

Cirrus Sky Technology Park Development Plan

August 13, 2012



Laramie
WYOMING

Community Builders, Inc.
Coffey Engineering
BHA Design
TMNG Global

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Executive Summary

The City of Laramie has many assets and strengths that would be attractive to data centers and technology-driven companies. It lacks one thing: A shovel-ready site. This Concept Plan addresses that need and, if followed, will prepare the City to effectively compete against other communities for this highly sought after industry. The Cirrus Sky Tech Park will become a highly successful business park that strengthens the local economy, creates hundreds of jobs, and builds the local tax base.

Phase I of the Cirrus Sky Tech Park will be located on the north side of Laramie on a 149-acre parcel that is under contract to be sold to the City. The site (and the surrounding area) has been studied, planned, and engineered by the team of consultants that prepared this report: Community Builders, Inc.; Coffey Engineering & Surveying; BHA Design; and TMNG Global. As discussed in this Concept Plan, the site is ideal. It is large enough to accommodate several new businesses, can be affordably served with streets, water/sewer, and other utilities, and is perfectly situated to be connected to multiple long-haul fiber telecommunication routes that are nearby. Once that work is complete, the City of Laramie will become very competitive in data center siting decisions.

The planning, land purchase, and infrastructure development will cost approximately \$5.8 million. The City has committed \$500,000 in cash to the project, and the current landowner is willing to accept a discounted price for the land, essentially making a \$626,000 contribution to the project. Together, that \$1,126,000 represents 19.3% of the total project cost. Grants from the Wyoming Business Council (about \$4.7 million) will pay for the balance of the costs.

It will take 10-15 years for the Cirrus Sky Tech Park to be fully built. During that time, companies will invest approximately \$255 million, generating 3,499 construction jobs with a payroll of \$131 million, creating a \$369 million economic impact. State and local taxes of \$3.6 million will result from construction. Once these companies become operational, 273 jobs will be created with a payroll of \$10.5 million, generating a \$34 million economic impact. During operations, about \$1.4 million in additional state and local taxes will be generated from this project. Clearly, the Cirrus Sky Tech Park will have a significant impact on the local economy.

Project Description

Recently the City of Laramie has been identified by more than one Fortune 500 company as a highly desirable location for siting of a Data Center or Technology Park. Based on factors including a cool climate, consistent power source, land availability, and educated workforce, Laramie has key components required in making a Data Center or Tech-Park viable within the community.

Laramie's location provides competitive strengths for this kind of project. Cool, dry mountain air can help to lower cooling costs. There are eleven "long haul" fiber telecommunication lines already in the ground within 10 miles of the site, providing fast, redundant access to both national communication hub points and the World Wide Web. Electric power, natural gas, and other utilities are abundant and cost competitive. Interestingly – and perhaps compellingly, for the hyper "green" sensitive data center industry – the study area is very close to wind power farms. Transportation is convenient, with Interstate 80, U.S. Highway 287, and Interstate 25 providing quick access to other Front Range locations. Denver International Airport is 2-3 hours away.

Although a high level of interest has been shown, the City of Laramie has not yet been selected as a future new location. The Laramie community believes shovel-ready site(s) with all necessary power, fiber, water, sewer, roads, and other infrastructure in place are the principal missing keys to doing so. A proactive planning process is needed in order to provide core infrastructure and development necessities for a prospective Data Center or Tech-Park. This plan addresses those needs, including land use planning, infrastructure development, and phasing. Fully implemented, this plan can be the catalyst in making the siting of a Data Center or Tech-Park a reality, while simultaneously improving fiber and power infrastructure to help existing businesses grow.

SITE DESCRIPTION

This is a general concept plan for development of an area of approximately 2,000 acres north of the current City of Laramie boundary, generally located east of U.S. Hwy. 287 and west of the future northerly extension of 45th Street (the "study area"). A more focused and detailed plan is provided for an identified smaller area within the general concept plan. The smaller area is approximately 149 acres in size, generally located east of the future northerly extension of 15th Street and west of the future northerly extension of 30th Street and south of a future east-west collector, adjacent to the current City boundary (referred to as the "Phase One Site").

The study area is largely undeveloped. However, there are several existing uses:

- Solid Waste Management Facility – the City of Laramie operates its municipal Solid Waste Management Facility at the north end of the study area. The facility does not currently have electricity, water, or sanitary sewer on site. The capacity of the Solid Waste Management Facility is extensive, with a new lined cell expansion beginning soon. No plans are on the table for relocation of the Solid Waste Management Facility.
- Ranching – much of the study area is owned and used for ranch purposes by the Warren Livestock LLC and/or its subsidiaries.
- Residential – one large parcel within the study area includes a home and auxiliary structures.
- Utilities – a federal agency, the Western Area Power Administration (WAPA), owns and operates a large regional substation (Snowy Range), just north of the Phase I Site that

feeds three high voltage power lines traversing the study area. One of those WAPA power lines leads to a nearby substation operated by Rocky Mountain Power, which provides power to much of the Laramie community.

The properties surrounding the study area include residential and various commercial uses. There is also one adjacent parcel that is currently owned by the local school district, although it is not currently used nor are there plans for future school-related uses.

To the east of the property lies the City of Laramie's Casper Aquifer Protection Overlay Zone, an area encompassing approximately seventy-two square miles. This area is vulnerable to contamination from most types of development. The Casper Aquifer supplies approximately 60% of the City's drinking water and 100% to those homeowners that fall within the recharge area. Since 2002, the community has relied on the Casper Aquifer Protection Plan to protect this important water supply.

Along the south edge of the study area, a prominent ridge overlooks the entire community. The community would like to protect the appearance of that ridge by minimizing development along its edge.

Currently, there are three public roadways in the study area:

- Ninth Street/Rogers Canyon Road – paved surface road that cuts north/south through the study area to the solid waste management facility and beyond.
- 30th Street – dirt road that runs north/south to the east of the Phase I Site
- Asphalt Lane – dirt road that runs east/west to the north of the Phase I Site, connecting 9th and 30th Streets

There are no water or sewer utilities within the study area. However, there is a major water line (14") roughly aligned with 30th Street, which brings water from one of the City's wells into the community. The nearest sanitary sewer line is located in the residential neighborhood just to the south of the Phase I Site. Electric power appears to be abundantly present (Note: needs further study). Natural gas and fiber/copper telecommunications are present just to the edge of the study area.

