IMPORTANT COMMUNITY ASSET:** Cam-Plex is a true multipurpose event facility providing space for community gatherings, entertainment and non-local, economic impact generating event activity.
- **CRITICAL TO CONTINUE INVESTMENT:** Highly regarded as a multipurpose event facility, continued investment in capital repair projects, facility maintenance and staffing levels is critical to maintain Cam-Plex's place in Campbell County, Wyoming and the greater regional marketplace.
- **ESTABLISH IDENTITY:** Current event space levels at Cam-Plex are well-positioned to accommodate local demand or non-local event activity, but not both concurrently. Develop a consensus for Cam-Plex's operational mandate and establish a framework to oversee operations and achieve community goals.
- **RETENTION AND GROWTH OF EXISTING EVENT ACTIVITY:** Brand identity of Cam-Plex is Wyoming Center events, equestrian/livestock events and horseracing. Primary focus should be on retention and growth of event activity within these areas.
- **STRONG DEMAND FOR WYOMING CENTER EVENT SPACE:** Strong occupancy levels in Equality and Frontier Halls coupled with continued growth of Gillette Youth Hockey Association and support for Gillette Wild hockey team indicates a need to relocate ice sheet from Spirit Hall.
- **DEDICATED INDOOR ICE COMPLEX:** A two-sheet indoor ice complex would accommodate local demand, provide an opportunity to host hockey tournaments and increase usable event space within Wyoming Center.
- **EQUESTRIAN/LIVESTOCK EVENT SPACE DEMAND:** Inventory of horse stalls, outdoor penning space, RV parking and available acreage present competitive advantages against other equestrian/livestock event facilities throughout the region and country. Moderate to strong demand was noted for improving existing show ring space and developing a second primary show ring. Importantly, improvements to existing stall, RV parking and other support facilities are necessary to retain and grow this market segment.
- **POTENTIAL OPPORTUNITY TO ATTRACT SIGNATURE NATIONAL EVENTS:** Potential exists to attract and retain events such as the National High School Finals Rodeo and Little Britches Rodeo with investment in additional indoor show rings with sufficient seating levels.



MARKET DEMAND: Conclusions

Key Conclusions (cont'd)

- **CONVENTION, CONFERENCE AND TRADESHOW SPACE DEMAND:** Limited to moderate demand identified for hosting state/regional conventions, conferences, tradeshows and other such events. Limited inventory of events throughout the marketplace, many of which can be accommodated within smaller hotel/conference center space. Attraction of this market segment would be optimized with development of on-site hotel.
- **ON-SITE HOTEL DEMAND:** Moderate demand identified for an on-site hotel with breakout meeting space. Campbell County hotel performance suggest development of a new hotel product within the market may require a public sector incentive.
- **HORSE RACING OPPORTUNITIES:** Horse racing at Cam-Plex provides an important entertainment option for Campbell County residents and a revenue generating opportunity for Cam-Plex. Potential exists to leverage recent success of horse racing operations into a long-term asset with sufficient infrastructure investment.
- **CAMPBELL COUNTY FAIR:** The Campbell County Fair is another important opportunity to serve the local community while generating revenue for Cam-Plex operations. It will be important to consider Fair operations impacts with future facility and site design.
- **IMPORTANCE OF ANCILLARY DEVELOPMENT:** There is a lack of hospitality & visitor-friendly infrastructure at the current site. It will be critical to plan for, and potentially incentivize, new private investment in supporting product (i.e., hotels, entertainment, restaurants, retail, & other mixed-use).



SUPPORTABLE PROGRAM: Program Recommendations

1) INFRASTRUCTURE IMPROVEMENTS:

- Civil, site and utility improvements.
- Renovate/replace stalling barns.
- Upgrade outdoor riding ring(s).
- Renovate/update Wyoming Center.

2) SIGNATURE EVENT SPACE PROGRAMMING:

- Development/conversion of one Primary Show Ring and one Secondary Show ring, with at least one enclosed and the other covered. Minimum size for each 150'x250'.
- Two warm-up rings (minimum size 120'x240') adjacent to the Primary and Secondary show rings; preferably covered.
- Covered/enclosed access to 640 stalls, increasing total Cam-Plex stall capacity to approximately 2,000 stalls.
- Renovate/update existing stall and RV hook-up to industry standard quality.

3) RELOCATE ICE COMPLEX:

- Development of a dedicated two-sheet ice complex.
- Renovate Wyoming Center and Spirit Hall to utilize contiguous Wyoming Center event space.

4) UPDATE EXISTING EVENT SPACE:

- Renovate Central and East Pavilions – improve usability and maintain industry standard event space.
- Renovate/upgrade horse racing facilities for jockeys, trainers and patrons.

5) POTENTIAL PRIVATE SECTOR PARTNERSHIP DEVELOPMENT OPPORTUNITIES:

- Consider potential relocation of Campbell County Rockpile Museum.
- Pursue partnership opportunities with private hotel developer for on-site lodging property.
- Explore mixed-use and other development opportunities within additional open parcels.

COST/BENEFIT ANALYSIS: Development Scenarios

1) BASE CASE:

- Based on typical-year operations with adjustments for actual Special Event bookings through 2030.

1A) STATUS QUO:

- Projection of maintaining existing operations assuming no further investment in facility infrastructure.
- Assumed attrition of event activity due to lack of facility investment.

2) INFRASTRUCTURE IMPROVEMENTS (NO NHSFR):

- Site civil and utility updates; greenspace and landscaping improvements; maintenance barns and yard renovations.
- Wyoming Center, Central and East Pavilions renovations.
- Boxelder Barns replacement; new stalling barn to replace aging Barns 1, 2 & 3; Wrangler and Little Levi Arenas redevelopment.

3) FULL MASTER PLAN PROGRAM BUILDOUT:

- Phase I Renovations:
 - Site civil updates and tunnels under racetrack; maintenance barns and yard
 - Racing barns, Boxelder barns, Wrangler and Little Levi Arenas redevelopment.
 - Two-sheet hockey center.
 - Wyoming Center renovations (partial).
- Phase II Expansion:
 - New enclosed and covered arena and connected multi-use barn development.
- Phase III Renovations:
 - Central and East Pavilions renovation.
 - Racetrack infield arena redevelopment and paddock development.

COST/BENEFIT ANALYSIS: Overview & Key Assumptions

This section presents an analysis of estimated utilization and costs/benefits associated with enhanced facilities at Cam-Plex Multi-Event Facilities in Gillette, Wyoming. Initially, a detailed computer-based model was developed, along with key assumptions, to generate estimates related to enhanced Cam-Plex facilities. A stabilized year of operation is assumed to occur by the fourth full year of facility operations. Key assumptions used in the analysis and projection of operating performance associated with enhanced facilities at Cam-Plex include, but are not limited to the following:

1. This analysis is designed to assist project representatives in assessing the potential utilization, financial and economic impacts associated with an enhanced facilities at Cam-Plex and cannot be considered a presentation of expected future results. The assumptions disclosed herein are not all-inclusive but are those deemed to be significant. Because events and circumstances frequently do not occur as expected, there usually will be differences between estimated and actual results and these differences may be material.
2. The enhanced facilities will be owned and operated by the Campbell County Public Land Board. The facilities will be aggressively marketed, providing competitive rental rates and focus on maximizing event type diversity and utilization levels.
3. The market, financial and economic projections related to Cam-Plex presented herein in the Full Master Plan Buildout Scenario assume execution of the agreement with the National High School Rodeo Association to host the National High School Finals Rodeo at Cam-Plex annually.
4. There are no significant or material changes in the supply or quality of existing competitive venues in the local marketplace, nor are there any significant or material changes to current local and national trends in applicable event industries.
5. The analysis and projection of tax revenues generated by enhanced Cam-Plex facilities only considers directly-attributable taxes relevant to the host governmental entity (i.e., State of Wyoming, Campbell County and City of Gillette). For purposes of this analysis, the taxes considered include the 4.0% State Sales Tax, the 1.0% Campbell County Sales Tax, the 4.0% Campbell County Hotel Occupancy Tax and the 3.0% State Hotel Occupancy Tax. Positive impacts may also be realized with respect to the collection of other taxes and governmental fees (i.e., property taxes, income taxes, licenses, permitting, etc.); however, they tend to have a less direct correlation with the construction and operation of multipurpose event facilities. As such, for conservative purposes, these other types of taxes were not considered in this analysis.
6. For purposes of this analysis, total hard and soft construction costs assumptions have been presented. These figures do not consider the highly-volatile steel, lumber and materials costs presently impacting the construction industry nationwide as the country exits the unprecedented pandemic. It is assumed that current construction cost volatility will largely be normalized to pre-pandemic levels by the time that construction services would be contracted/purchased for any enhanced Cam-Plex project. Many variables exist that influence actual realized construction costs, including type of facility (facilities), size, components, level of finish, integrated amenities, costs of goods and services in the local market and other such aspects. Detailed architectural concept, design and costing study would be required to specifically estimate construction costs for the project.
7. The projections developed herein relate to opening and annual operations in a post-COVID-19 environment (first full year of operations is assumed to be fiscal year 2031). Should the recovery from the pandemic be slower than broadly expected, disruption by new virus variants, or economic conditions and commerce have not substantially recovered, the performance projections outlined herein will need to be revised.
8. Stabilization of operations is assumed to occur by the fourth full year of operations. At which time, annual event levels, attendance and operating performance are projected at consistent year-over-year levels, with spending inflating commensurate with the growth rate of the Consumer Price Index (CPI) associated with the Campbell County area (estimated at three percent annually).

