

2011
ANNUAL REPORT

CASPER AREA

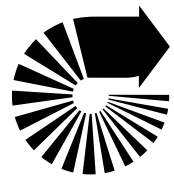
ECONOMIC DEVELOPMENT

ALLIANCE, INC.

and

ECONOMIC DEVELOPMENT

JOINT POWERS BOARD



Casper Area Economic Development Alliance, Inc.

300 South Wolcott Street, Suite 300

Casper, Wyoming 82601

307.577.7011 800.634.5012 Fax: 307.577.7014

www.casperworks.biz info@caeda.net



TABLE of CONTENTS

Letter from the CAEDA Board Chairman	2
Letter from the EDJPB Chairman	4
CAEDA Financial Report	5
Casper Area Innovation Center	6
CAEDA in the Community	7
Business Assistance	8
Membership Activities	9
CAEDA Committees	10
Message from the President & CEO	12
Staff Activities	14
The Economic Development Organization	16
CAEDA-Forward Casper Investors	17



Bob West
Chairman

LETTER from the CAEDA BOARD CHAIRMAN

December 2011

Dear Forward Casper Investors and Community Members,

Thanks to your support, Casper and Natrona County are growing! I am reminded time and time again that Casper is a spectacular place to live, raise a family and do business. The CAEDA Board and Staff have worked tirelessly during this past year, and I would like to reflect on some major accomplishments that have taken place because of their efforts.

As Chairman of the CAEDA Board of Directors, I am continually impressed with the organization's ability to move quickly and adapt appropriately to the changing needs of the community. We have re-energized many of our committees, and they are actively pursuing leads, hosting meetings and conducting research on the strengths and weaknesses of Natrona County. I am confident that in 2012, we will see great accomplishments and many new projects that will arise from these committees' efforts.

Another accomplishment that has taken place this year is the continued development of the Casper Area Innovation Center (CAIC).

- FCI Constructors was named the construction firm.
- Mike Jones was named the Owner's Representative.
- In June, community members enjoyed the Ground Breaking Ceremony where Governor Matt Mead acted as the special guest speaker.

Furthermore, I am very pleased to announce that American Tire Distributors has expanded its facilities in Natrona County. Currently, American Tire Distributors operates an approximately 10,000 square foot warehouse and fulfillment center in Casper near the intersection of Wyoming Boulevard and Second Street. American Tire's new facility, which they hope to occupy by January 2012, will measure nearly 80,000 square feet and will be located in the Salt Creek Heights Business Park.

Marketing our community remains a top priority for CAEDA. The staff has been very active this year representing Casper at various events including the national Windpower 2011 Expo in Anaheim, California and the National Business Incubation Association's (NBIA) Fall Training Institute in Oklahoma City, Oklahoma. CAEDA continues to publish the *Community Data Book*, *CAEDA Directions* newsletters and *Casper-Natrona County Manufacturing & Industrial Directory* in-house. The CAEDA staff provides grant-writing services to better enable prospects to be successful in acquiring funds to locate and grow in Natrona County.

2011 CAEDA BOARD of DIRECTORS



*Bob West
Chairman*



*Tim Kugler
Vice Chairman*



*Chris Lorenzen
Secretary*



*Jim Porter
Treasurer*



Paul Bertoglio



Jeff Bishop



Tom Brauer



Don Davis



Karin East



Lisa Hubbard



Mike Huston



Bill McDowell



Dr. Walter Nolte



Bob Sutter



Keith Tyler

The staff also contributes articles and advertisements to numerous publications and produces targeted mailings throughout the year. Many of these promotional materials are also found on CAEDA's website, www.casperworks.biz, a great informational resource for businesses and individuals who want to learn about the Casper-Natrona County region.

Inside this annual report, you will find even more information pertaining to the many activities that CAEDA implemented and participated in this past year. You will also find additional information and discussion of future economic possibilities. Without the cooperation of local businesses and community leaders like you, economic development would be a slow and laborious process. Because of you, we are already building and expanding our economic development achievements in Casper and Natrona County. Thank you again for your support!

Sincerely,
Bob West

LETTER from the EDJPB CHAIRMAN



Mark Pepper
Chairman

Economic Development

Joint Powers Board



Bill
Brauer



Keith
Goodenough



Matt
Keating



Terry
Wingerter

December 2011

Dear Forward Casper Investors and Community Members,

The EDJPB is comprised of two Natrona County Commissioners, two Casper City Council members and an at-large member appointed jointly by the commission and council to work closely with CAEDA and other strategic partners to enhance and promote economic development in Natrona County.