PROPOSED USES FOR SITE

The primary purpose of developing the Phase One Site and the larger study area is to create a shovel-ready site to attract at least one large data center that serves the rapidly growing "cloud computing" traffic market. Additional types of data centers are desired, as are other technology-driven companies, although the immediate market demand appears to favor cloud computing data centers. Regardless of the market trends, the Laramie site will be designed and prepared for all types of data centers (cloud computing and enterprise), since both are included in the broader tech market that Laramie is well positioned to recruit.

Many data center companies prefer to be located on large land parcels, providing a buffer from other uses. There are specific concerns about being too near residential neighborhoods (they test run their backup diesel generators on a regular cycle, which can be noisy), schools (traffic concerns), and airport glide pathways (security). Therefore, the concept plan for the study area

includes light industrial and commercial uses surrounding the existing solid waste management facility, but no schools or residential neighborhoods.

This project, including the specific proposed uses for the Cirrus Sky Tech Park, is entirely consistent with existing economic development plans and strategies. The number one strategic priority of Laramie Economic Development Corporation (LEDC) is business development, including the marketing of the study area to mega data center companies. The existing plan is to develop a marketing strategy, to include attending trade shows and visiting prospective clients. In spite of its many strengths, LEDC has found that data center companies are choosing to locate to communities that already have shovel-ready sites, as opposed to Laramie where there is none. This issue is the driving force for this development project.

Beyond the lack of a shovel-ready site for data centers, Laramie's inventory of available building lots is minimal, and the lots themselves are too small for many technology companies. LEDC has not been able to recruit several specific opportunities for the community, including at least 37 technology prospects. According to LEDC's list of these prospects, more than 1,000 technology jobs and millions of square feet of new facilities have been lost. Therefore, it is important that the Cirrus Sky Tech Park be designed to accommodate such firms, so that the community can effectively compete for all kinds of technology businesses.

The regional economic development strategy also supports this project. The High Plains Economic Development District is the regional economic development organization for Laramie (including Albany, Goshen, Laramie, and Platte Counties). The district has a current Comprehensive Economic Development Strategy (CEDS), in which the top goal is economic diversification. Within that goal, the first project is to encourage data centers to relocate to Southeast Wyoming. Another goal is to improve public infrastructure, including enhancements to business parks for new businesses and recruitment efforts.

APPLICABILITY OF PLANS & CODES

During the preparation of this plan, City plans and codes were considered and City staff provided an outline of potential issues. These issues have been identified and addressed, including the following specific points:

Laramie Comprehensive Plan – 2007

- a. Chapter 3 – Community Character: The proposed concept plan is designed to fit well into existing community desires for land use and development. A new zoning district, the Technology Office District, is currently being developed by the City of Laramie and will be available for the Cirrus Sky Tech Park site. The City also anticipates imposing a 100-foot buffer of green space/parks along the ridgeline, to protect the visual appearance of that area and to enhance walkability.
- b. Chapter 4 – Parks and Recreation: Parks and recreation are highly scrutinized parts of any land use plan. The Cirrus Sky Tech Park land use plan includes for full build out includes a couple of proposed “neighborhood” parks (10 acres) and one larger park (about 40 acres). The concept plan also proposes that the ridgeline on the south side of the study area become a walking/biking trail, connecting 30th Street to U.S. Highway 287. This trail area would serve as an excellent buffer between the Cirrus Sky Tech Park developments and the residential neighborhoods to the south, while protecting the appearance of the ridgeline for the entire community.
- c. Chapter 7 – Urban Growth: When the City moves forward with annexation of the Phase I Site property and/or the study area, compliance with the requirements of this Chapter will be required, including possible amendment of the Urban Growth Area Plan.
- d. Chapter 8 – Transportation: The Cirrus Sky Tech Park concept plan contemplates a mix of transportation modalities (car/truck, bike, and pedestrian, but not rail). Special effort has been made to design streets to help divert traffic (especially trucks) to/from U.S. Highway 287, in order to minimize driving through residential neighborhoods. Rights of way have been designed to comply with the requirements of Chapter 8.
- e. Chapter 10 – Public Safety: Development of a new fire station (or moving existing Fire Station #2) in the study area would be beneficial, but not necessary, for the success of this project. Fire Station #2 is the current fire station that would serve Cirrus Sky Tech Park. The City of Laramie should consider the benefits and costs of relocation to the study area.
- f. Chapter 11 – Conservation: The proposed use for the study area (primarily for data centers) means that the area will become a massive energy consumer. However, the industry is particularly sensitive to its power usage and is therefore continually seeking ways to become more efficient. Other than security concerns, there are no particular needs for evening lighting for technology uses, so light pollution concerns should not be an issue. However, the City of Laramie should consider the impact of potential wind turbine towers, as it is clear that some data center companies are finding them to be highly beneficial. Wind turbine towers typically use a flashing light system to warn approaching aircraft, although some communities require wind farm operators to use synchronized blinking lights and/or a radar-activated switch system to minimize the use of such lights.

Albany County Comprehensive Plan – 2008

- a. The planning team met with David Gertsch (Albany County Planner) about the plan and implications. His concerns and suggestions have been incorporated, including a concern that 9th Street has been recently rebuilt and there is no desire to tear it up again (to move it or otherwise).
- b. The growth area located within one mile of the city is consistent with the City Comprehensive Plan. Both City and County plans reflect the same growth desires in the area, which makes the two plans very complementary.