COST/BENEFIT ANALYSIS: Estimated Infrastructure Costs

Based on the potential development strategies, the exhibits to the right and on the following page present key estimates of capital costs and timing associated with facility development. Order-of-magnitude capital costs, as estimated by Populous and DOWL, including total hard and soft construction costs associated with the identified strategies. Total development costs accounting for construction buyout timing and financing are estimated, assuming five percent annual construction cost inflation.

The exhibit to the right presents the total development cost associated with Cam-Plex facility and site improvements, repairs and renovations necessary to maintain industry-standard levels of operations and satisfy contractual obligations with future events (e.g., International Pathfinder Camporee). As shown, assuming a bid year of 2026, total development costs with completing site and other infrastructure improvements at Cam-Plex are estimated at \$61.9 million (in 2023 dollars) and \$71.7 million (in future dollars). Importantly, this investment would not satisfy the requirements of the National High School Rodeo Association’s annual event and largely serve to maintain existing levels of event activity at Cam-Plex.

INFRASTRUCTURE DEVELOPMENT COSTS
(ASSUMING NO NHSFR)

Facility Component	Hard + Soft Const Costs
Site Civil Works & Utilities	\$22,923,000
Site Greenway & Landscaping	\$1,703,000
Maintenance Barns & Yard	\$2,377,320
Central & East Pavilions Renovation	\$10,362,379
Boxelder Barns Replacement	\$6,860,700
Wrangler Arenas in Place of Indoor Arenas	\$6,192,450
1 New Barn to Replace Event Barns	\$10,036,839
Wyoming Center Partial Renovation	\$1,443,825
INFRASTRUCTURE TOTAL CONSTRUCTION COST	\$61,899,513
Assumed Project Escalation to 2026 Bid Year	\$9,756,911
INFRASTRUCTURE TOTAL DEVELOPMENT COST	\$71,656,424

Source: DOWL, Populous, 2023.

COST/BENEFIT ANALYSIS: Estimated Development Costs

As shown below, the Master Plan is proposed to be fully built out in three stages. The first stage would develop important infrastructure to maintain operations through the construction of subsequent phases by redeveloping approximately 1,700 stalls between the Racing Barns and the Boxelder Barns, redeveloping Wrangler and Little Levi Arenas and completing critical civil and site work for future phases. Additionally, Phase I includes development of a new two-sheet ice complex and renovation of the Wyoming Center. It is assumed that Phase I would be bid out in 2025, completing construction in approximately 18 months.

Phase II development would consist of developing the new enclosed and covered arenas, attached warm-up arenas and two new enclosed stall barns with a total capacity of 640 stalls. It is assumed that Phase II would be bid out in 2026 (with some overlap with the completion of Phase I construction) and completing construction in approximately 36 months. Upon completion of Phase II construction, Phase III construction would be bid out (assumed in 2029) and consist of final site work, renovations to Central and East Pavilions, renovation of racetrack infield infrastructure and development of racetrack paddocks. It is assumed that Phase III would require approximately 18 month to complete.

Estimated construction cost for all three phases is approximately \$240.0 million (\$276.8 million in total development costs). This is approximately \$205.1 million more than the required infrastructure development costs outlined on the previous page.

PHASE I DEVELOPMENT COSTS

Facility Component	Hard + Soft Const Costs
Site Civil Works & Track Tunnels	\$27,705,000
Maintenance Barns & Yard	\$2,377,320
Racing Barns	\$6,991,380
Boxelder Barns	\$6,860,700
Wrangler Arenas	\$6,192,450
Hockey Center	\$32,596,868
Wyoming Center Partial Renovation	\$1,443,825
PHASE I TOTAL CONSTRUCTION COST	\$84,167,543
Assumed Project Escalation to 2025 Bid Year	\$8,627,173
PHASE I TOTAL DEVELOPMENT COST	\$92,794,716

PHASE II DEVELOPMENT COSTS

Facility Component	Hard + Soft Const Costs
Site Civil Works	\$12,904,000
Tandem Multi-Use Arenas	\$103,417,148
Multi-Use Barns	\$20,073,678
PHASE II TOTAL CONSTRUCTION COST	\$136,394,826
Assumed Project Escalation to 2026 Bid Year	\$21,499,234
PHASE II TOTAL DEVELOPMENT COST	\$157,894,060

PHASE III DEVELOPMENT COSTS

Facility Component	Hard + Soft Const Costs
Site Civil Works	\$4,596,000
Central & East Pavilions	\$10,362,379
Infield Arenas	\$1,116,720
Race Paddock	\$3,385,452
PHASE III TOTAL CONSTRUCTION COST	\$19,460,552
Assumed Project Escalation to 2029 Bid Year	\$6,618,449
PHASE III TOTAL DEVELOPMENT COST	\$26,079,001

COST/BENEFIT ANALYSIS: Event & Utilization Levels

A detailed utilization and economic model was developed. Based on the market and program assumptions discussed herein, the exhibit to the right presents a summary of the estimated annual event levels, event days, and utilization days (move-in + event + move-out days) by event type for each of the identified scenarios. Scenario 1 (Stable) is designed to represent a typical recent year of Cam-Plex operations, while Scenario 1A represents the long-term impact of doing nothing to improve the Facilities.

Scenario 2 reflects a scenario in which infrastructure reinvestment is made within Cam-Plex facilities, while Scenario 3 represents the full build out of the three-phased Master Plan development.

Importantly, all Scenario projections are in future dollars, representing the 11th full year of future operations (fiscal year 2033), assuming a three percent annual rate of inflation.

The relative position of each scenario compared to the current base case is presented to the right.

UTILIZATION ESTIMATES	Existing Cam-Plex FY 2021	Existing Cam-Plex FY 2022	Stabilized Year of Operations			
			Scenario 1: Base Case	Scenario 1A: Status Quo	Scenario 2: Infrastructure (No NHSFR)	Scenario 3: Master Plan
NUMBER OF EVENTS						
AG Events	51	41	47	44	56	72
Associations	0	4	4	3	4	7
Entertainment	25	27	26	23	29	34
Practices	76	81	80	80	80	80
SMERF & Corporate	158	175	170	170	184	184
Special Events	2	2	2	1	2	2
NHSFR	0	0	0	0	0	1
Camporee	0	0	0	0	0	0
Little Britches	0	0	0	0	0	1
Horse Racing	16	16	16	16	16	16
Sports	20	21	20	18	24	27
Total	348	367	365	355	395	424
EVENT DAYS						
AG Events	98	85	97	91	116	149
Associations	0	7	7	5	7	12
Entertainment	51	49	47	42	53	62
Practices	86	83	82	82	82	82
SMERF & Corporate	247	239	232	232	251	251
Special Events	3	15	17	9	17	17
NHSFR	0	0	0	0	0	8
Camporee	0	0	0	0	0	0
Little Britches	0	0	0	0	0	7
Horse Racing	16	16	16	16	16	16
Sports	32	40	38	34	46	51
Total	533	534	537	511	588	656
UTILIZATION DAYS						
AG Events	190	215	246	231	294	378
Associations	0	11	11	8	11	19
Entertainment	73	76	73	65	82	96
Practices	86	83	82	82	82	82
SMERF & Corporate	355	388	377	377	408	408
Special Events	8	31	31	16	31	31
NHSFR	0	0	0	0	0	14
Camporee	0	0	0	0	0	0
Little Britches	0	0	0	0	0	14
Horse Racing	16	16	16	16	16	16
Sports	95	108	103	93	123	139
Total	823	928	939	887	1,047	1,196

COST/BENEFIT ANALYSIS: Attendance & Hotel Room Nights

The exhibit on the right presents a summary of the estimated annual attendee days, non-local attendee days, and hotel room nights associated with each identified scenario, along with a comparison against the Stable scenario.

A breakdown of assumed “non-local” attendee days (i.e., attendees that do not reside in Campbell County) and hotel room nights generated have also been projected. These figures can be important to demonstrate the “net new” visitors and economic impact of any multi-event facility project—particularly important when public sector funding is accessed for development and/or ongoing operations.

Most of the attendees are assumed to be “local” (i.e., reside in the Campbell County area). While some of the “non-local” attendee base would represent “daytrip” attendees (i.e., drive in and out of Gillette the same day), much of the “non-local” attendee base will require overnight lodging, generating new hotel room nights in Gillette.