Interest in projects for Casper and the Natrona County area remain high despite the cautious economy. In the coming months, the Casper area will see many new, expanded or enhanced assets coming online to continue to drive growth in our area. The Casper Area Innovation Center will open, building expansion at Casper College is continuing, several large operations (Kenworth, American Tire Distributors and Coca Cola) will come online. The expanding medical community will provide the area with new assets from which to attract new, expanding or relocating companies.

But, more must be done to make sure the Natrona County area is truly “business ready.” More assets must be made available and infrastructure to meet the needs of evolving technologies to be constructed and/or enhanced. The overwhelming support for the One Cent Tax approved by the voters will help provide funds to keep economic development efforts humming.

Energy development has always been a mainstay of the Casper area economy. New technologies to enhance existing energy sources or harness and develop other sources will also provide Casper with opportunities for continued growth.

It is an exciting time to be involved with economic development in Natrona County and the state of Wyoming. Many business leaders point to economic slowing or uncertainty as the prime time to invest in the future. We will do our part in making sure Natrona County has the assets, talent base and resources to address new opportunities that ARE coming.

The EDJPB would like to thank the CAEDA investors and community members for the roles they play in providing a strong economic base to foster continued growth in the coming months and years.

Sincerely,
Mark Pepper

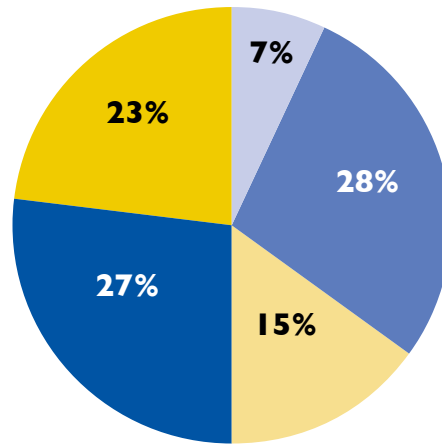
CAEDA FINANCIAL REPORT

FY 2011 FINANCIAL SUMMARY

Total Revenue: \$605,395

Corresponding Expenses:

Marketing & Business Development	\$ 44,576 (7%)
Personnel & Administration	\$ 166,864 (28%)
Office & Operations	\$ 90,422 (15%)
CAIC Operations	\$ 163,199 (27%)
Re-Investment (Incentive Acct.)	\$ 140,334 (23%)



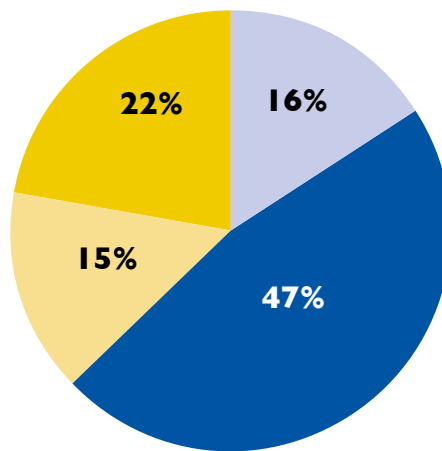
FY 2011 was another stable year for CAEDA financially due to the Board's prudent oversight of public and private funds. CAEDA remains financially capable of providing excellent economic development services to Natrona County. Sound financial management remains a primary objective of CAEDA for 2012 as it is essential to CAEDA's success in project development, marketing and daily operations.

FY 2012 PROGRAM BUDGET

Total Revenue: \$661,347

Corresponding Expenses:

Marketing & Business Development	\$105,927 (16%)
Personnel & Administration	\$311,143 (47%)
Office & Operations	\$ 96,650 (15%)
CAIC	\$147,627 (22%)



CASPER AREA INNOVATION CENTER



YESTERDAY



TODAY



TOMORROW!

Dear Forward Casper Investors and Community Members,

The Casper Area Innovation Center (CAIC) is on target for an opening in 2012. Several milestones were met in 2011. FCI Constructors, Inc. was selected by bid as our construction company. Demolition of the addition to the AMOCO Building was completed. Interior demolition was started with the idea of preserving the historical components of the building while at the same time upgrading the facility to meet current codes. Foundations were poured, steel was put up, stairs and elevators were built, old windows are being removed and new, energy efficient models will be added. The exterior colors have been selected and approved. The building will soon be enclosed and work on the interior will progress over the winter months. We are currently working with a business interior designer to oversee the bid process for our interior design needs. And, the work goes on!

Outside of the construction process, the business building part of this project has netted some interesting results. We have been contacted by close to twenty companies with a variety of business information needs. In addition, we have been conducting our due diligence on a potential anchor tenant. We continue to be available for speaking engagements to promote the Innovation Center and would enjoy the opportunity of giving your organization a personal update on this project at your meetings.