Unified Development Code (UDC) – 2010

- a. Chapter 15.06 Review Procedures: This chapter details review procedures and approval criteria for development applications. It will take 4 months to revise the zoning code (if needed) or to rezone land (if required by a particular business). The platting process contemplated by this plan is designed to maximize flexibility while preparing for an expedited process for prospective businesses to develop new facilities, by anticipating land adjustments (moving lot lines) and lot consolidations (combining lots). Subsequent adjustments like these can be accomplished administratively, in a matter of weeks. If the property is owned by the City, State Statutes provide for an expedited annexation process. This could provide a fast-track annexation time frame.
- b. 15.06 – Once the property is annexed, subdivisions are typically completed in two steps including a Preliminary and a Final Plat. Using the final plat process to establish lot sizes tailored to each individual need or request provides the greatest degree of flexibility in this process. The key is that the Final Plat does not create more lots than what was preliminarily platted. The UDC also provides for a 10% change in size and number window without kicking in the full review process. A Land Adjustment or Lot Consolidation can be used to change the configuration of the already recorded plat, provided no public infrastructure or easements are modified. Both of these processes take about a week for administrative approval.
- c. 15.10 - Use Regulations: The UDC does not currently have a "Tech Park" use designation. An amendment to this section to include a Tech Park and similar uses should be considered.
- d. 15.14 – Development Standards: This section will play a part in how each lot site will develop, since the Cirrus Sky Concept Plan uses existing zoning definitions/districts. Parking, setbacks, landscaping, building design, fencing, and signage requirements should be shared with prospective companies looking to build there. Trails (greenways) have been incorporated into the concept plan to accommodate pedestrian circulation. Parks have been planned, including the eastern part of the study area where residential development will occur. Parkland dedication is not required for non-residential uses. Commercial and Industrial Design standards found in section 15.14.090 would not allow a large building with

only a few design elements to be built. The City of Laramie is considering a new Sign Code which will need to be complied with, along with fencing code compliance (15.14.100)

- e. 15.16 Subdivisions: This section outlines specifically what is required with submittal of subdivision plats and explains the process and timing.
- f. 15.18 Reimbursement for Improvements: Section 15.18.100D discusses the City's right to seek reimbursement for oversized public improvements that benefit other landowners. Section 15.18.110 covers agreements for development and delayed improvements.

Major Street Plan – 2011

The Cirrus Sky Tech Park concept plan is consistent with and builds upon the City/County street plan certified by WYDOT. Rights of way are proposed to be put on straight lines, located on already established section lines and quarter sections, and do not necessarily following natural topographic lines. This allows developers to know up front who is responsible for ROW dedications. Roadways proposed follow the required ROW widths for Minor Arterials (80 feet) and Collectors (80 feet). Any changes to the Major Streets Plan will need to be considered and approved by the Urban Systems Advisory Committee.

General Planning Issues

- a. A Comprehensive Plan Amendment will be required for the new planning area, including changes to Map 3.2, to incorporate Future Land Use changes.
- b. A Comprehensive Plan Amendment will be required for the new planning area, including changes to Map 7.2, Urban Growth Area, since areas of the immediate development area planned are outside the already established growth area.
- c. A code amendment will need to occur that allows Comprehensive Plan Amendments at any time, versus the current bi-annual time frame. This is in keeping with the "shovel-ready" needs of potential data centers and other businesses looking to relocate to Laramie.
- d. An amendment to the Albany County Comprehensive Plan will be needed to change future land use and growth areas. Creation of a new commercial node may also be necessary if the county feels that is appropriate.
- e. This plan takes a long-term, big picture approach in regards to improving water and sanitary sewer for the study area, so that service is improved for the entire north end of the community.
- f. Surface water drainage has been considered and appropriately planned as part of this proposal. Consideration has been given to the need for regional detention areas at either end of the study area. These areas have been strategically placed and designed to become a "green" component of the plan; using such areas to create buffers within the planning area.
- g. This plan is respectful of the City's huge investments in the solid waste management facility, and proposes uses that are compatible with the solid waste management facility's ongoing

operation. The concept plan creates an industrial/commercial buffer entirely around the solid waste management facility site.

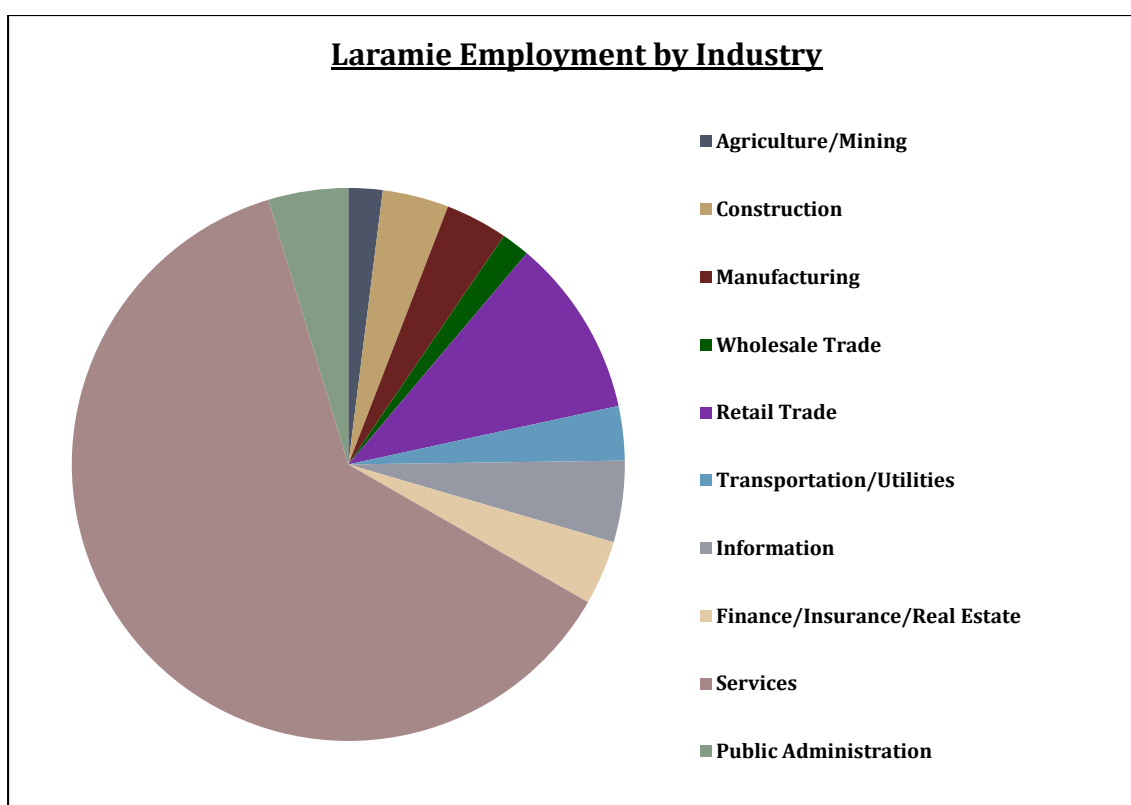
- h. Railroad connectivity is neither needed nor desired by the types of businesses targeted for the Cirrus Sky Tech Park.
- i. One of the smaller power lines that traverses the Phase I Site (i.e., the Rocky Mountain Power local feeder line that feeds the WAPA substation) should be moved so that it is immediately adjacent to the large WAPA power line that runs westerly out of the WAPA Snowy Range substation. Moving that line allows larger lots to be created when the Phase I Site is subdivided, making the development much more efficient and less costly.