ATTENDANCE ESTIMATES	Existing Cam-Plex FY 2021	Existing Cam-Plex FY 2022	Stabilized Year of Operations			
			Scenario 1: Base Case	Scenario 1A: Status Quo	Scenario 2: Infrastructure (No NHSFR)	Scenario 3: Master Plan
ATTENDEE DAYS						
AG Events	10,417	21,095	24,182	22,614	34,249	44,034
Associations	0	415	415	311	525	980
Entertainment	7,616	9,510	9,158	8,092	12,631	15,117
Practices	3,266	2,985	2,948	2,945	2,948	2,948
SMERF & Corporate	71,397	85,309	82,872	82,780	99,260	99,260
Special Events	96	5,650	3,468	1,734	3,468	9,350
NHSFR	0	0	0	0	0	52,800
Camporee	0	0	0	0	0	0
Little Britches	0	0	0	0	0	9,800
Horse Racing	19,200	19,200	19,200	19,200	19,200	19,200
Sports	18,420	16,105	15,338	13,789	20,800	23,400
Total	130,412	160,269	157,581	151,465	193,081	276,890
ATTENDEE DAYS (NON-LOCAL)						
AG Events	6,771	13,712	15,718	14,699	22,262	28,622
Associations	0	270	270	202	341	637
Entertainment	762	951	916	809	1,263	1,512
Practices	33	30	29	29	29	29
SMERF & Corporate	14,279	17,062	16,574	16,556	19,852	19,852
Special Events	91	5,368	3,295	1,647	3,295	8,883
NHSFR	0	0	0	0	0	50,160
Camporee	0	0	0	0	0	0
Little Britches	0	0	0	0	0	9,310
Horse Racing	960	960	960	960	960	960
Sports	10,131	8,858	8,436	7,584	11,440	12,870
Total	33,027	47,209	46,198	42,487	59,442	132,835
HOTEL ROOM NIGHTS						
AG Events	940	1,904	2,183	2,042	3,092	3,975
Associations	0	214	214	160	270	504
Entertainment	482	602	580	513	800	957
Practices	14	12	12	12	12	12
SMERF & Corporate	11,305	13,507	13,121	13,107	15,716	15,716
Special Events	39	2,318	1,423	711	1,423	3,836
NHSFR	0	0	0	0	0	16,245
Camporee	0	0	0	0	0	0
Little Britches	0	0	0	0	0	4,020
Horse Racing	27	27	27	27	27	27
Sports	6,416	5,610	5,343	4,803	7,245	8,151
Total	19,223	24,194	22,902	21,374	28,585	53,444

COST/BENEFIT ANALYSIS: Financial Operating Impacts

An analysis of estimated operating revenues and expenses associated with each identified Development Scenario was conducted. This presentation is designed to assist project representatives in estimating the financial attributes of a new Cam-Plex and cannot be considered to be a presentation of expected future results. The assumptions disclosed herein are not all inclusive, but are those deemed to be significant. Because events and circumstances frequently do not occur as expected, there usually will be differences between estimated and actual results and these differences may be material. This financial operating analysis presented below only considers revenues and expenses generated through the operation of Cam-Plex itself. Additionally, the analysis does not consider potential ancillary income that may be related to the project (such as incremental tax revenue, parking income, admissions surcharges, naming rights income, interest income, etc.), nor does it consider other non-operating costs, such as construction costs (i.e., debt service) and capital repair/replacement funding. As with all event renovation/expansion projects, an initial startup period is assumed before event levels are anticipated to stabilize. Financial operating estimates are shown in terms of future dollars, with the Stabilized Year of Operations representing the 11th year of operations (fiscal year 2033).

As shown, Scenario 1 (Base Case) indicates a typical year operating generating a nearly \$3.5 million operating deficit, which be expected to grow to more than \$3.6 annually if reinvestment is not made into Cam-Plex facilities. Simply investing in needed infrastructure improvements would be expected to reduce the operating deficit to less than \$3.3 million annually.

The Master Plan Development Scenario projects an operating deficit of just under \$2.9 million, including projected revenue of nearly \$4.6 million incurring nearly \$7.5 million in expenses. It is estimated that, in order to break even operationally, it would be necessary to increase rental rates by approximately 80 percent across all event spaces.

Importantly, the Master Plan Scenario assumes retention of event activity in different event spaces while construction is underway, increased staffing levels upon completion of Phase II of the Master Plan and increasing annual cost of living salary increases to three percent annually beginning the year prior to opening the Phase II development.

FINANCIAL OPERATIONS	Existing Cam-Plex FY 2021	Existing Cam-Plex FY 2022	Stabilized Year of Operations			
			Scenario 1: Base Case	Scenario 1A: Status Quo	Scenario 2: Infrastructure (No NHSFR)	Scenario 3: Master Plan
OPERATING REVENUES						
Rental Income	\$355,776	\$1,249,239	\$1,718,295	\$1,579,993	\$1,930,381	\$3,277,238
Food & Beverage	\$20,866	\$37,663	\$49,767	\$47,836	\$60,979	\$484,698
Contract services/other	\$323,634	\$540,240	\$671,958	\$671,958	\$671,958	\$835,837
Total Operating Revenues	\$700,275	\$1,827,142	\$2,440,020	\$2,299,786	\$2,663,318	\$4,597,773
OPERATING EXPENSES						
Personnel	\$2,702,058	\$2,912,788	\$3,807,515	\$3,807,515	\$3,807,515	\$5,167,942
Utilities	\$518,092	\$644,768	\$892,509	\$892,509	\$892,509	\$948,380
Operations	\$312,498	\$406,996	\$563,378	\$563,378	\$563,378	\$618,866
General & Administrative	\$171,010	\$282,361	\$390,853	\$390,853	\$390,853	\$458,710
Insurance	\$181,500	\$192,500	\$266,500	\$266,500	\$266,500	\$283,500
Total Operating Expenses	\$3,885,156	\$4,439,413	\$5,920,756	\$5,920,756	\$5,920,756	\$7,477,399
NET OPERATING INCOME (LOSS)	(\$3,184,881)	(\$2,612,271)	(\$3,480,736)	(\$3,620,969)	(\$3,257,438)	(\$2,879,626)

COST/BENEFIT ANALYSIS: Analysis Concepts & Methods

The investment in a renovated/expanded Cam-Plex Multi-Event Facilities and its various facilities and infrastructure, will be expected to provide substantial quantifiable benefits. These quantifiable benefits often serve as the “return on investment” of public dollars that are contributed to develop the project and site. Quantifiable measurements of the effects that facility project could have on the local economy are characterized in terms of economic impacts and fiscal impacts. Direct spending represents the primary spending that would occur as a result of the construction and operations of Cam-Plex facilities and supporting elements. Direct spending occurs in three ways:



CONSTRUCTION SPENDING

Construction materials, labor, design and professional fees, and other soft cost spending are generated during the planning and construction of Cam-Plex facilities and supporting elements.



IN-FACILITY SPENDING

Direct spending is generated by visitors and participants at various elements surrounding Cam-Plex during the course of annual operations. This spending occurs with respect to items such as facility rentals, food and beverage, retail and merchandise, admissions, sponsorship and advertising, and retail leases.



OUT-OF-FACILITY SPENDING

Outside the area surrounding Cam-Plex, additional direct spending is generated throughout Campbell County by non-local visitors on lodging, food and beverage, retail, entertainment, transportation, and other such items in connection with their visit to Cam-Plex and/or supporting elements.

A primary intent of this analysis is to estimate the direct spending that could occur directly at Cam-Plex and/or surrounding facilities/elements, in order to approximate the potential associated sales tax revenues generated from such spending. Much of the Construction and In-Facility Spending will be estimated to occur within Campbell County. Additionally, net new impacts will be generated throughout the Campbell County area, primarily relating to Out-of-Facility Spending (i.e., spending occurring off the Cam-Plex site by visitors to Campbell County on items such as ancillary lodging, restaurants, retail, and entertainment).

COST/BENEFIT ANALYSIS: Analysis Concepts & Methods (cont'd)

From a broad perspective, gross direct spending would flow to various economic entities, including the City of Gillette and Campbell County governments, restaurants, retail businesses and other such entities. However, some of the spending that occurs in connection with the ongoing operations of renovated/expanded Cam-Plex Multi-Event Facilities project would not fully impact the local area. As such, reductions must be made to gross direct spending to reflect the amount of direct spending associated with the facility project and site improvements that are considered net new to Campbell County. These adjustments include:

LEAKAGE represents the portion of gross spending estimated to occur outside the larger geographic area considered for this analysis (Campbell County). Immediate leakage occurs when initial direct expenditures occur outside the area, such as an out-of-town Cam-Plex visitor that patronizes a hotel or restaurant located outside of Campbell County. Leakage also occurs when initial local spending is used immediately to pay for goods, services, etc. outside of Campbell County. Examples of this type of secondary leakage include food and beverage profits retained by companies based outside of Campbell County.

DISPLACEMENT refers to spending that would have likely occurred anyway in the Campbell County area without the presence of Cam-Plex and its elements. Examples of displaced spending would include spending by Campbell County residents in connection with their visit to Cam-Plex that would have been spent within Campbell County anyway on other items (e.g., movies, meals, shopping, etc.) if they did not visit Cam-Plex. Another example of displaced spending would include out-of-facility spending by non-local individuals visiting from outside of the Campbell County area whose primary purpose for visiting Campbell County was something other than visiting or participating in events or other activities at Cam-Plex itself, and who would have spent their money in some other form in Campbell County. The concept of displacement is oftentimes referred to as the substitution effect.