As a member of the Board of Directors for the National Business Incubation Association (NBIA), I have been asked to be a presenter and/or panel member at various conferences. These include the NBIA as well as the Canadian Association of Business Incubation (CABI). I have attended several conferences in Wyoming as well as in Colorado as they pertain to the business development in the northwest. In addition, I have been asked to be on the board of the newly formed Rocky Mountain Incubation Collaborative. This is an exciting project because it will give those of us who manage business incubators in this part of the country a collaborative forum in which to discuss and solve our own unique set of issues.

We are currently putting together the Operating/Advisory Board which will have oversight of our operations as we go forward with this project. Input from the community is vitally important to our success and we look forward to this affiliation.

Please take a look across the river as you drive by and watch us grow!

Sincerely,
DeAnna Adams
Director, Casper Area Innovation Center

CAEDA in the COMMUNITY

20-40 DEMOGRAPHIC

During 2011, CAEDA took on the challenge of discovering what the 20-40 ages demographic wanted from our community. In May, we held two listening sessions. Approximately 40 individuals from the 20-40 demographic attended these listening sessions and brought forth a wide range of topics of interest and concern. Three focus topics were identified: Downtown Development; Politics and Leadership; and Business Investment. Question and answer sessions on these topics were set up with appropriate individuals from the community sitting on panels to present information and answer questions from the 20-40 demographic. These sessions have been very successful and have allowed the 20-40 demographic an avenue to become more knowledgeable and involved in our community. Additionally, CAEDA has discovered a wealth of creative ideas and energized individuals who will be important contributors to Casper's economic future.

BUSINESS OUTREACH PROGRAM

In August 2011, CAEDA implemented an existing business outreach program. Staff member Mindi Roylance has been visiting and surveying existing businesses within our service area. CAEDA's original goal was to try to meet with one or more businesses each week. In the first eight weeks of this effort, Mindi has visited with thirteen businesses. Businesses are encouraged to call the CAEDA office if they are interested in visiting with CAEDA personnel. Through these surveys, CAEDA has had an opportunity to connect with local businesses and discovered ways to assist them as they plan for future development. This important program will continue as an ongoing effort to support and grow our existing business base in Casper and Natrona County.



BUSINESS ASSISTANCE

AMERICAN TIRE DISTRIBUTORS

This project is a local expansion/relocation of the existing 10,000 square foot American Tire Distributors warehouse and fulfillment center located behind the Plains Tire store near the intersection of Wyoming Boulevard and Second Street. Their new 80,000 square foot building located in Salt Creek Heights Business Park expects to open in early 2012. Given the substantial increase in size, American Tire Distributors anticipates adding a number of new positions at the new distribution facility.



Construction of American Tire Distributors



American Tire Distributors

MOTOR POWER EQUIPMENT (KENWORTH)

CAEDA supported Bar Nunn in submitting a successful Community Development Block Grant application for a left turn lane at this new building site on the North Salt Creek Highway. Motor Power Equipment will sell new and used Kenworth trucks as well as parts and service for all brands of large trucks in its new 23,000 square foot facility.



ROCKFORD CORPORATION & CH2M HILL ENGINEERING

A CAEDA referral led to the selection of Casper/Natrona County International Airport (C/NCIA) as the temporary lay-down site and Natrona County headquarters for Rockford Corporation and CH2M Hill Engineering. This location provides increased activities, local employment opportunities and increased revenues for C/NCIA and the surrounding area.

According to Glenn Januska, Airport Manager, "While these are not long term leases, the revenue generated is not insignificant, and we are happy to play a part in the pipeline construction. All of this, of course, was a result of that initial e-mail from you. A big thank you to you and CAEDA for your role in not only these projects but all that you have done to support the Airport!"

NEW, EXISTING BUSINESS AND COMMUNITY DEVELOPMENT ACTIVITIES

During 2011, CAEDA was involved in numerous new business, existing business and community development projects. We responded to new business leads from the Wyoming Business Council and other local and national sources. CAEDA also focused efforts in local existing business and community development projects providing site and building selection, grant and business plan writing, infrastructure development and financial structuring assistance.

MEMBERSHIP ACTIVITIES

The success of CAEDA in local economic development is directly linked to you, the Forward Casper investors. This organization and the success of economic development in the Casper area rely on the business expertise, community networks and national contacts you, the stakeholders, are able to provide. The level of public awareness of economic development responsibilities and opportunities continues to be raised through special events and publications.

QUARTERLY BREAKFAST MEETINGS

The CAEDA Quarterly Breakfast Meetings continue to be popular gatherings for investors, guests and community leaders.

This past Spring, Steve Elledge, President & CEO of CAEDA, presented his overall concept of Economic Development. Additionally, he stated that the objective of this presentation was twofold: to inform the Forward Casper Investor Group as to what was currently being done; and also to gather feedback that could be utilized, looking forward, as CAEDA Board and Staff zeroed in on their objectives.