Laramie Profile

The City of Laramie, Wyoming, is a municipality of approximately 31,000 residents. It sits on the eastern edge of the Laramie Plains plateau, surrounded by the Snowy Range Mountains to the west and the Laramie Mountains to the east. Laramie is located 45 miles west of Cheyenne, Wyoming along the I-80 corridor at an elevation of 7,220 feet. Laramie is home to the University of Wyoming, Laramie County Community College (Albany County Campus) and the Wyoming Technical Institute. The strong influence of academia provides a very progressive and global character to Laramie's identity.

BUSINESS ENVIRONMENT

The towering presence of the University of Wyoming and other secondary education institutions is clearly evident in the significance of the Service sector in the local economy. The graph below shows that 62% of local employment is in the Service sector.



Source: Wyoming Department of Workforce Services.

A key goal, therefore, of the Cirrus Sky Tech Park is to diversify the economy. By targeting technology industries – including the more specific target of data centers – the community hopes to diversify and stabilize the local economy. The technology sector was chosen in part because of the growing presence of technology companies in Laramie that benefit from the expertise and graduates emanating from the University. Special efforts are currently being made to purposefully build linkages between existing technology firms, educational institutions, and the infrastructure needed to support a technology economic cluster. Development of a

shovel-ready site will necessitate more infrastructure improvements (fiber and power especially) and more linkages – all designed to further advance this important industry cluster.

In 2011, the Wyoming Department of Employment reported that there were 4,650 technology-related jobs in Wyoming, which paid an average annual wage of \$59,535. In contrast, Albany County's average annual wages are \$36,582 (61% of the wages paid in technology fields).

In addition to the growing technology sector in Laramie, many businesses benefit, or even depend upon, high-speed telecommunications. These businesses have expressed a strong desire to access faster bandwidth and higher capacity. Development of redundant fiber optic rings that connect the community to any of the eleven long haul telecommunication fiber routes just outside of the city could greatly help all such existing businesses grow.

COMMUNITY PRIORITIES

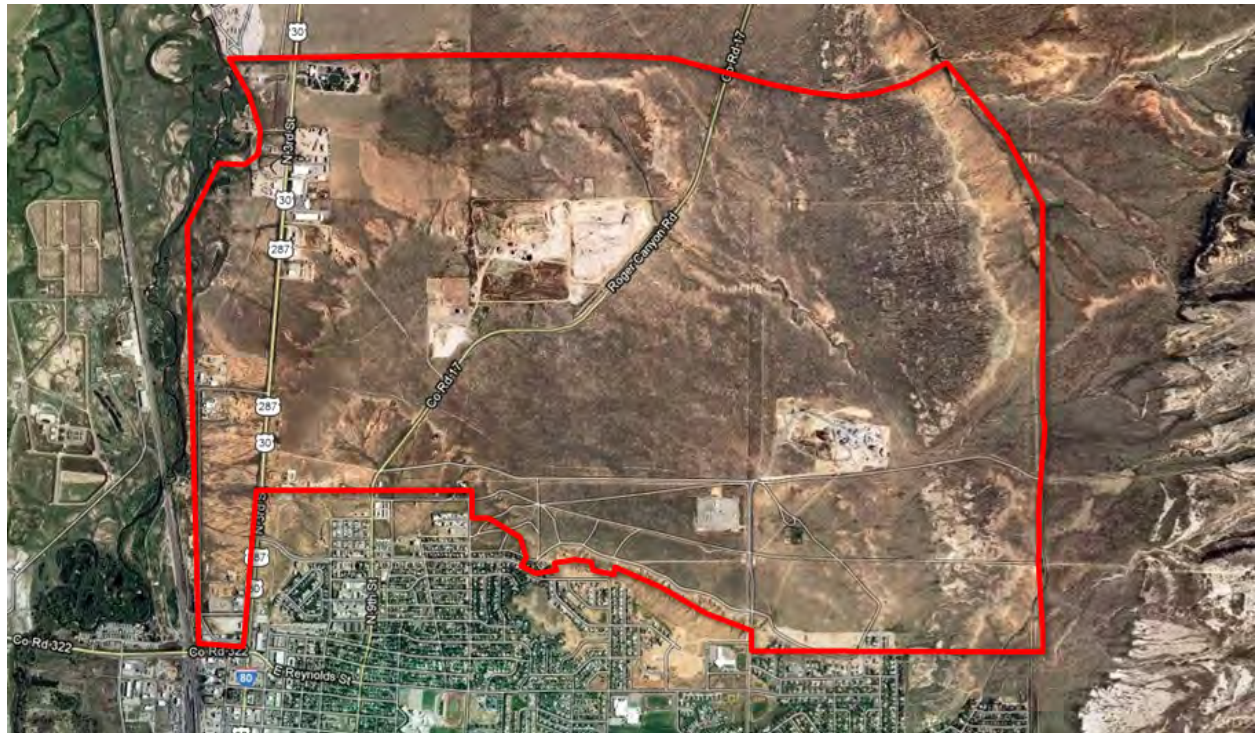
The City of Laramie has identified several priorities for the community. A strong downtown, a diversified economy, good infrastructure, and “green” environmentally friendly development are common themes. The community has several projects that are underway to improve its streets, the solid waste management facility, the University, and the airport. Accordingly, this project will need to identify and pursue grant funding to develop the Cirrus Sky Tech Park in a manner that does not disrupt or jeopardize those other important projects.