The flow of gross direct spending is adjusted to reflect only the spending that is considered net new to the local economy (i.e., Campbell County area). The resulting spending after all adjustments is referred to throughout the remainder of this analysis as net new direct spending.



COST/BENEFIT ANALYSIS: Analysis Concepts & Methods (cont'd)

Economic impacts are further increased through re-spending of the direct spending. The total impact is estimated by applying an economic multiplier to initial direct spending to account for the total economic impact. The total output multiplier is used to estimate the aggregate total spending that takes place beginning with direct spending and continuing through each successive round of re-spending. Successive rounds of re-spending are generally discussed in terms of their indirect and induced effects on the area economy. Each is discussed in more detail below and on the following page.

INDIRECT EFFECTS consist of the re-spending of the initial or direct expenditures. These indirect impacts extend further as the dollars constituting the direct expenditures continue to change hands. This process, in principle, could continue indefinitely. However, recipients of these expenditures may spend all or part of it on goods and services outside the market area, put part of these earnings into savings, or pay taxes. This spending halts the process of subsequent expenditure flows and does not generate additional spending or impact within the community after a period of time. This progression is termed leakage and reduces the overall economic impact. Indirect impacts occur in a number of areas including the following:

- Wholesale industry as purchases of food and merchandise products are made.
- Transportation industry as the products are shipped from purchaser to buyer.
- Manufacturing industry as products used to service Cam-Plex facilities, vendors and others are produced.
- Utility industry as the power to produce goods and services is consumed.
- Other such industries.

INDUCED EFFECTS consist of the positive changes in spending, employment, earnings and tax collections generated by personal income associated with the operations of Cam-Plex. Specifically, as the economic impact process continues, wages and salaries are earned, increased employment and population are generated, and spending occurs in virtually all business, household and governmental sectors. This represents the induced spending impacts generated by direct expenditures.

Indirect and induced effects are calculated by applying the appropriate multipliers to the net new direct spending estimates. The appropriate multipliers to be used are dependent upon certain regional characteristics and also the nature of the expenditure. Generally, an area that is capable of producing a wide range of goods and services within its borders will have high multipliers, a positive correlation existing between the self-sufficiency of an area's economy and the higher probability of re-spending occurring within the region. If a high proportion of the expenditures must be imported from another geographical region, lower multipliers will result.

COST/BENEFIT ANALYSIS: Analysis Concepts & Methods (cont'd)

The multiplier estimates used in this analysis are based on the IMPLAN system. IMPLAN, which stands for Impact Analyses and Planning, is a computer software package that consists of procedures for estimating local input-output models and associated databases. Input-output models are a technique for quantifying interactions between firms, industries and social institutions within a local economy. IMPLAN was originally developed by the U.S. Forest Service in cooperation with the Federal Emergency Management Agency and the U.S. Department of the Interior's Bureau of Land Management to assist in land and resource management planning. Since 1993, the IMPLAN system has been developed under exclusive rights by the Minnesota Implan Group, Inc., which licenses and distributes the software to users. Currently, there are thousands of licensed users in the United States including universities, government agencies, and private companies.

The economic data for IMPLAN comes from the system of national accounts for the United States based on data collected by the U.S. Department of Commerce, the U.S. Bureau of Labor Statistics, and other federal and state government agencies. Data are collected for 440 distinct producing industry sectors of the national economy corresponding to the Standard Industrial Categories (SICs). Industry sectors are classified on the basis of the primary commodity or service produced. Corresponding data sets are also produced for each county and zip code in the United States, allowing analyses at both the city and county level and for geographic aggregations such as clusters of contiguous cities, counties, individual states, or groups of states.

Data provided for each industry sector include outputs and inputs from other sectors; value added, employment, wages and business taxes paid; imports and exports; final demand by households and government; capital investment; business inventories; marketing margins and inflation factors (deflators). These data are provided both for the 440 producing sectors at the national level and for the corresponding sectors at the local level. Data on the technological mix of inputs and levels of transactions between producing sectors are taken from detailed input-output tables of the national economy. National and local level data are the basis for IMPLAN calculations of input-output tables and multipliers for geographic areas. The IMPLAN software package allows the estimation of the multiplier effects of changes in final demand for one industry on all other industries within a local economic area. The multiplier effects estimated in this analysis include:

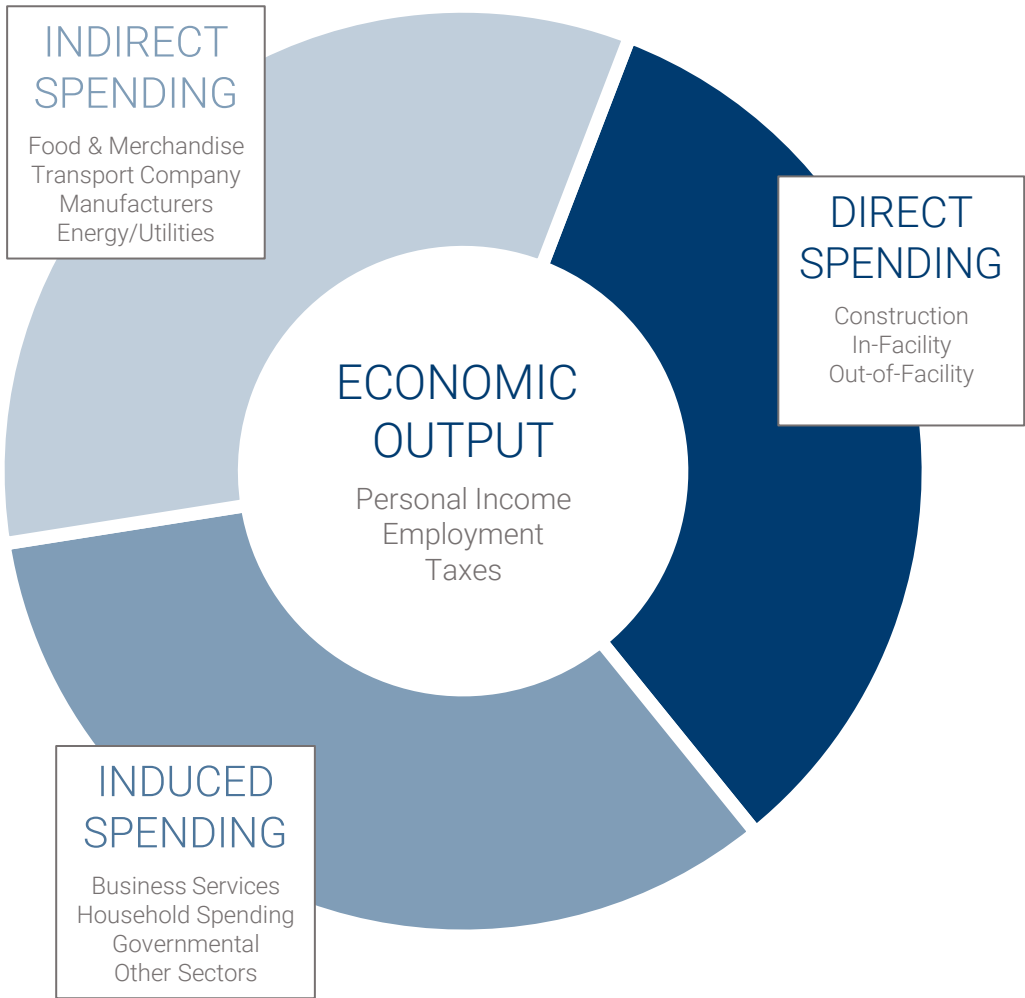
- **TOTAL OUTPUT** represents the total direct, indirect, and induced spending effects generated by the facilities and elements comprising the Cam-Plex Multi-Event Facilities campus. Total output is calculated by multiplying the appropriate total output multiplier by the estimated direct spending within each industry.
- **PERSONAL INCOME (EARNINGS)** represent the wages and salaries earned by employees of businesses impacted by the Cam-Plex campus and its facilities, elements and infrastructure. Personal earnings are calculated by multiplying the appropriate personal earnings multiplier by the estimated direct spending within each industry.
- **EMPLOYMENT** is expressed in terms of total jobs and includes both full and part-time jobs. Employment is calculated by dividing the appropriate employment multiplier by one million, and then multiplying by the estimated direct spending within each industry.

COST/BENEFIT ANALYSIS: Analysis Concepts & Methods (cont'd)

In addition to the economic impacts that could be generated by Cam-Plex and its facilities/elements, fiscal revenues could be generated to Campbell County from a variety of sources. In preparing estimates of fiscal impacts, revenues generated to Campbell County from direct, indirect and induced spending were examined. As a focus of this analysis relates to the economic and tax impact within Campbell County, the primary fiscal revenues estimated herein are state sales tax, county sales tax, county hotel tax, state hotel tax and property taxes that are estimated to be generated within Campbell County. The net new tax impacts consider reductions for assumed displaced spending within Campbell County, as well as spending that is assumed to occur outside of Campbell County.