Ryan Whitehead and Mike Martin of the Wyoming Business Council introduced its new Wyoming Small Business Investment Credit Program at the Summer Quarterly Breakfast. This program is designed to provide an alternative source of capital to Wyoming small businesses and entrepreneurs.

At the Fall Quarterly Breakfast, Tim Stubson of the Wyoming House of Representatives gave a legislative update as well as an overview of the redistricting that was being discussed within the Legislature.

CAEDA COMMUNICATIONS

Another popular investor benefit is *CAEDA Directions*, CAEDA's quarterly newsletter. The publication provides informative business articles, tracks local economic progress and highlights community successes throughout the year. In the Fall 2011, CAEDA Staff decided to go green and began distributing the newsletters using an electronic format. CAEDA also submits an article to the Casper Area Chamber of Commerce's monthly newsletter for an even greater local audience.

In addition to the newsletter, CAEDA represents the community by publishing articles, issuing press releases and placing advertisements in a wide variety of media publications. CAEDA staff keeps the Forward Casper Investors and Community Leaders up-to-date by utilizing its newly introduced Constant Contact program and recently created a page on Facebook in hopes of communicating with a broader population. Finally, CAEDA's website, www.casperworks.biz, is updated on a regular basis with the latest community data, Targeted Industry studies and other news that is accessible at any time.



Tim Stubson speaks at the Fall Quarterly Breakfast.

CAEDA COMMITTEES

Forward Casper and Community Relations

The Forward Casper and Community Relations Committee has focused on two priorities over the past year: 1) attracting members that had recently dropped their membership and 2) updating our brochure to clearly state the benefits of membership. With respect to priority #1, we have increased our membership from 62 in February 2011 to 75 currently. This includes two new \$10,000 members. Our new brochure is nearly complete and the final version should be approved by our new Executive Director and submitted to the Board in January 2012.

Mike Huston, Chairman

Higher Education

The new CAEDA Higher Education Committee is very excited about discussions it has been having with the University of Wyoming (UW) and Casper College (CC) concerning the possibilities which may be available to expand higher education opportunities in the Casper area. A 2007 CAEDA sponsored analysis of the Casper area's Strengths, Weaknesses, Opportunities and Threats (SWOT) indicated that one of the significant disadvantages that the Casper area has in recruiting new businesses is the lack of adequate four year degree opportunities for their employees and families. Unfortunately, Casper does not measure up well when compared to higher education opportunities in surrounding communities in the Rocky Mountain area with whom we continually compete for new business relocations and/or expansions. Some of these communities include Fort Collins, Greeley, Grand Junction, Pueblo, Santa Fe, Kearney, Chadron, Spearfish, Rapid City, Billings, Bozeman, Missoula, Idaho Falls, Pocatello and various Utah communities.

Site selectors who are hired by companies to consider various relocation/expansion locations for their clients have indicated that they do not rate the Casper area very high in the criteria involving higher education opportunities. Our committee has taken this 2007 report and past comments very seriously, and our goal is to try to address these issues. We are being very realistic and are not discussing any type of standalone four year institutions at the present time. Our goal is to consider what can be done to enhance the higher education opportunities in the Casper area to help make us more competitive and attractive for economic development. Accordingly, we are having discussions at a very high level with representatives of the University of Wyoming and Casper College to explore and indentify options which would bring more higher education opportunities to our area.

Many citizens may not know that there has been a very high level of cooperation between UW and CC, since UW/CC Center started in Casper in 1976. This relationship has already given about 3,100 upper level degrees since its inception. With the recent presence of UW offices being relocated on the CC campus, our committee feels it is time to consider taking this relationship to a higher level, and it is exciting that the UW and CC leadership are in agreement. We will be having subsequent meetings and requesting community input in trying to identify additional degree programs that should be considered. We would welcome any suggestions from our community.

Jim Porter, Chairman

Infrastructure Development Task Force

The Infrastructure Development Task Force met several times throughout the year to investigate and summarize the community's existing infrastructure capabilities. Based on these meetings, the task force has established some open lines of communication between city agencies, local utility companies, private developers and local industries. The objective of this task force is to establish a strong foundation and link between all of these agencies to enhance new development, redevelopment and expansion.

Tom Brauer, Chairman

Project

The objective of the Project Committee is to develop local incentive packages and oversee the application for local business and economic development incentive funds. The Project Committee met sparingly throughout the year but became re-energized in October with a couple different projects. The Project Committee focused its attention on these projects based on the observations made in the SWOT Analysis.

The Project Committee is looking forward to continuing these projects into 2012 and further enhancing the economic impact in Casper and Natrona County.