Goals of the Future Land Use Plan

- a. Create a business environment in north Laramie that is suitable and attractive to: data centers; high tech businesses; research & development institutions; and other compatible uses.
- b. Maximize flexibility to allow for a variety of development options.
- c. Add value to greatest amount of property with an efficient extension of the public infrastructure
- d. Make available a series of “shovel ready” and “business-ready” sites.
- e. Incorporate existing natural features into the plan.
- f. Extend the existing city trail system through proposed green spaces, along roadways and into developed areas providing a safe alternative to driving.
- g. Allow people to live close to their workplace.
- h. Promote sustainability.
- i. Create a source of community pride and build upon Laramie’s community values

Planning Considerations & Influences

NORTH LARAMIE EXPANDED STUDY AREA



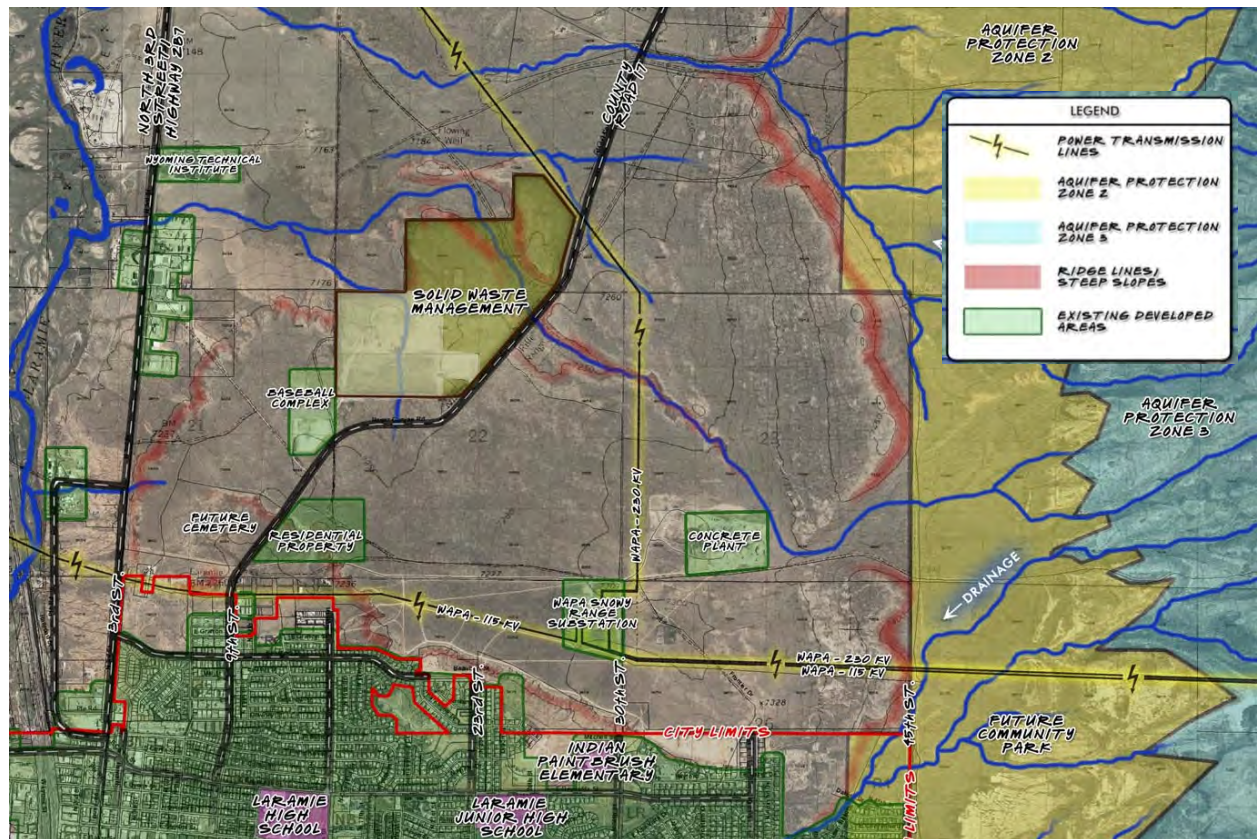
- West Boundary –The Laramie River
- North Boundary – Approximately 1.5 miles north of the existing city limits. Generally follows northern boundaries of City of Laramie Solid Waste Management Facility and Cathedral Home for Children properties
- South Boundary – Existing City Limits
- East Boundary – 45th Street

CASPER AQUIFER PROTECTION PLAN



The Casper Aquifer Protection Plan (CAPP) illustrates areas designated as Zone 2 and Zone 3 abutting the east edge of the North Laramie study area. Zones 2 and 3 are designated as the “primary and secondary zones of protection, respectively.” Accordingly, development is not illustrated within these areas.

The purpose of the CAPP is to protect the recharge area of the Casper Aquifer, which supplies all of the water to rural residences in Albany County and approximately 60% of Laramie's water supply on an annual basis. The Casper Aquifer Protection Area encompasses approximately 72 square miles that lie east of the City of Laramie and extends to the crest of the Laramie Range. The north and south boundaries are approximately 5 and 6 miles north and south, respectively, of Laramie city limits. The full CAPP Plan report can be found on the City of Laramie’s web site using the following link: <http://www.ci.laramie.wy.us/index.aspx?NID=226>



