



JOINT MINERALS, BUSINESS & ECONOMIC DEVELOPMENT

April 2026





BIG PICTURE

WYOMING



UNDERSTANDING WYOMING

OVERVIEW

This work takes the whole team but is primarily the function of our [Regional Directors](#). This is the bridge between what is really happening on the ground locally to the leadership at the state level.

CRITICAL & MAKES A BIG DIFFERENCE

FUNDING

This is the work our regional team does.

AUTHORITY

Support to Communities
W.S. 9-12-101 through 9-12-114



COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDDS)

OVERVIEW

A CEDDS is a strategy-driven plan for economic development, required by the Economic Development Administration (EDA) to access funding through the agency. Wyoming, having no active Economic Development Districts (EDDs) has a statewide CEDDS to cover the state and keep the EDA pipeline open.

REQUIRED TO MAINTAIN ACCESS TO FUNDING

FUNDING

The [most recent CEDDS](#) was developed under a Statewide Planning Grant from EDA (funded through ARPA). The current CEDDS was produced entirely by our team.

AUTHORITY

EDA recognizes the statewide CEDDS in the absence of active EDDs.

W.S. 9-12-106



RURAL COMMUNITY PROJECT

OVERVIEW

An experiment to bring data to problem solving in some of our smaller communities. Initial engagement included 5 communities around the state. We are considering how best to compile what we learned, determine next steps for the current communities, and plan for future engagements.

DEEPER UNDERSTANDING OF THE PROBLEM

FUNDING

There is no specific budget for this project. Work has been shared between our strategy and regional teams.

AUTHORITY

W.S. 9-12-104



CHILDCARE WORKSTREAM

OVERVIEW

Activated during our work with the Harvard Growth Lab, [lack of childcare](#) was identified as a statewide barrier to growth. Workgroup includes Wyoming Departments of Workforce Services and Health, WY Community Foundation, WY Business Alliance, SBDC, and other partners.

LEADERSHIP AND UNDERSTANDING THE PROBLEM

FUNDING

There is no program budget. However, the work brings multiple agencies and groups together to work on the problem. NW Regional Director Kristin Fong has been leading the workgroup.

AUTHORITY

Supporting Wyoming's economy through leadership.



THE WYOMING ACADEMY

OVERVIEW

Developed in partnership with and hosted by Leadership Wyoming, [The Academy](#) is designed to connect and grow leaders who are building resilient communities in Wyoming. Three cohorts have completed the program.

GROWING THE TEAM OF 1000S

FUNDING

Funded through WBC Strategy budget.

AUTHORITY

W.S. 9-12-104 & 9-12-105



ECONOMIC FOUNDATIONS INSTITUTE (EFI)

OVERVIEW

Still in development, the EFI will create a standardized platform for creating educational materials. EFI will also develop a "basics" series for economic development education to help "level the playing field" for Wyoming communities.

EDUCATING THE TEAM OF 1000S

FUNDING

This is funded through the Services budget. Several team members have contributed to the development of this project.

AUTHORITY

Developing Economic Knowledge
W.S. 9-12-104 & 9-12-105



COMMUNITY

WYOMING



ASSESSMENT TO ACTION (A2A)

OVERVIEW

A2A is a locally-led, WBC-coached process to identify barriers to economic growth with the goal of transforming problems into informed and effective action. A2A is available to all communities and industry teams.

ALIGNED & MAKES A BIG DIFFERENCE

FUNDING

This is funded through our Services budget with one person, Amber Power, leading and many of the team, including regionals and others, supporting this work.

AUTHORITY

Support to Communities
W.S. 9-12-101 through 9-12-114



MAIN STREET

OVERVIEW

The statewide coordinating program of Main Street America, [WY Main Street](#) builds capacity and sustainability to Wyoming's downtown districts. The Main Street approach is a grassroots method of economic and community development, focusing on small business, historic preservation, and inclusivity. Main Street is community-led, relying on resident feedback and volunteers.