Bob West, Chairman

Transportation

Although the Transportation Committee has held no meetings, as the Chairman, I have attended the Metropolitan Planning Office Transportation Committee meetings. In attendance is Lowell Fleenor, and we have discussed the CAEDA Transportation Committee. I have also had conversations with Glenn Januska regarding the committee and his activities as the Airport Manager. I have been invited to the quarterly meetings of his committee, consisting of community leaders and Steve Elledge.

Don Davis, Chairman

Workforce Development and Industry Partnership

The rejuvenated Workforce Development and Industry Partnership Committee has had a busy year! This committee is exploring workforce issues in an attempt to provide and strengthen the workforce needs of the local economy. In the first part of 2011, this Committee defined several key industries in Natrona County on which to focus its attention. The first of these industries was the Healthcare Industry.

The Committee invited many individuals from the Healthcare Industry to a discussion of issues and concerns and what CAEDA could do to help. At the end of this meeting, it became apparent that the Healthcare Industry in Natrona County needed some assistance. Thus, the Healthcare Professionals asked CAEDA to: 1) meet with Casper College and University of Wyoming representatives regarding higher education opportunities and 2) gain community assistance in regards to placing just-graduated students in areas where jobs are available.

Based on this information, the Workforce Development Committee gathered employment data and sent that information to the Higher Education Committee. This committee will now take over the higher education component of the Healthcare Industry. The next industry that the Workforce Development Committee will be working with into 2012 is the Energy Industry.

Bill McDowell, Chairman





*Steve Elledge
President & CEO*

MESSAGE from the PRESIDENT & CEO

December 2011

Dear Forward Casper Investors and Community Members,

It has been an honor and a privilege for me to fill the position of President & CEO of the Casper Area Economic Development Alliance through the majority of 2011. As many are aware, I have a long history with CAEDA starting with employment as Vice President from 1988-1991; serving on the CAEDA Board in the mid 1990's including a term as Chairman; then, working hand-in-hand with CAEDA representatives from July of 1999 until October of 2010 during my tenure with the Wyoming Business Council. Capping my career as Interim President & CEO from February to December of 2011 has been the icing on the cake. This is a dynamic, necessary and meaningful organization, and I am extremely proud of my association with CAEDA.

Through the years, CAEDA has continued to adapt and respond to a changing economy, and I believe that 2011 has seen its fair share of responding and adapting. At the same time, CAEDA continues to mold itself to be more effective in its work in our community. I have the utmost respect for the CAEDA Investors, Board Members and Staff. They are as hard a working and dedicated group of individuals as you could want on your team.

Economic Development is a process, not an event. As such, nothing just happens! We continue to create, develop and respond to a wide variety of challenges and opportunities. In 2011, CAEDA continued its development of an entrepreneurial platform, believing wholeheartedly that things don't grow until they are planted and stimulated. Everything starts somewhere, and everything grows stronger and faster with nurturing and attention. It's a part of the process.

Our developing incubator program is taking shape. The Casper Area Innovation Center facility is in the midst of construction with almost daily noticeable progress. The 2012 opening of the facility will be a much anticipated and welcome completion of that phase. But, it is just the beginning! Utilizing the facility and watching businesses develop and grow will be an ongoing process, and graduation for the ventures as they strengthen will be extremely rewarding. But again, graduation is just another step in the process. CAEDA is committed to continue to develop and adapt to assist those graduates with continued growth and stabilization in the Natrona County area. It's all part of the process that is economic development.

Working with our existing business community is another part of the process. In 2011, CAEDA began an outreach effort to learn more about "how" we can be of assistance to the existing business community. We participated in the Synchronist Survey program with the Casper Area Chamber of Commerce and then expanded it in-house by assigning staff to contact and network with Natrona County businesses on a weekly basis. Several projects and themes are evolving from this effort.

As with any economic development effort, recruiting and assisting businesses new to the area is another primary focus in the process. CAEDA is continually responding to leads and suggestions, networking and partnering with the Wyoming Business Council and other appropriate entities and selling Natrona County. In 2011, CAEDA assisted with: the selection of Casper as the location of an 80,000 square foot tire distribution center; Bar Nunn as the site of a new trucking services company center; and Casper/NCIA as the temporary location for a pipeline construction company and a related engineering concern. Additionally, Natrona County is being actively considered by a variety of other organizations and companies.

Community development, continuing to build the infrastructure on which successful business relies and creating a functional and attractive quality of life for necessary workforce have also been major focuses for CAEDA in 2011. CAEDA started an effort to identify and engage the 20-40 year old demographic in our County, to learn from their creativity and desires and assist them in bringing those concepts and ideas to reality. They are our future and are exploring and actively engaging, through CAEDA efforts, in Downtown Development, Leadership and Politics, Investment and Financing, Networking and a variety of other interest areas, not the least of which will evolve into new business ventures and new community activity.