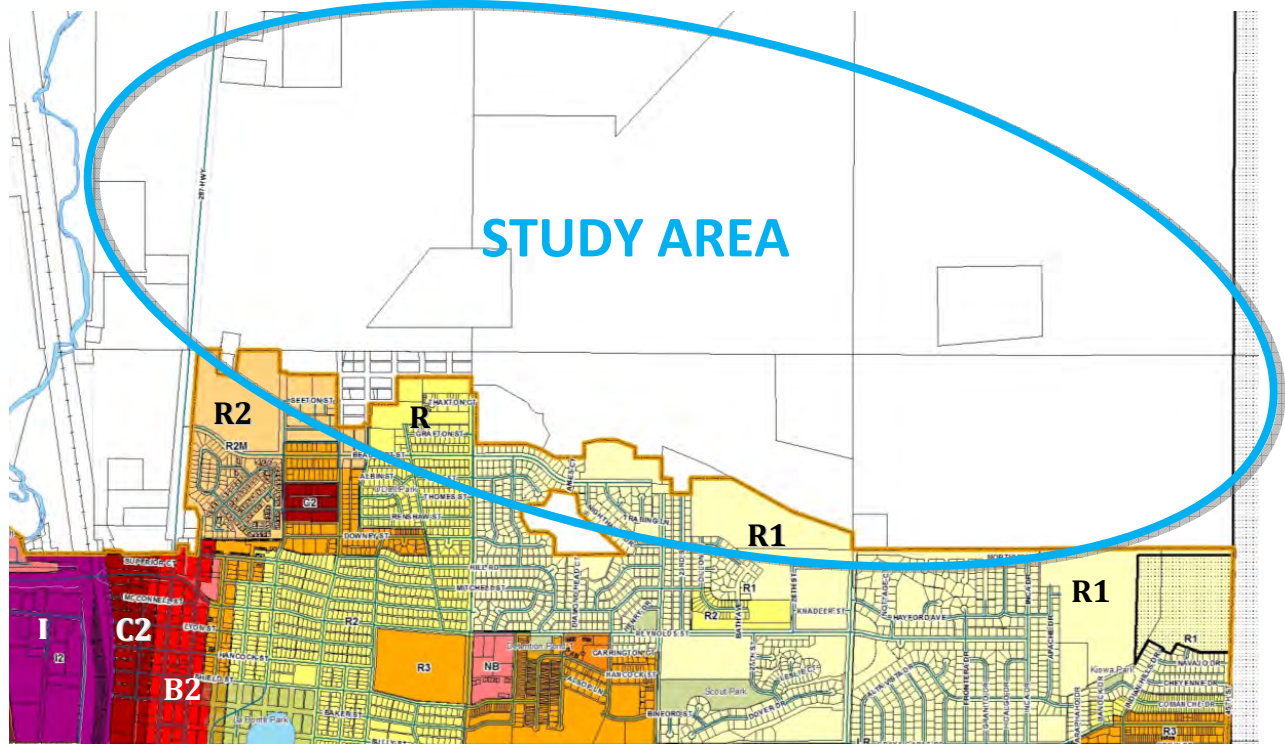
NATURAL FEATURES

The study area includes several significant natural features that contribute to the character and visual interest of the area including: A ridge which forms the south edge of the study area; a pair of prominent hog backs/ridges in the eastern reaches of the study area; a meandering drainage way flowing between the hog backs extending to the northeast; and a sink, or closed drainage basin, that formed naturally east of 30th Street. The dominant landscape character is best described as “high plains grassland”. Nearly all of the naturally occurring trees within the study area are found along the Laramie River corridor.

EXISTING DEVELOPMENT AND MAN-MADE FEATURES

- Power/Transmission Lines – Snowy Range Substation, WAPA Transmission Lines, RMP Lines
- Laramie Solid Waste Management Facility – Land Use Buffering and Visual Buffering needed
- Concrete Mix Plant
- Spur Wellfield Water Line –extending north along future extension of 30th Street
- Rogers Canyon Road – existing paved County road, recently improved.
- Baseball/Recreation Complex – property owner has plans for a future expansion.
- Steiner Property – open space with one single family residence.

EXISTING CITY ZONING



City of Laramie Zoning Map

- Existing zoning along the City of Laramie's northern boundary, east of Hwy 287, includes Residential uses (zones R1, R2, and R2M).
- Existing zoning along the City of Laramie's northern boundary, west of Hwy 287, includes Business (B2 - red), Commercial (C2 - maroon) and Industrial (I2 – purple) uses.

DATA CENTER BUFFER REQUIREMENTS

The Laramie Economic Development Commission collected data from past RFP's (5) regarding large data center preferences /restrictions/requirements, i.e., buffer zones. Below is the direct wording from the RFP's with regard to the preferred buffer distances.

Distance from highways:

- Project A – 1 mile
- Project B – Not less than 100 yards
- Project E – Cannot be closer than 1 mile from Interstate
- Distance from highways to Cirrus Sky - 2.5 miles

Distance from airports:

- Project B – Not less than 5 miles or more from 30 miles from an active airport runway
- Project D - Site cannot adjoin airport or be within a direct flight path
- Project E – Cannot be closer than 2 miles from an airport
- Distance from airport to Cirrus Sky – approx. 4.5 miles to dev. area
- Relation to flight paths – None within boundaries

Distance from railroads:

- Project A – 1 mile
- Project B – Minimum of .5 miles from an active rail line
- Project D – No railways allowed within 1 mile of the site
- Project E - Cannot be closer than 1 mile from long haul rail
- UPRR mainline crosses SW part of area; dev. Acreage 1.1 mi. to east

Distance from residential, school or churches:

- Project C - 1 mile
- Project E – .5 mile
- Distance from residential to Cirrus Sky – Adjoins southern project boundary; physical barrier (ridgeline) intervenes
- Distance from school to Cirrus Sky – Adjoins southern project boundary; physical barrier (ridgeline) intervenes
- Distance from churches to Cirrus Sky – Adjoins southern project boundary; physical barrier (ridgeline) intervenes

Distance from agriculture:

- Project C – Separation from agricultural uses – specifically during planting & harvest to avoid dust
- Distance from agriculture to Cirrus Sky – Ranchland adjacent; cropland over 3 mi. distant

Distance from flood plain:

- Project B - Not less than 100 yards from 100 year flood and 50 yards from 500 year flood hazard area.
- Project C – At least 10' above the 500-year flood plain
- Distance from flood plain to Cirrus Sky – 100 year and 500 year – western edge is Laramie River; developable acreage generally 0.5 miles or more to east