LOCALLY DRIVEN ECONOMIC DEVELOPMENT

FUNDING

This is funded through our Services budget with Kayla Kler leading and many of the team supporting this work. There is a Governor-appointed [Advisory Board](#) for the state program.

AUTHORITY

Support to Communities
W.S. 9-12-1101 through 9-12-1105



RURAL DEVELOPMENT GRANTS

OVERVIEW

Rural Development Grants are available in two categories:

- Community Economic Development Grants for projects that enhance quality of life
- Leadership Grants that grow business and economic development leadership skills (for both adult & youth organizations)

HELPS WITH SMALL CAPACITY BUILDING EFFORTS

FUNDING

Funding from the USDA that the State of WY received in 1938. Annually we spend only the interest on the account, the principle is roughly \$4M. Managed by Amber Power.

AUTHORITY

W.S. 9-12-104



BROADBAND

OVERVIEW

The [Wyoming Broadband Office](#) manages deployment of a few programs: Connect Wyoming 1.0, Connect Wyoming 2.0, CPF, and BEAD. Through these programs the goal is to get high-speed internet available to everyone in Wyoming.

CRITICAL INFRASTRUCTURE

FUNDING

In total, the broadband office has, over time, received \$475.5M in funding, however, the original \$10M in state funds has never been applied for. The federal funds are actively being invested, lead by Chad Bolling.

AUTHORITY

Supports connectivity
W.S. 9-12-1501 through 9-12-1510



BUILDING RESILIENT COMMUNITIES (BRC)

OVERVIEW

The [BRC program](#) allows the WBC to catalyze investment in publicly owned infrastructure. These investments help to enable more resilient communities through building capacity, both financial and people.

**ONE OF OUR MOST FLEXIBLE AND EFFECTIVE
COMMUNITY INVESTMENT TOOLS**

FUNDING

WBC has about \$85M in unobligated funds for BRC; however, that number is constantly in flux with loan payments, revenue recapture, and unused funds. The program is managed by Noelle Reed, and the entire investments team as well as the regional team participates in diligence.

AUTHORITY

Support to Communities
W.S. 9-12-601 through 9-12-603



OPPORTUNITY ZONES 2.0

OVERVIEW

The WBC hosts the [Opportunity Zones](#) (OZ) map for Wyoming on our website, and helped in the initial work for Wyoming.

NEW OPPORTUNITIES & NEW LEARNING

FUNDING

No funding associated – WBC is helping the Governor’s Office with data and strategy on defining updated OZ’s for Wyoming.

AUTHORITY

Support to Wyoming
W.S. 9-12-104



BUSINESS & INDUSTRY



AGRICULTURE PROMOTION

OVERVIEW

This is accomplished in many ways specifically in our work and partnership with other agencies and groups. This is the foundation for the Wyoming Table effort.

OTHERS SEE THIS AS IMPORTANT

FUNDING

No funding but we do use one WBC employee, Jill Tregemba, to lead this work.

AUTHORITY

Support for the agriculture industry
W.S. 9-12-109



WYOMING TABLE

OVERVIEW

Wyoming Table is an online platform to connect interested regional, national, and international buyers with our local producers. It's where customers in and outside Wyoming can access the most delicious food and drinks from our local ranchers, farmers, brewers, distillers, and more.

SUPPORTING BUSINESS

FUNDING

This is funded through our Services budget with one person leading and many of the team supporting this work.

AUTHORITY

Support for Wyoming growers & producers
W.S. 9-12-109



AGRICULTURAL BONDS

OVERVIEW

This program is idle and has been since the enabling legislation passed in 2022. The intent was for the WBC to help issue revenue bonds for specific agriculture processing projects. If an application comes through it will be a huge lift.

UNUSED & NOT A CURRENT FOCUS

FUNDING

There is no funding associated, just bonding authority. We do not have an internal expert on bonding.

AUTHORITY

Financial support for the Ag Industry
W.S. 9-12-109(b) & 9-15-701 through 9-15-702



BUSINESS LICENSING & PERMITTING

OVERVIEW

These efforts are contracted with the Wyoming SBDC. Licensing and permitting are fairly complicated, and because the Wyoming SBDC talks to a larger number and variety of businesses and is already helping get businesses started, it fits well within their mission and workflow.