Although there may be other tax revenues and public sector fees/charges generated as a result of the construction and operations of a renovated/expanded Cam-Plex, net new sales, hotel occupancy and property taxes represent the most directly-attributable and relevant sources relating to this analysis.

The graphic to the right illustrates key measurements of economic and tax impacts utilized in this analysis. Commencing with the estimation of net new direct spending associated with the assumed new/renovated Cam-Plex facilities in Campbell County, successive rounds of re-spending generate indirect and induced effects. The sum of all this net new spending in Campbell County's economy represents total Economic Output. This new economic output, in turn, likewise generates added earnings (personal income), jobs (employment), and tax revenues.



COST/BENEFIT ANALYSIS: Construction Impacts (one-time)

The impact of the construction phase is determined by the volume and nature of the construction expenditures as well as the geographic region in which they take place. The exhibit below summarizes the estimated net new economic and fiscal impacts that could be generated in Campbell County associated with renovated/expanded Cam-Plex facilities. These impacts represent one-time impacts from construction.

For purposes of this analysis, hard and soft construction costs associated with the Proposed Master Plan Development Scenario are estimated at \$240.0 million, with a total development cost of approximately \$276.8 million when considering estimated construction cost inflation associated with the planned phased-approach to the Master Plan. A phased approach is anticipated to be necessary to maintain the book of business currently at Cam-Plex and projected in future years.

As shown, the estimated economic output (direct spending plus indirect and induced spending) in Campbell County generated during the construction period for the Proposed Master Plan Development Scenario is estimated at nearly \$204.0 million, with a net present value of approximately \$175.6 million, assuming a three percent discount rate. Further it is projected that Construction impacts would generate approximately \$81.2 million in personal income, support an average of 255 full- and part-time jobs in Campbell County and generate nearly \$1.6 million in sales tax revenue for the County (with an estimated \$1.4 million net present value).

	Phase I Bid	Phase I Open			Phase II Open				
		Phase II Bid			Phase III Bid	Phase III Open			
	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8		Construction	Construction
	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030		Period	Period
A) CONSTRUCTION IMPACTS								Cumulative	NPV
TOTAL CONSTRUCTION IMPACTS									
Direct Spending	\$15,465,786	\$44,089,410	\$26,315,677	\$26,315,677	\$17,504,338	\$8,693,000		\$138,383,889	\$119,160,318
Indirect/Induced Spending	\$7,330,783	\$20,898,381	\$12,473,631	\$12,473,631	\$8,297,056	\$4,120,482		\$65,593,963	\$56,481,991
Economic Output	\$22,796,569	\$64,987,791	\$38,789,307	\$38,789,307	\$25,801,395	\$12,813,482		\$203,977,852	\$175,642,308
Personal Income	\$9,078,416	\$25,880,484	\$15,447,302	\$15,447,302	\$10,275,047	\$5,102,791		\$81,231,343	\$69,947,107
Employment (full & part-time jobs)	171	487	291	291	193	96		1,528	-
State Sales Tax	\$706,601	\$2,014,357	\$1,202,311	\$1,202,311	\$799,738	\$397,166		\$6,322,483	\$5,444,197
County Sales Tax	\$176,650	\$503,589	\$300,578	\$300,578	\$199,935	\$99,291		\$1,580,621	\$1,361,049
County Lodging Tax	\$0	\$0	\$0	\$0	\$0	\$0		\$0	\$0
State Lodging Tax	\$0	\$0	\$0	\$0	\$0	\$0		\$0	\$0
Total Taxes	\$883,251	\$2,517,946	\$1,502,888	\$1,502,888	\$999,673	\$496,457		\$7,903,104	\$6,805,246

COST/BENEFIT ANALYSIS: In-Facility Impacts (ongoing)

Direct spending is generated through the operations of Cam-Plex facilities (represented through operating revenues) driven by events, attendees and renting organizations. This spending occurs with respect to both event and non-event items, such as space rental, admissions, food and beverage, retail sales, sponsorship and advertising, and other such in-facility purchases.

Estimated in-facility direct spending associated with each identified scenario is presented to the right. Economic impacts are further increased through re-spending of the direct spending. The total impact is estimated by applying an economic multiplier to initial direct spending to account for the total economic impact. The total output multiplier is used to estimate the aggregate total spending that takes place beginning with direct spending and continuing through each successive round of re-spending. Successive rounds of re-spending are generally discussed in terms of their indirect and induced effects on the area economy. Estimated “net new” in-facility economic impacts associated with the operation of each scenario is presented. Additionally, we have included the projected fiscal impact of this spending on tax collections by the State and County.

B) IN-FACILITY IMPACTS	Existing Cam-Plex FY 2021	Existing Cam-Plex FY 2022	Stabilized Year of Operations			
			Scenario 1: Base Case	Scenario 1A: Status Quo	Scenario 2: Infrastructure (No NHSFR)	Scenario 3: Master Plan
IN-FACILITY DIRECT SPENDING (NET NEW)						
Rental Income	\$355,776	\$1,249,239	\$1,718,295	\$1,579,993	\$1,930,381	\$3,277,238
Food & Beverage	\$2,086,592	\$3,766,322	\$4,976,719	\$4,783,570	\$6,097,896	\$7,491,139
Contract services/other	\$323,634	\$540,240	\$671,958	\$671,958	\$671,958	\$835,837
Total	\$2,766,002	\$5,555,800	\$7,366,972	\$7,035,521	\$8,700,235	\$11,604,213
DIRECT SPENDING BY INDUSTRY						
Hotel	\$0	\$0	\$0	\$0	\$0	\$0
Restaurant	\$2,086,592	\$3,766,322	\$4,976,719	\$4,783,570	\$6,097,896	\$7,491,139
Entertainment	\$0	\$0	\$0	\$0	\$0	\$0
Retail	\$355,776	\$1,249,239	\$1,718,295	\$1,579,993	\$1,930,381	\$3,277,238
Auto Rental	\$0	\$0	\$0	\$0	\$0	\$0
Other Local Transit	\$0	\$0	\$0	\$0	\$0	\$0
Other Industries	\$323,634	\$540,240	\$0	\$0	\$0	\$0
Construction - Non Residential	\$0	\$0	\$671,958	\$671,958	\$671,958	\$835,837
Total Direct Spending	\$2,766,002	\$5,555,800	\$7,366,972	\$7,035,521	\$8,700,235	\$11,604,213
TOTAL IN-FACILITY IMPACTS						
Net New Hotel Room Nights	0	0	0	0	0	0
Total Attendee Days	0	0	0	0	0	0
Net New Non Local Visitor Days	0	0	0	0	0	0
Direct Spending	\$2,766,002	\$5,555,800	\$7,366,972	\$7,035,521	\$8,700,235	\$11,604,213
Indirect/Induced Spending	\$1,117,208	\$2,250,837	\$2,983,141	\$2,849,403	\$3,511,703	\$4,698,741
Economic Output	\$3,883,209	\$7,806,637	\$10,350,113	\$9,884,924	\$12,211,938	\$16,302,955
Personal Income	\$1,472,951	\$2,946,903	\$3,901,476	\$3,729,932	\$4,588,415	\$6,117,199
Employment (full & part-time jobs)	55	108	143	137	168	223
State Sales Tax	\$0	\$0	\$0	\$0	\$0	\$0
County Sales Tax	\$0	\$0	\$0	\$0	\$0	\$0
Total Taxes	\$0	\$0	\$0	\$0	\$0	\$0

COST/BENEFIT ANALYSIS: Out-of-Facility Impacts (ongoing)

Outside enhanced Cam-Plex facilities, additional direct spending is generated in the local area by attendees, exhibitors, participants, and event staff on lodging, food and beverage, retail, entertainment, transportation, etc. in connection with their visit to the area. Estimated out-of-facility direct spending associated with the operation of renovated/expanded Cam-Plex facilities is summarized to the right.

Total direct out-of-facility spending is projected to increase from approximately \$9.2 million under Scenario 1 (Base Case) to nearly \$29.4 million (\$20.2 million in incremental direct spending annually) with the added event activity associated with renovated/expanded Cam-Plex facilities under the Master Plan (Scenario 3). Further, Scenario 3 is expected to generate nearly \$313,900 in annual County sales tax collections (an increment of more than \$215,400) and \$409,500 in County lodging tax collections (nearly \$285,700 more annually than Scenario 1).