CAEDA's Higher Education Committee is focusing on how to grow basic and upper level learning opportunities in our community. CAEDA's Workforce Training Committee is exploring workforce issues and avails in specific industry sectors in an effort to provide and strengthen the workforce needs of our economy. CAEDA representatives have been actively involved in power reliability and availability efforts in 2011 and continue to monitor all utility and transportation facets. CAEDA's other functioning committees are continually exploring new roles and methods on a variety of topics including Transportation, Infrastructure and Development. Virtually any issue or activity that affects our community can impact our businesses, positively or negatively.

In addition to all of these activities, it is of primary importance for CAEDA to be fully prepared to react to opportunity. When all of the materials are prepared, data is collected and tools are in place, it is inevitable that an unplanned-for-opportunity will appear. We are confident that we have taken major strides in 2011 that will enable professional and timely reactions to opportunities that are yet unknown.

It has been a busy year, and things are just heating up! 2012 will be a year of opportunity and challenge for CAEDA, and I think we are ready. I plan to continue my support to CAEDA after my departure, and I encourage everyone to give it some thought. We are all in this process together.

Thank you for the opportunity to serve.

Best Regards,
Steve Elledge



STAFF ACTIVITIES

The success of CAEDA is directly correlated to events that CAEDA staff participates in throughout the year. Conferences, trade shows and staff training are all integral parts of what makes economic development in Natrona County succeed. In 2011, CAEDA staff members participated in the following events.

TRADE SHOWS

Westpack 2011

In February, CAEDA staff helped the Wyoming Business Council with its booth at the Westpack show in Anaheim, California. This conference and exhibition presented the latest advances in packaging and processing including machinery and machinery components, containers, materials, custom automation technology and robotics.

Windpower 2011

In May, thousands flocked to Anaheim, California to attend Windpower 2011, the largest wind conference and exhibition in the United States. This event is organized by the American Wind Energy Association (AWEA) and is sponsored by some of the biggest names in renewable energy including GE Energy, Vestes, Gamesa and Siemens. Because of these factors, Windpower 2011 offered excellent opportunities to learn about the rapidly expanding wind industry.

CAEDA staff represented Natrona County at the Wyoming Business Council booth. For CAEDA, the wind turbine industry is a top economic development priority. Casper's manufacturing base is well suited to the industry, which offers extraordinary growth potential, job creation, industry diversification and high wage levels. Having a presence at the show enabled CAEDA to emphasize the benefits of turbine manufacturing to a receptive target audience and learn more about the burgeoning wind industry.

CONFERENCES

Wyoming Economic Development Association (WEDA) Conferences

CAEDA staff members attended two WEDA conferences: the Winter Conference held in Cheyenne from January 11-12, 2011 in conjunction with the Wyoming Legislative Session; and the Fall Conference in Casper, Wyoming from September 7-8, 2011.

International Economic Development Council (IEDC) Leadership Conference

Robert Barnes attended the IEDC Leadership Conference in San Diego, California from January 22-26, 2011. The IEDC Conference is the world's largest gathering of economic developers. This year's keynote speakers focused on the many aspects of economic development including wireless healthcare, teleworking policies and new innovation economy.

National Business Incubation Association (NBIA) Summit

DeAnna Adams, Director of the Casper Area Innovation Center (CAIC), attended NBIA's Fifth Summit for Advanced Incubation Professionals in Las Vegas, Nevada from January 27-February 1, 2011. This conference provided a unique opportunity for experienced leaders to discuss, debate and exchange ideas about the business incubation industry. Highlights of the summit included: peer conference sessions; a keynote address featuring Innovation America's President and CEO Richard Bendis; and a group discussion of new NBIA initiatives.

GRO-Biz Conference and Idea Expo

DeAnna Adams attended the GRO-Biz Conference and Idea Expo in Evanston, Wyoming from February 22-24, 2011. The 2011 GRO-Biz Conference and Idea Expo was sponsored by United States Senator Mike Enzi, the Wyoming Entrepreneur Procurement Technical Assistance Center (PTAC) and the Wyoming Business Council.

National Business Incubation Association (NBIA) Conference

DeAnna Adams and Mindi Roylance, Administrative Manager, attended NBIA's 25th International Conference on Business Incubation. This conference was held in San Jose, California from April 10-13, 2011. More than 550 incubation and economic development professionals attended this conference. Highlights of the conference included a reception at the Tech Museum and tours of the Environmental Business Cluster, San Jose BioCenter and Plug and Play Tech Center.