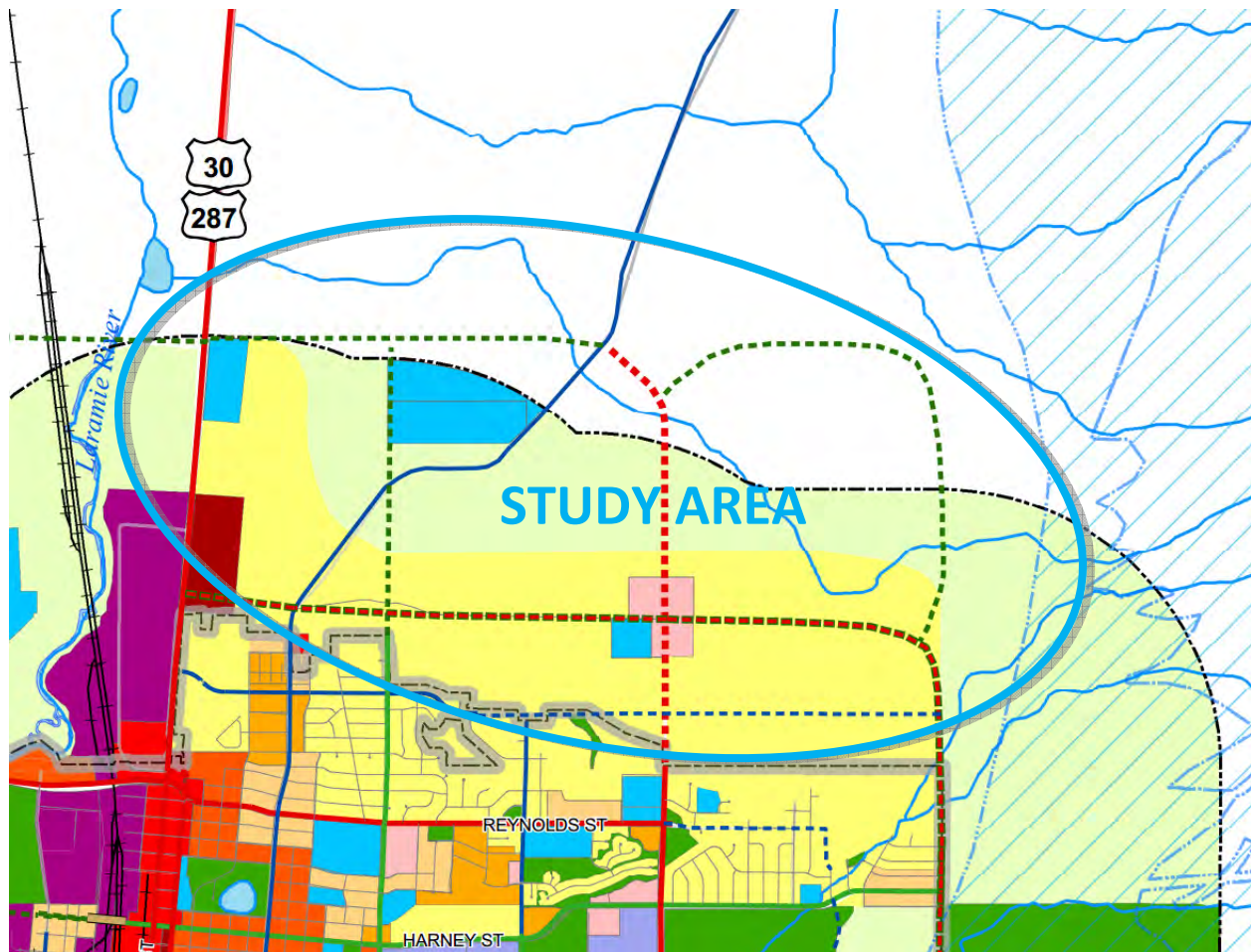
Distance from quarries/hazardous uses:

- Project A – 1 mile
- Project B - .5 miles from a nuclear power plant, .5 miles from industrial complexes that involve nuclear, biological or chemical hazards in their operations, and 5 miles from potential terrorist targets (political, military, historical and high profile locals).
- Project E – 1 mile
- Distance from quarries/hazardous uses to Cirrus Sky – None within 2.5 miles

With regard to natural disaster risks:

- Project B – Minimal risk to operations from floods, winds, tornadoes, hurricanes and seismic activity - Proximity to seismic activity, not less than 100 yards
- Project C – No seismic issues, threat of tornadoes, tsunamis, hurricane, typhoon, dust storms
- Natural Disaster risk to Cirrus Sky: No natural disaster risks identified within 5 miles