CONTRACTED SO WBC CAN FOCUS

FUNDING

This is pass-through funding to the SBDC who has an employee specifically focused on this, and it fits better within their mission.

AUTHORITY

Support to Businesses
W.S. 9-12-108



BUSINESS RECRUITMENT

OVERVIEW

Successful business recruitment can take 10+ years and can also happen in short order. These efforts focus on promoting Wyoming to companies seeking relocation or expansion, as well as working with Wyoming communities to ensure they are ready for prospects that could be a fit for their community.

TAKES TIME & MAKES A BIG DIFFERENCE

FUNDING

This is primarily the role of two people at WBC, Wendy Lopez, and Chance Price. We also have a budget that covers travel and trade shows like SHOT Show.

AUTHORITY

Support to Communities
W.S. 9-12-105



CHALLENGE LOANS

OVERVIEW

The Challenge Loan program is actually many different types of loan programs under the larger umbrella of Challenge Loan. These loans each address slightly different challenges and are mostly designed to sustain the economy in participation with banks.

FILLS A KNOWN GAP IN BUSINESS FINANCING

FUNDING

WBC has about \$26M either working or available to be put to work with these programs. John Wendling manages the program with some help from the investments team.

AUTHORITY

Support to Businesses

W.S. 9-12-301 through 9-12-308



LARGE LOAN

OVERVIEW

Designed to help finance large impact projects (More than \$5M). These loans can be up to \$25M but are qualified for by economic impact data. Only one loan has been made, when the program was under the Treasurer's Office. WBC has never originated a large loan.

UNUSED BECAUSE OF MISALIGNED INCENTIVES

FUNDING

Started with an appropriation of \$25M that is continually appropriated and can gain interest. John Wendling manages this program.

AUTHORITY

Support to Large Impact Businesses
W.S. 9-12-308



ENTREPRENEURSHIP ECOSYSTEM BUILDING

OVERVIEW

Successful entrepreneurship hubs all have a strong ecosystem. Creating the environment for the ecosystem to develop is a delicate balance of intervention and patience because it should be entrepreneur led. Identifying and vetting resources and serving entrepreneurs is a large part of the work.

ALIGNED & MULTI-LAYERED FUTURE BENEFITS

FUNDING

Some partnership funding is involved as well as some of the Services budget. Taylor Vignaroli manages this work with the help of Brittnie Faulkner, then WYVC team, and partners.

AUTHORITY

Support to Communities
W.S. 9-12-105 & 9-12-1401 through 9-12-1408



KICKSTART

OVERVIEW

The [Kickstart](#) program currently provides up to \$50K in non-dilutive grants to help businesses get started and on their way to a first major milestone. This is a gap in the ecosystem and the funding continuum for Wyoming startups. Because of that it also happens to be one of the programs with outsized impact vs. investment.

YOUTH RETENTION & OUTSIZED ECONOMIC IMPACT

FUNDING

Funding for Kickstart is currently through the ENDOW budget at the Governor's Office. We have asked for future funding. Brittnie Faulkner manages Kickstart.

AUTHORITY

Support to Early-stage Businesses
W.S. 9-12-105



SMALL BUSINESS INNOVATION RESEARCH / SMALL BUSINESS TECHNOLOGY TRANSFER (SBIR/STTR)

OVERVIEW

Designed to support Innovation and R&D in Wyoming, the [SBIR Matching Grant program](#) provides matching grants for SBIR/STTR federal awards. Currently limited by statute and not iterating as fast as the federal government.

INNOVATION & OUTSIZED IMPACT

FUNDING

Originally funded through ENDOW, and recently was part of the WBC standard budget. Brittnie Faulkner leads this work.

AUTHORITY

Support to Innovation
W.S. 9-12-105 & 9-12-1405



SSBCI (WYVC)

OVERVIEW

The State Small Business Credit Initiative (SSBCI) was part of ARPA, designed to help small businesses within Wyoming.