2011 e2e Annual Conference

The 2011 e2e Annual Conference was held in Laramie, Wyoming from July 28-20, 2011. DeAnna Adams attended this event. More than 100 local entrepreneurs, investors, professors and graduate students gathered to hear the insight and experiences of our panelists on the topic of Bio-Science.

National Business Incubation Association (NBIA) Fall Training Institute

DeAnna Adams attended NBIA's Fall Training Institute in Oklahoma City, Oklahoma from September 30 through October 6, 2011. This institute offered targeted, in-depth training on incubation and economic development professionals.

Canadian Association of Business Incubation (CABI) Conference

DeAnna Adams also attended CABI's Annual Conference from November 6-8, 2011, held in Ottawa, Ontario. This conference held powerful workshops, eye-opening incubator tours and great networking opportunities.

FUTURE VISIONING

Central Wyoming Economic Forecast Luncheon

CAEDA staff members will attend the Wyoming Business Report's "Economic Forecast Luncheon" on December 13, 2011 in Casper, Wyoming. Topics covered by the panel included the outlook for each area's diverse economy including energy, transportation, manufacturing, healthcare, retail, services, agriculture and tourism.

2020 Vision: See Your Future

This comprehensive plan is a joint effort between Natrona County, the town of Mills, Evansville, Bar Nunn and the City of Casper. Created by engaging citizens, an overall vision for the future and action plan will be developed. CAEDA staff has participated in initial planning discussions as well as attended several 2020 Vision committee and community meetings throughout the year.

ORGANIZATIONAL DEVELOPMENT & TRAINING

On-going employee training is an essential element in the success of CAEDA. This year staff members attended a variety of courses specifically selected to enhance their understanding of economic development and to reinforce the high standard of excellence and professionalism embraced by CAEDA.

Noelle Wernsman, CAEDA's Investor Relations and Communications Manager, attended the Wyoming Rural Development Council's Grant Writing Training Course in Cheyenne, Wyoming from October 17-20, 2011. This internationally acclaimed training program was designed for those who wanted to develop effective grant proposals, find new funders, and successfully manage the grant seeking process.

ORGANIZATIONAL CHANGES

Tom Lacock joined CAEDA in January to be the Economic and Business Developer. Mr. Lacock was a freelance writer, photographer and film producer living in the Casper area.

In February, Robert Barnes, President & CEO, left CAEDA. Steve Elledge was named Interim President & CEO. Mr. Elledge was no stranger to Central Wyoming economic development having spent eleven years as the East Central Regional Director and head of field services for the Wyoming Business Council. He retired from the State of Wyoming on October 1, 2010. Previous to his time at the Wyoming Business Council, Elledge worked in a variety of small local businesses including the energy industry, Casper College and CAEDA.

In May, CAEDA staff waved a fond farewell to Economic and Business Developer, Tom Lacock, when he left to work with the Wyoming Department of Education.

Bill Edwards, then, joined the CAEDA team in August as the new Economic and Business Developer. He has worked with CAEDA since it's founding in 1987 and then joined the CAEDA staff in 1998 after retiring from Pacific Power. Edwards served as Vice President until taking a position at Casper College. In recent years, he has owned and managed his own consulting firm offering training, planning, and management services to organizations throughout the region.

Finally, the CAEDA Board of Directors announced Scott Sutherland as the new President & CEO effective December 1, 2011. We look forward to a successful 2012 under his supervision and guidance.

AFFILIATIONS & PROGRAM SPONSORSHIPS

Casper Area Chamber of Commerce
CoreNet Global Corporate Real Estate Network
International Economic Development Council (IEDC)
Kiwanis International
National Business Incubation Association (NBIA)
Rotary International
Wyoming Economic Development Association (WEDA)
Wyoming Technology Organization

LEADERSHIP ROLES

DeAnna Adams, Director of the Casper Area Innovation Center, was elected to the Board of Directors of the National Business Incubation Association (NBIA). Her three-year term began October 1, 2010. Based in Athens, Ohio, the NBIA is the world's leading organization advancing business incubation and entrepreneurship and has member incubators located in sixty-six countries. Since 1985, NBIA has provided industry professionals with information, education, advocacy and networking resources to bring excellence to the process of assisting early-stage companies.

DeAnna Adams has also been named a Board Member for the Rocky Mountain Incubation Collaborative. This is a newly formed coalition that works with incubators in the Rocky Mountain Region.