C) OUT-OF-FACILITY IMPACTS	Existing Cam-Plex FY 2021	Existing Cam-Plex FY 2022	Stabilized Year of Operations			
			Scenario 1: Base Case	Scenario 1A: Status Quo	Scenario 2: Infrastructure (No NHSFR)	Scenario 3: Master Plan
DIRECT SPENDING BY EVENT TYPE						
AG Events	\$567,075	\$1,148,359	\$1,769,147	\$1,654,402	\$2,505,622	\$3,221,514
Associations	\$0	\$52,129	\$70,057	\$52,485	\$88,627	\$165,436
Entertainment	\$168,123	\$209,933	\$271,683	\$240,071	\$374,727	\$448,487
Practices	\$2,858	\$2,612	\$3,467	\$3,463	\$3,467	\$3,467
SMERF & Corporate	\$2,548,873	\$3,045,531	\$3,975,998	\$3,971,627	\$4,762,283	\$4,762,283
Special Events	\$19,768	\$1,163,406	\$959,697	\$479,752	\$959,697	\$2,587,418
NHSFR	\$0	\$0	\$0	\$0	\$0	\$12,209,789
Camporee	\$0	\$0	\$0	\$0	\$0	\$0
Little Britches	\$0	\$0	\$0	\$0	\$0	\$2,702,562
Horse Racing	\$30,000	\$30,000	\$40,317	\$40,317	\$40,317	\$40,317
Sports	\$1,904,628	\$1,665,257	\$2,131,396	\$1,916,148	\$2,890,388	\$3,251,686
Total	\$5,241,325	\$7,317,227	\$9,221,763	\$8,358,266	\$11,625,127	\$29,392,961
DIRECT SPENDING BY INDUSTRY						
Hotel	\$1,820,577	\$2,494,127	\$3,096,169	\$3,096,169	\$3,866,508	\$10,237,574
Restaurant	\$1,630,150	\$2,298,910	\$2,920,202	\$2,920,202	\$3,699,057	\$9,128,180
Entertainment	\$425,723	\$596,905	\$754,816	\$754,816	\$953,512	\$2,385,914
Retail	\$637,507	\$914,400	\$1,176,604	\$1,176,604	\$1,502,034	\$3,560,756
Auto Rental	\$98,410	\$134,818	\$478,163	\$478,163	\$604,758	\$1,504,125
Other Local Transit	\$101,618	\$140,581	\$167,360	\$167,360	\$209,000	\$553,382
Other Industries	\$258,858	\$360,098	\$175,898	\$175,898	\$220,751	\$570,621
Construction - Non Residential	\$0	\$0	\$452,551	\$452,551	\$569,505	\$1,452,410
Total Direct Spending	\$5,241,325	\$7,317,227	\$9,221,763	\$9,221,763	\$11,625,127	\$29,392,961
TOTAL OUT-OF-FACILITY IMPACTS						
Net New Hotel Room Nights	19,223	24,194	22,902	21,374	28,585	53,444
Total Attendee Days	130,412	160,269	157,581	151,465	193,081	276,890
Net New Non Local Visitor Days	33,027	47,209	46,198	42,487	59,442	132,835
Direct Spending	\$5,241,325	\$7,317,227	\$9,221,763	\$8,358,266	\$11,625,127	\$29,392,961
Indirect/Induced Spending	\$2,079,189	\$2,904,796	\$3,662,956	\$3,320,350	\$4,619,218	\$11,658,697
Economic Output	\$7,320,514	\$10,222,023	\$12,884,719	\$11,678,616	\$16,244,345	\$41,051,658
Personal Income	\$2,403,634	\$3,363,503	\$4,246,771	\$3,850,540	\$5,359,621	1347477440%
Employment (full & part-time jobs)	84	117	148	134	187	468
State Sales Tax	\$223,864	\$312,451	\$393,699	\$356,821	\$496,245	\$1,255,458
County Sales Tax	\$55,966	\$78,113	\$98,425	\$89,205	\$124,061	\$313,864
County Lodging Tax	\$72,823	\$99,765	\$123,847	\$111,906	\$154,660	\$409,503
State Lodging Tax	\$54,617	\$74,824	\$687	\$641	\$858	\$1,603
Total Taxes	\$407,270	\$565,153	\$616,658	\$558,573	\$775,825	\$1,980,429

COST/BENEFIT ANALYSIS: Summary of Quantifiable Impacts

A comparative summary of all estimated economic impacts (grouped by impact type) for a stabilized year of operations (assumed to be year 11, or Fiscal Year 2033) associated with each of the Cam-Plex Development Scenarios is presented below. As shown, the Master Plan (Scenario 3) would be expected to generate more than 53,400 annual new room nights to Campbell County resulting in nearly \$41.0 million in net new direct spending in the County and \$57.4 million in total annual economic output. This is approximately \$24.4 million more in annual direct spending above the Base Case scenario and \$34.1 million in total annual economic output.

TOTAL ECONOMIC IMPACTS	Existing		Stabilized Year of Operations			
	Cam-Plex FY 2021	Cam-Plex FY 2022	Scenario 1: Base Case	Scenario 1A: Status Quo	Scenario 2: Infrastructure (No NHSFR)	Scenario 3: Master Plan
Net New Hotel Room Nights	19,223	24,194	22,902	21,374	28,585	53,444
Total Attendee Days	130,412	160,269	157,581	151,465	193,081	276,890
Net New Non Local Visitor Days	33,027	47,209	46,198	42,487	59,442	132,835
Direct Spending	\$8,007,326	\$12,873,028	\$16,588,735	\$15,393,787	\$20,325,362	\$40,997,174
Indirect/Induced Spending	\$3,196,397	\$5,155,632	\$6,646,097	\$6,169,754	\$8,130,921	\$16,357,438
Economic Output	\$11,203,723	\$18,028,660	\$23,234,832	\$21,563,540	\$28,456,284	\$57,354,613
Personal Income	\$3,876,585	\$6,310,406	\$8,148,246	\$7,580,472	\$9,948,036	\$19,591,973
Employment (full & part-time jobs)	138	225	291	271	355	691
State Sales Tax	\$223,864	\$312,451	\$393,699	\$356,821	\$496,245	\$1,255,458
County Sales Tax	\$55,966	\$78,113	\$98,425	\$89,205	\$124,061	\$313,864
County Lodging Tax	\$72,823	\$99,765	\$123,847	\$111,906	\$154,660	\$409,503
State Lodging Tax	\$54,617	\$74,824	\$687	\$641	\$858	\$1,603
Total Taxes	\$407,270	\$565,153	\$616,658	\$558,573	\$775,825	\$1,980,429

COST/BENEFIT ANALYSIS: Qualitative Benefits/Other Impacts

In addition to the quantifiable benefits associated with renovated/expanded Cam-Plex Multi-Event Facilities and its various facilities and elements, there are a number of existing and potential benefits that cannot be quantified. In fact, these qualitative benefits tend to be a critical factor in the consideration of public and private investment in projects of this nature. Some of these benefits are outlined below:

POTENTIAL TRANSFORMATIVE AND ICONIC EFFECTS

High profile, event facility projects, like Cam-Plex, can have extensive, long-lasting transformative impacts on the Campbell County community and destination, in terms of quality of life, community prestige, perception by visitors and non-locals, and other such effects.

QUALITY OF LIFE FOR RESIDENTS

New/enhanced event facilities provide diversified activities for local residents and families, which can make Campbell County a more attractive and enjoyable place to reside. Quality public assembly facilities can contribute to enhancing community pride, self-image, exposure and reputation. All these items can assist in retaining and attracting an educated workforce, particularly younger adults who often desire quality entertainment, cultural, sports, recreational, meeting and leisure amenities.

NEW VISITATION

New visitors will be attracted to the area because of event activity at Cam-Plex. These attendees, in turn, may elect to return to the area later with their families, etc. for a leisure visit after visiting the area for the first time.

SPIN-OFF DEVELOPMENT

New retail/business tend to sprout up near major event facility developments, spurred by the operations and activities associated with the facilities, representing additions to the local tax base. Enhanced economic growth and ancillary private sector development (or improvement) surrounding Cam-Plex may be spurred by the investment in the project.

ANCHOR FOR REVITALIZATION

Event facility and other tourism developments can oftentimes serve as an anchor for larger master plans and revitalization efforts. Multi-purpose event facilities, like Cam-Plex, can attract hundreds of thousands of attendees annually. This added visitation to an area or district can be critical to the health and vitality of existing nearby businesses, as well as providing the incentive for future investment by the private sector in business improvements and expansions.

OTHER BENEFITS

Increased synergy with the other event, hospitality, youth/amateur sports and entertainment facilities can lead to increased tourism activity to Campbell County.

COST/BENEFIT ANALYSIS: Cost of Not Investing in Cam-Plex

Importantly, an analysis was conducted of the long-term impact each of the identified Development Scenarios. As shown, over 30 years under the Master Plan Development Scenario, renovated/expanded Cam-Plex facilities would be expected to generate nearly \$1.5 billion in new direct spending in Campbell County, resulting in just under \$2.1 billion in total economic output. This is approximately \$866.9 million more in total direct spending, \$1.2 billion in total economic output, \$8.0 million in County sales tax revenue and \$8.4 million in County lodging tax revenue than the Status Quo Scenario in which no further investment is made to support Cam-Plex Multi-Event Facilities operations.