Wyoming chose to use this allocation to address the chicken-and-egg problem with deal flow and investment within the state and created the [Wyoming Venture Capital](#) (WYVC) fund.

COULD BE THE BIGGEST IMPACT TO OUR ECONOMY

FUNDING

SSBCI is a federal allocation to Wyoming, and the authority has been delegated from the Governor to WBC to manage these federal dollars (\$58.4M). Managed by Gordon Finnegan and Rylan O'Bryan who are both federally funded.

AUTHORITY

Support to High-growth Businesses
W.S. 9-12-104



MARKET EXPANSION GRANTS (MEG)

OVERVIEW

MEG's primary focus is to help businesses overcome challenges associated with expanding into new markets outside Wyoming. Companies can apply for two grants of up to \$4,000 per year to cover marketing expenses. A secondary goal is relationship building with new companies, offering direct assistance to think through their market expansion strategies.

BUSINESS DEVELOPMENT

FUNDING

This is funded through our Services budget with one person, Kade McMillan, leading and reviewing funding applications.

AUTHORITY

W.S. 9-12-105



STATE TRADE EXPANSION PROGRAM (STEP)

OVERVIEW

STEP is a federally funded program intended to increase exports from the US offering two basic services to Wyoming companies:

- Trade show grants up to \$5,000 (or 75% of costs) to attend a trade show with an export emphasis
 - Sponsored trade show space that the WBC procures using STEP funds
- The WBC provides required matching funds to this program through salary and existing expenses, such as booth space.

PROMOTES BUSINESS EXPANSION

FUNDING

This is a federally funded program that Kade McMillan leads.

AUTHORITY

Support to Businesses
W.S. 9-12-104



ASIA PACIFIC TRADE OFFICE

OVERVIEW

Located in Taipei, Taiwan, the [APTO](#) focuses first on working with Wyoming companies to explore the Asia Pacific market for their products. A secondary focus is connection to companies in Taiwan seeking expansion or relocation in the US, then introduction to the WBC recruitment team. The office also hosts various delegations from Wyoming as they visit Taiwan on official missions, or more informal information gathering visits to the island.

ALIGNED & MAKES A BIG DIFFERENCE

FUNDING

This is funded through our Services budget with one person leading and many of the team supporting this work. Funding for this office is projected to move to the Governor Office in FY27.

AUTHORITY

Support to Communities
W.S. 9-12-101 through 9-12-114



**MORE THAN THE
PROGRAMS**

WYOMING



WBC STRUCTURAL FOUNDATION

OVERVIEW

None of this would be possible without our phenomenal Operations and People & Performance teams. They oversee hiring, keeping tech updated and secure, accounting, contracting, looking at the big picture, completing transactions, auditing, public records requests, and so much more that enables the whole team to be successful in strengthening Wyoming's economy.

ABSOLUTELY CRITICAL & ESSENTIAL

FUNDING

This is the heart of the WBC team.



PARTNER MANAGEMENT

SBDC/BUSINESS RESOURCE NETWORK

Partially funded through the WBC, allowing the [Wyoming SBDC](#) to serve more Wyoming businesses. This includes market research, SBIR assistance, and federal contracting coaching.

MANUFACTURING WORKS

Partially funded through the WBC, so that [Manufacturing Works](#) can focus on serving Wyoming manufacturers.

WYO. WOMEN'S BUSINESS CENTER

The [WWBC](#) is partially funded through the WBC with the mission of empowering entrepreneurs, especially women, to start, expand, and sustain micro-businesses in Wyoming.



PARTNER MANAGEMENT

STARTUP WYOMING

Mostly funded through the WBC, [Startup Wyoming](#) supports Wyoming startups, specifically high-growth ventures. With the goal of helping to encourage the growth of the entrepreneurial ecosystem.

MHP (AUDIT)

[MHP](#) is the contractor that has managed the WBC audit for many years. The Accounting team spends months preparing for and working through the audit each year.

THREE ELEPHANT PUBLIC RELATIONS

Specialized PR and digital marketing contractor that also helps create our annual reports. Amy Quick manages [Three Elephant](#) and the voice and strategy of everything that goes out.