Mindi Roylance, Administrative Manager, was recently selected to be a part of the Leadership Casper program. This program provides monthly in-depth studies of specific topics as they relate to the community. These sessions include site visits, tours and interactive programs that provide participants with a better understanding of community issues with a greater respect for resources and services provided in the Casper community.

the ECONOMIC DEVELOPMENT ORGANIZATION

CAEDA Staff Members



Steve Elledge
President & CEO



DeAnna Adams
Director,
Casper Area
Innovation Center



Bill Edwards
Economic &
Business Developer



Noelle Wernsman
Investor Relations
& Communications
Manager



Mindi Roylance
Administrative
Manager

2011 CAEDA BOARD OF DIRECTORS...representing a variety of businesses in the Casper area

Chairman: Bob West, *Granite Peak Development*

Vice Chairman: Tim Kugler, *Wells Fargo Bank*

Secretary: Chris Lorenzen, *Wyoming Medical Center*

Treasurer: Jim Porter, *CPA*

Paul Bertoglio, Mayor, *Casper City Council*

Jeff Bishop, *Eastland Development Co., LLC*

Tom Brauer, *Civil Engineering Professionals, Inc. (CEPI)*

Don Davis, *WLC Engineering, Surveying & Planning*

Karin East, *Casper Area Chamber of Commerce*

Lisa Hubbard, *GSG Architecture*

Mike Huston, *First Interstate Bank*

Bill McDowell, *Natrona County Commission*

Dr. Walter Nolte, *Casper College*

Bob Sutter, *Hilltop National Bank*

Keith Tyler, *South-South Property, LLC*

ECONOMIC DEVELOPMENT JOINT POWERS BOARD

Chairman: Mark Pepper, *Wyoming Association of Rural Water Systems*

Bill Brauer, *Casper City Council*

Keith Goodenough, *Casper City Council*

Matt Keating, *Natrona County Commission*

Terry Wingerter, *Natrona County Commission*

OUR 300 SOUTH WOLCOTT STREET OFFICE

PARTNERS

WYOMING BUSINESS COUNCIL

Kimberlie Rightmer, East Central Regional Manager 307.577.6012

WYOMING SMALL BUSINESS DEVELOPMENT CENTER

Leonard Holler, Regional Director 307.234.6683

Candis Lane, Project Coordinator, Special Projects 307.234.6691

Jeff Sneddon, Business Advisor, Wyoming Procurement

Technical Assistance Center (WPTAC) 307.234.3203

Cindy Unger, Business Counselor 307.234.6685

CAEDA-FORWARD CASPER INVESTORS

Thank you to everyone who invested in 2011!

71 Construction
American National Bank
Architectural Resource Consultants, Inc. (ARC)
Atlas Reproduction, Inc.
Automation & Electronics, Inc.
Bailly's Plumbing & Heating
Bank of the West
Broker One Real Estate
Brown, Drew & Massey, LLP
C&Y Transportation Co.
Carpenter & Sons, Inc.
Casper Area Chamber of Commerce
Casper College
Casper/Natrona County International Airport
Casper Orthopedic Associates, P.C.
Casper Petroleum Club
Casper Star-Tribune
City of Casper
Civil Engineering Professionals, Inc. (CEPI)
Crum Electric Supply Co.
Eastland Development Co., LLC
Elkhorn Valley Rehabilitation Hospital
Elliott & Associates
Enerflex Energy Systems, Inc.
EXCAL, Inc.
FCI Constructors, Inc.

First Interstate Bank
Foss Toyota
Granite Peak Development, LLC
Greiner Ford Lincoln Mercury
Groathouse Construction, Inc.
Grooms & Harkins, P.C.
GSG Architecture
Haselden Wyoming Constructors
Hilltop National Bank
IKON Office Solutions
Inberg-Miller Engineers
Jonah Bank of Wyoming
J.W. Williams, Inc.
Lenhart, Mason & Associates, LLC
Lincoln Financial Advisors
Lovelett, Skogen & Associates, P.C.
McMurry Ready Mix
Merrill Lynch
Michaels Fence & Supply, Inc.
Modern Electric
Mountain States Lithographing
Natrona County
Natrona County School District
Pepper Tank & Contracting Co.
Phillips & Co. Ranch Investments
Platte Valley Bank

Porter, Muirhead, Cornia & Howard, CPA
Power Service, Inc.
Qwest Communications
Raymond James Financial Services, Inc.
REMAX The Group
Rocky Mountain Power
SOS Staffing
SourceGas
South-South Property, LLC
Timberline Hospitalities, LLC
Town of Evansville
Town of Mills
University of Wyoming/Casper College Center
Wells Fargo Bank
WESTECH/WOTCO
Willis of Wyoming, Inc.
WLC Engineering, Surveying & Planning
W.N. McMurry Construction Co.
Wold Oil Properties, Inc.
World Wide Travel
Wyoming Business Council
Wyoming Contractor's Association
Wyoming Machinery Company
Wyoming Medical Center
Wyoming Steel & Recycling

Information compiled by Cidne Skavdahl and Noelle Wernsman of CAEDA

**Designed and Printed by
Mountain States Lithographing • Casper, Wyoming**