TOTAL ECONOMIC IMPACTS	Stabilized Year of Operations				Operating Years 1-30 Cumulative			
	Scenario 1:	Scenario 1A:	Scenario 2:	Scenario 3:	Scenario 1:	Scenario 1A:	Scenario 2:	Scenario 3:
	Base Case	Status Quo	Infrastructure (No NHSFR)	Master Plan	Base Case	Status Quo	Infrastructure (No NHSFR)	Master Plan
Net New Hotel Room Nights	22,902	21,374	28,585	53,444	801,176	746,432	937,740	1,489,882
Total Attendee Days	157,581	151,465	193,081	276,890	5,744,386	5,505,699	6,596,882	8,418,770
Net New Non Local Visitor Days	46,198	42,487	59,442	132,835	2,352,064	2,219,242	2,670,417	4,311,389
Direct Spending	\$16,588,735	\$15,393,787	\$20,325,362	\$40,997,174	\$662,717,143	\$611,906,451	\$807,083,377	\$1,478,813,329
Indirect/Induced Spending	\$6,646,097	\$6,169,754	\$8,130,921	\$16,357,438	\$265,683,686	\$245,428,099	\$325,797,259	\$600,944,299
Economic Output	\$23,234,832	\$21,563,540	\$28,456,284	\$57,354,613	\$928,400,829	\$857,334,550	\$1,132,880,635	\$2,079,757,628
Personal Income	\$8,148,246	\$7,580,472	\$9,948,036	\$19,591,973	\$323,723,049	\$299,491,431	\$397,029,232	\$722,674,996
Employment (full & part-time jobs)	291	271	355	691	11,511	10,661	13,757	24,149
State Sales Tax	\$393,699	\$356,821	\$496,245	\$1,255,458	\$17,104,835	\$15,579,129	\$21,717,502	\$47,394,494
County Sales Tax	\$98,425	\$89,205	\$124,061	\$313,864	\$4,276,209	\$3,894,782	\$5,429,375	\$11,848,623
County Lodging Tax	\$123,847	\$111,906	\$154,660	\$409,503	\$5,150,968	\$4,665,824	\$6,046,145	\$13,103,612
State Lodging Tax	\$687	\$641	\$858	\$1,603	\$200,091	\$198,443	\$204,188	\$220,753
Total Taxes	\$616,658	\$558,573	\$775,825	\$1,980,429	\$26,732,103	\$24,338,178	\$33,397,211	\$72,567,482

LETTER OF INTENT TO SPONSOR

February 7, 2024

Re: Private Sector Contribution
Wyoming State Shooting Complex

Dear Gillette Shooting Complex Task Force,

I hope this letter finds you well as you prepare your Letter of Interest to secure the State Shooting Complex in your community. I am writing to discuss a potential private sector contribution between 307 Arms, LLC and your esteemed organization.

We are dedicated to promoting and supporting the Firearms and Ammunition Manufacturing in this great United States of America and what better place to focus our efforts and capital than Wyoming. By partnering with us, you can gain access to our extensive network of manufacturers and retail outlets, exposure through our marketing campaigns, and the opportunity to make a significant impact on the Wyoming (Gillette) Shooting Complex.

As Mr. Engel presented at your meeting, we would be delighted to discuss this potential sponsorship partnership further and explore how our organizations can work together to achieve our shared goals. We eagerly await the opportunity to speak with the Task Force and discuss the possibilities in greater detail.

Thank you for considering our proposal. We look forward to the possibility of collaborating with you and making a positive impact on the Great State of Wyoming and your community.

Sincerely,



307 Arms, LLC



Campbell County Convention & Visitors Bureau

P.O. Box 1393, Gillette, WY 82717

307-686-0040 • info@visitgillettewright.com

February 14, 2024

State Shooting Complex
Oversight Task Force
200 W. 24th Street
Cheyenne, WY 82002

To Whom It May Concern:

I am writing today to express my strong support of Campbell County in their quest for the Wyoming State Shooting Complex.

As the Executive Director/CEO of the Campbell County Convention & Visitors Bureau and Gillette Main Street, I understand the importance of the economic impact from sporting facilities, not just for tourism but our communities.

Gillette is home to long-standing traditions, and we are extremely proud to include hunting, fishing, and shooting sports activities as some of the most anticipated and celebrated times of the year in Campbell County!

Here in Gillette, you'll find much more than the minerals beneath the surface. In this wild west country, we engrain the natural paradise of Wyoming with our own uncommon flavor for a surprisingly authentic experience. Gillette and Wright are tucked between some of our nation's most famous monuments, and we fuel visitors enroute to Devils Tower National Monument, Yellowstone National Park, and Mount Rushmore National Memorial. Like any good host, we know the importance of food, so our local chefs and restaurateurs have worked hard to earn our reputation as an up-and-coming regional foodie destination.

Let us show you around with our historic Downtown, Durham Bison Ranch, and coal mine tours. While here in Gillette be sure to visit all the one-of-a-kind, locally owned restaurants, breweries, cafes, and shops that add to our unique charm. Learn about our power and spirit at our local museums, search for over 100 community-wide statues, and enjoy outdoor seasonal weather activities at one of our many parks.

Thank you for your consideration, please let me know if I can be of further assistance. Please feel free to contact me at 307-686-0040 or jessica@visitgillettewright.com.

Kindest Regards,

Jessica Seders, MBA
Executive Director/CEO
Campbell County Convention & Visitors Bureau
Gillette Main Street

Charles Johnson
806 Ventura Ave.
Gillette. Wyoming

Wyoming State Shooting Complex Selection Committee

Subject: Letter of Support

Greetings,

As past president of the Gillette Gun Club, I would like to give my support for the Wyoming State Shooting Complex for the benefit of the shooting community of Gillette Wyoming.

I have two reasons for offering my support for locating the complex in Gillette.

First, the Gillette Gun Club has limited growth. Our property lease from the city is limited in size and the community of Gillette is growing around it.

The State shooting Complex would not damage the operation of the club. Most shooters use the range because it is in town.

Members have voiced a desire for a rifle range over two hundred yards (GGCs max). Members would like a facility for steel pistol and three-gun matches. Closure of the 307 indoor range has brought a need for an indoor range.

Second reason in support of the Wyoming State Shooting Complex is a facility for organizations like the USPSA, Amateur Trapshooting Association, National High School Rodeo Association, Wyoming Hunters Education, NRA, 4-H, Wyoming State High School Clay Target League and others.

All will bring economic benefits to the Gillette community.

Thank you for your consideration of Gillette.



Charles Johnson



Office of Economic Transformation

February 13, 2024

Dana.Miller@transformgillette.net

Rusty.bell@transformgillette.net

Subject: Letter of Support for siting the Wyoming State Sports Shooting Complex in Gillette

Dear State Shooting Complex Taskforce Members,

The purpose of this letter is to express the support of the Gillette College Foundation Office of Economic Transformation for the selection of Gillette and Campbell County as the site to be the permanent home of the Wyoming State Sports Shooting Complex.

The Office of Economic Transformation is an Economic Development Administration grant funded office, administered by the Gillette College Foundation. Our office supports the future economic diversity of Northeastern Wyoming. We assist entities with prioritization, planning and implementation of new ideas and concepts seeking to eliminate economic vulnerability.

Gillette and Campbell County have helped drive the State of Wyoming's economy for 4 decades. As we look at ways to diversify the economy considering declining thermal coal demand, being chosen as the site for the Sports Shooting Complex would be a big step in the right direction. Not only would Gillette and Campbell County be the best location due to infrastructure, but we also have a proven track record of public private partnerships to make things work. Being chosen would also send a message to NE Wyoming that the State of Wyoming has confidence in that will continue to flourish as a destination.

The Office of Economic Transformation fully believes that the location put forth by Campbell County is the best site for Wyoming. It will be a close neighbor to the Cam-plex Multievent Center, have access to all City of Gillette utilities and have full support from industry, outdoor non-profits, and public entities. It should also be mentioned that Gillette and Campbell County are one of the very few communities that has no state facility presence as we see in most other larger communities across Wyoming.

Accordingly, we are extremely pleased to support Campbell County and Gillette in the determining it to be the best location for operations and continual success for the Wyoming State Shooting Complex.

Sincerely,

Rusty Bell

Director Office of Economic Transformation

Dana L. Miller

Entrepreneurial Ecosystem Coordinator

Office of Economic Transformation



Wyoming Sportsman's Group
P.O. Box 7235
Gillette, WY 82717
wyosportsman@gmail.com

February 23, 2024

To the Office of the Campbell County Board of Commissioners,
Please consider this letter of support from the Wyoming Sportsman's Group for the Wyoming State Shooting Complex to be built in Campbell County.

Mission Statement

"We are a non-profit organization that financially supports conservation projects and outdoor sportsmanship in northeast Wyoming. We advocate for our fish and wildlife resources and promote the development of fishing, hunting, and shooting sports."

In the 10 years the Wyoming Sportsman's group has been in existence, we have provided funding and support for over 148 projects. Specifically, we have provided financial support to the 4H Shooting Sports, the High School Trap Shooting teams, and the Wyoming Game and Fish Hunter Education program.

Since our inception we have raised over \$730,000 to fund projects and have over 350 volunteers, donations, and sponsors. Most importantly, **ALL** the funds we raise stay in Wyoming. The support we receive from the community is demonstrated by the attendance at our annual banquet, where we have over 1100 people attend and volunteer.