PARTNER MANAGEMENT

KALEN MARKETING SOLUTIONS

[Kalen](#) is our website contractor who originally developed the WBC website. They host our website, and have helped create microsites and facilitate the more complicated updates and changes to the WBC website.

MONDAY (CRM)

Monday.com is our new CRM and application portal that will replace the current Salesforce system. We are actively developing new applications and tracking to help us be more focused and efficient.

SALESFORCE

Historical CRM, application portal, reporting, and location of the majority of the data for the last 20ish years. The platform is highly complicated, hard to work with, and very expensive to upkeep with lots of technical debt.



PARTNER MANAGEMENT

CTC (BROADBAND)

CTC is our broadband contractor assisting the WBC/WBO to navigate the ARPA and IIJA Federal Broadband Programs. Their work includes federal application development, working directly with providers, and processing draw down requests, among several other pieces of work and constant contact.

WYOBIZLINK

Designed to help entrepreneurs in Wyoming find the resources available at each step of starting a business. [Wyo BizLink](#) was paid for with WIP funding.

WAREHOUSE 21

Creative assets are primarily developed by the [Warehouse 21](#) team, overseen by Amy Quick and other members of our team. This includes templates for memos, presentations, board materials, etc. for many of the unique segments of the work we do. This also includes Trade Show displays and booths.



PAST PROGRAMS

PREMIUM HEIFER

The WBC provided staff to the Premium Heifer program, which was a privately run source and age verification system, meant to increase the price cattle producers received for animals at slaughter, being able to document the animal's history. Wyoming producers received a discount on the verification, because of the WBC provided staffing.

MADE IN WYOMING

A program that offered "Made in Wyoming" branding to small businesses around the state. The program operated a "storefront" at the Wyoming State Fair and Cheyenne Frontier Days as well as a paper catalog and presence at the Denver Merchandise Mart.

GROWN IN WYOMING

A food product specific program with similar purpose to Made in Wyoming. The precursor to Wyoming Table.



PAST PROGRAMS

CDBG

Federally funded through HUD, the Community Development Block Grants (CDBG) is a formula-based grant focused on expanding economic opportunities for low- to moderate-income individuals. The program was transitioned to WCDA for a better mission fit.

COMMUNITY REVIEWS

Started in 2000, an assessment and strategic planning process for communities under 10k. Tailored to each community and focused on a wide range of issues, team members from WBC (and other organizations) conducted on-the-ground listening sessions to compile local input and develop and present a plan for moving forward. Precursor to A2A.

STATE ENERGY PROGRAM

Funded through DOE, with a required state match, funds energy audits and efficiency retrofits for local governments, K-12 schools, and small businesses. The program was transitioned to the Wyoming Energy Authority for better mission alignment.



AGENCY PARTNERS

DEPT. OF WORKFORCE SERVICES

The [Department of Workforce Services](#) (DWS) focuses on developing a thriving workforce in Wyoming. The Workforce Development Council (a Governor-appointed board) helps set direction for the agency.

OFFICE OF TOURISM

The [Wyoming Office of Tourism](#) is the agency charged with bringing non-resident visitors to Wyoming by promoting the state as a vacation destination. WOT is primarily funded through a dedicated 5% statewide lodging tax. Governed by a nine-member board.

WYOMING ENERGY AUTHORITY (WEA)

The [WEA](#) sets the overarching goals for Wyoming's all-of-the-above energy strategy. Governed by a seven-member (plus five ex-officios) board.



OTHER PARTNERS

WY COMMUNITY DEVELOPMENT AUTHORITY

The [WCDA](#) is an instrumentality for the state (not an agency, not state funded) and administers programs to support home buyers as well as developers focused on affordable housing. The WCDA governed by a 9-member board.

EXPLORE MORE PARTNERS

All partners are listed on the partners page of the WBC website: wyomingbusiness.org/partners/

WYOMING STATE CHAMBER OF COMMERCE (WSCC)

The [WSCC](#) supports the development of Chamber professionals around the state by providing education, resources, and networking opportunities. WBC provides funding annually for scholarships for professional development.