The creation of the Wyoming State Shooting Complex in Campbell County would most definitely align with our mission and purpose of developing skills of hunting and shooting sports. In addition, having a facility like the Wyoming State Shooting Complex in Campbell County would allow families and individuals to participate in shooting sports and educational opportunities. We believe the addition of the shooting complex would be a perfect fit for our community.

Therefore, we as an organization unanimously have decided to offer our support to this endeavor. We are willing and able to provide financial support, and to attend future meetings to discuss project development. We look forward to working with all the entities involved in this project.

Sincerely,
Katie Holden
President, Wyoming Sportsman's Group



Town of Wright

February 27, 2024

mayor@wrightwyoming.com

barbara@wrightwyoming.com

Dear State Shooting Complex Taskforce Members,

The purpose of this letter is to express the support for the selection of Gillette and Campbell County as the site to be the permanent home of the Wyoming State Sports Shooting Complex.

The Town of Wright is located 38 miles south of Gillette on Hwy 59 in the heart of Coal Country in the Powder River Basin. Economic diversity has been the topic for Campbell County in the past few years with the decline of coal demand. Campbell county is diverse enough to accommodate the needs if chosen as the site for the Sports Shooting Complex. Campbell County is not new to the shooting sports scene, with it being a Fall/Spring sports opportunity in all Campbell County High Schools and an option in the 4H community as well. Having a facility like this would be highly welcomed and appreciated by those young girls and boys.

The Town of Wright can see the location of Northeast Wyoming would be the best site in Wyoming. Your organization would have full support from public entities, industries, outdoor non-profits and the shooting sports programs in the area.

The Town of Wright is excited to support the selection of Gillette and Campbell County as the site of the Wyoming State Sports Shooting Complex.

Sincerely,

A handwritten signature in black ink that reads 'Barbara Craig'.

Barbara Craig
Clerk/Treasurer
Town of Wright

www.wrightwyoming.com

Town of Wright - P.O. Box 70, Wright, WY 82732
395 Lariat Way, Wright, Wyoming
Ph 307-464-1666 - Fax 307-464-0813



Campbell County Office
412 South Gillette Ave.
Gillette, WY 82716-4200
(307) 682-7281 • fax (307) 686-8530

To Gillette Shooting Complex Task Force,

Campbell County 4-H is in support of the State Shooting Sports Complex being proposed in Campbell County. The 4-H Calendar year is October 1st-September 30th, last 4-H year we had 551 members (8-18 years old,) of those 551 members, 289 of them participate in Shooting Sports, making it the largest project area we offer. This also puts Campbell County Shooting Sports as one of the largest 4-H shooting sports programs in the state. Our goal as a youth shooting sports program is to provide a safe educational environment for youth to learn and appreciate shooting sports and hunting specialties. To participate in the 4-H shooting sports program members must take Hunter Safety. Some of our leaders are trained to teach this course and offer a minimum of four sessions per year in Gillette and one in Wright. This ensures that members are learning while participating in the sport. The educational piece teaches safety, responsibility, and sportsmanship.

Campbell County 4-H Shooting Sports offers programing in five disciplines: Archery, Air/.22 Pistol, Air/.22 Rifle, Shotgun and Muzzleloading. Families do not have to purchase their own equipment to participate in the program. We have equipment for each of the 5 disciplines that 4-H youth can use. We offer 4 large shoots throughout the year, that our shooters participate in. We have a Fun shoot, Jackpot shoot, County shoot and Family Fun Shoot. A facility of the proposed nature would be a boost to our programing and provide more opportunity for practice. Much of our practice schedule is now dependent on the weather. Our youth begin practices in January and continue through mid-July.

The 4-H motto is, 'To make the best, better.' Campbell County 4-H empowers young people with skills to lead for a lifetime. It's a research-based experience that includes a mentor, a hands-on project, and a meaningful leadership opportunity. All this year-round programming is provided to youth at little to no cost. Members only pay a \$20 enrollment fee for the 4-H year. This enrollment allows them to participate in any of the 42 different project areas we provide, ranging from cooking and sewing, to robotics and aerospace, to shooting sports and outdoor recreation, to livestock and small animals. There is a project area that will fit every child's interests.

Thank you.

Makala R. Riley

University of Wyoming Extension,
Campbell County 4-H and Youth Development Educator

Leslie Perkins
Public Information Officer
Campbell County Wyoming
500 S. Gillette Ave, Ste 1100
Gillette, WY 82716

February 7, 2024

RE: Campbell County application for the Wyoming State Shooting Sports Complex.

Energy Capital Economic Development (ECED) strongly supports the efforts of Campbell County, the city of Gillette and the network of partners working to bring the Wyoming State Shooting Sports Complex to Campbell County.

Energy Capital Economic Development (ECED) represents Campbell County and the City of Gillette for all economic development efforts. ECED has led this effort since 1984 when we were established as a 501(c) 6 Non-profit organization. ECED is very active in multiple aspects of economic development. The most active areas of work are the following:

1. Business Retention and Expansion efforts. This involves working closely with existing businesses and assisting them to grow and expand in our community.
2. Build and develop our entrepreneurial ecosystem. This is primarily accomplished with our FUEL Business Incubator where startup and existing small businesses in early stages can receive help and assistance.
3. The Wyoming Innovation Center (WylC) which is a business accelerator focused on advancing research from the lab level to the commercial level.
4. Working in partnership with the Campbell County task force to create a statewide sports shooting complex.
5. Recruiting new businesses to Campbell County and Wyoming.

ECED's efforts are guided by our Economic Development Strategic Plan. (attached) This plan was initially developed in 2015 by the board of directors. The plan is kept current with an annual review and revision session at the annual board retreat. The board reviews the plan and makes changes needed to make sure that the plan is providing the strategic direction needed.

ECED receives adequate funding from the combined efforts of the City of Gillette, Campbell County and the businesses in the community. This funding provides the operational funding that allows ECED to perform the work outlined in the strategic plan. For major projects such as FUEL, The WylC, and others ECED has sought grants from the Wyoming Business Council, The EDA and other sources. Through these successful efforts more than \$5 million has been brought into Campbell County for Economic Development Projects. ECED has the capability and willingness to assist in identifying and applying for Economic Development Grants that can be utilized for the this facility.

ECED will continue to work to build and diversify Campbell County's economy and views the Shooting Sports Complex as a key component of the CCVB's long term effort to develop a national sports center in Gillette. ECED fully believes that the location put forth by Campbell County is the best site for Wyoming. It will be a close neighbor to the Complex Multievent Center, have access to all City of Gillette utilities and have full support from industry, outdoor non-profits, and public entities. As Gillette and Campbell County are one of the very few communities that has no state facility presence as we see in most other larger communities across Wyoming, we feel that this facility should be placed in Campbell County.

Sincerely,

A handwritten signature in blue ink that reads "Phil Christopherson". The signature is fluid and cursive, with a long horizontal line extending from the end of the name.

Phil Christopherson



Economic Development

Revised and updated: April 2023

www.EnergyCapitalED.com

Long Term Strategic Plan

Mission

Stimulate and facilitate a diverse economy through business retention, expansion and recruitment.

Vision

Energy Capital ED is the community leader supporting and promoting an environment that sustains and generates employment and a healthy, growing, and diverse economy.

VALUES: Advocacy, Leadership, Innovation, Vision, Ethics – **ALIVE** –

Goal 1: Organizational Wellness

Strategies

1. Stable Funding
2. Board Structure
3. Community Outreach/Education
4. Compliance / Documentation
5. Reserve Funds
6. Board Development
7. Staff Development
8. Develop and implement plan to become Self-Funded

Goal 2: Business Retention and Expansion

Strategies

1. Business Outreach
2. Explore Value added for Existing Businesses
3. Advocacy for business, industry, and community
4. Determine Supply Chain Needs for Local Primary Businesses

Goal 3: Industrial / Business Park

Strategies

1. Develop and Maintain Inventory of Available Properties
2. Identify Potential Sites for Business and Industrial Parks
3. Identify community needs.
4. Identify and Obtain land to develop ECED owned business / industrial park.
5. Market Business and Industrial Parks
6. Work with local developers.
7. Repurpose Mine Infrastructure

Goal 4: New Business Development

Strategies

1. Partner with New Business Development Organizations
2. Recruit New Businesses
3. Assist with Business Grants & Loans
4. FUEL Business Incubator

Goal 5: High Impact (Awesome) Projects

Strategies

1. Develop / Recruit Large Industrial Plant Utilizing Local raw materials.
2. Develop / Recruit Industry unrelated to local businesses.
3. Work with local Organizations to support their growth and development plans.
4. Work with Partners to create a state facility in Campbell County
5. Work with partners to develop Adequate housing.

Energy Capital ED Board Members: Tyler Miller, Jeff Bumgarner, Dale Smith, Faron Ferguson, Tom Brantz, Nicole Wamsley, Dana Miller, Scott Durgin, Jim Hastings, Rusty Bell, Butch Knutson, Shay Lundvall, Matt Shahan, Lori Manning, Hyun Kim, Josh McGrath, Matt Ramey, Janell Oberlander, Gail Lofing, Matt Olsen