WAM/WEDA/WCCA

[WY Assoc of Municipalities \(WAM\)](#) & [WY County Commissioners Assoc \(WCCA\)](#) represent Wyoming's municipalities and counties, respectively. They provide support, education, and advocacy to local elected representatives. The [WY Economic Development Assoc \(WEDA\)](#) is under WAM.



WE ARE WBC



**LEAD ECONOMIC GROWTH
BUILD RESILIENT COMMUNITIES
CREATE OPPORTUNITIES TO THRIVE**

214 W 15th ST, CHEYENNE, WY 82002
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WYOMING'S ECONOMIC DEVELOPMENT STRATEGY

Our Big Problem: The composition of economic activities in Wyoming is not positioned to sustain a high quality of life across all parts of the state.

Through leadership, policy and investments, the Wyoming Business Council builds resilient statewide systems and teams to solve the most important barriers to economic growth.





WHO WE ARE

We are a diverse team of people across the entire state of Wyoming, working together to create new opportunities for current and future generations of Wyomingites.

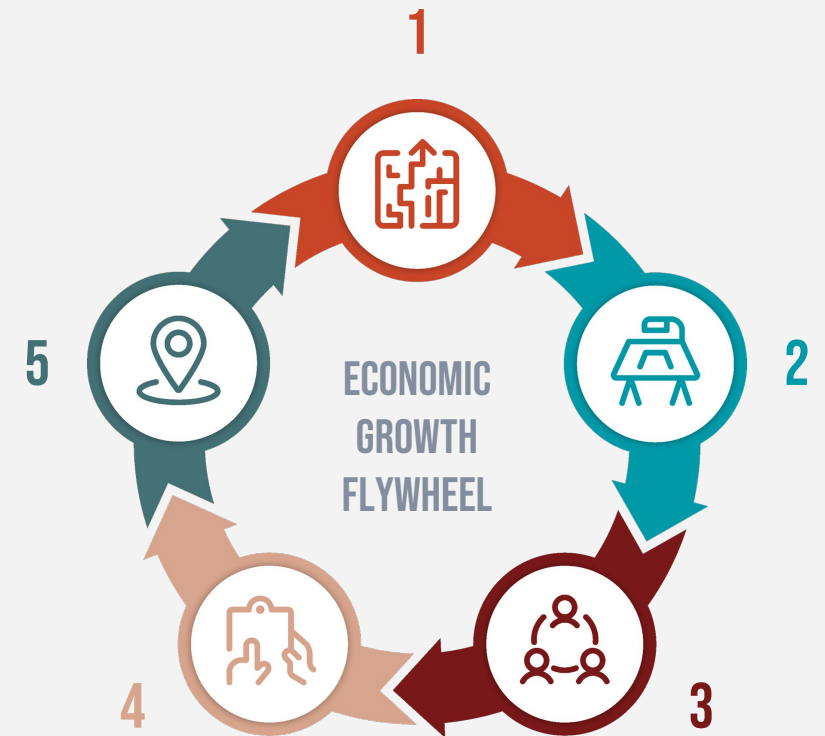


OUR VISION

Our vision is to create diverse, broad, and lasting growth so that Wyoming can prosper no matter the economic climate or status of individual sectors.

STRATEGY EXECUTION THE WBC WAY: PROBLEM ANALYSIS

- Laser focus on the big problem and smaller ones that contribute to it
- Data and locally driven, iterative approach
- Working together, building local capability, and letting go to scale



1. DETERMINE BINDING CONSTRAINTS
2. CREATE/ATTRACT COMPELLING PROJECT
3. GATHER RESOURCES & PARTNERS
4. DO THE RIGHT PROJECT
5. GENERATE LOCAL CAPACITY



STRATEGY EXECUTION THE WBC WAY: PROBLEM ANALYSIS

Above the surface, we see symptoms. When we dig deeper, we find root causes that can be addressed to relieve the symptoms. Interviews, data collection, and analysis to repeatedly ask and answer “Why?” reveals deeper and deeper insight.