CITY COMPREHENSIVE PLAN

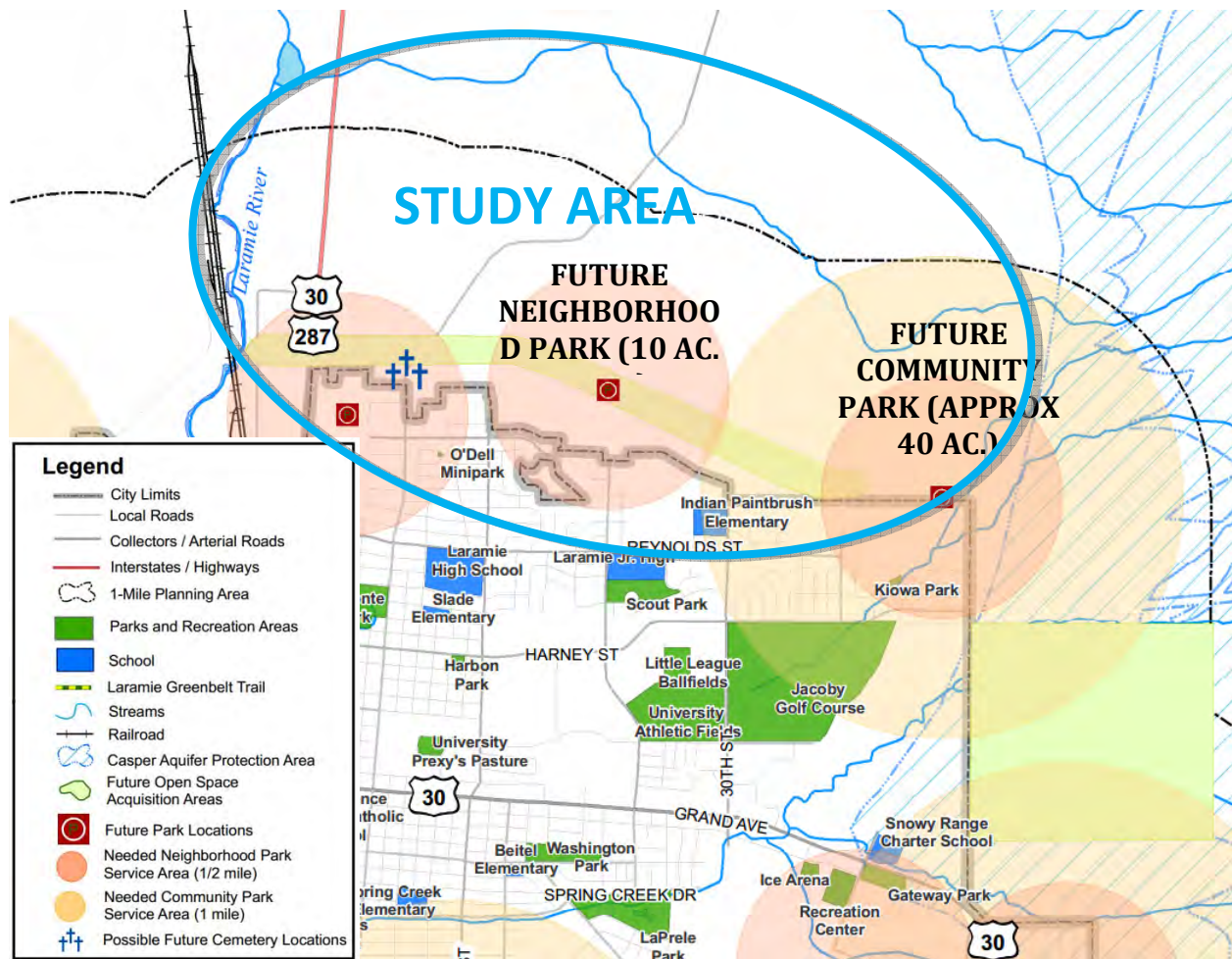


Map 3.2 – Future Land Use

Laramie's Future Land Use Map (above), found in the Comprehensive Plan, includes only a small portion of the study area, as much of the property is currently over 1 mile from the City's incorporated boundaries. The FLU Map currently envisions identified land uses within the study area as:

- "Suburban Residential" - yellow
- "Agriculture" - light green
- "Suburban Commercial" - pink.
- "Public/Institutional" (Land Fill, Switch Station) – blue

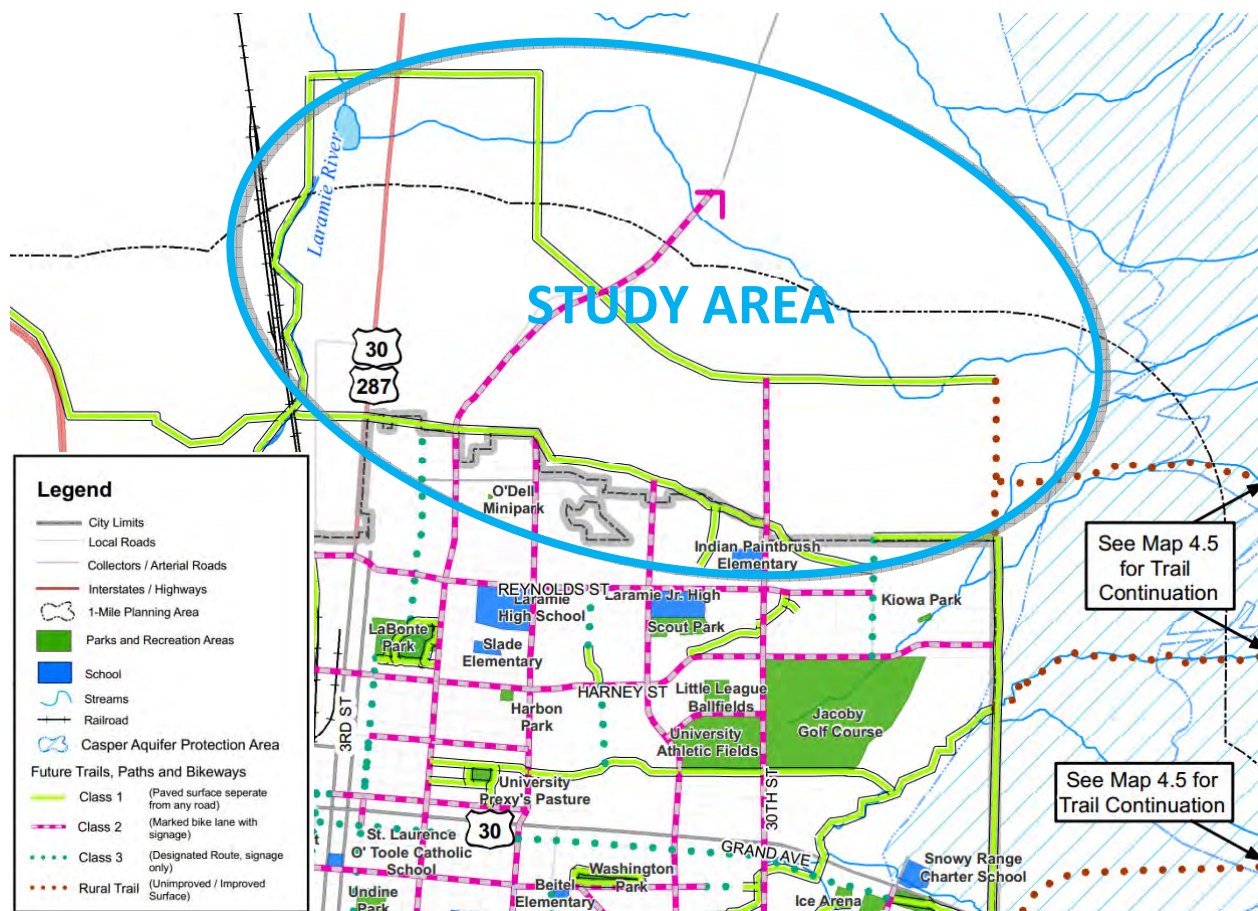
Recommendation – This map should be amended based on the revised Land Use Plan herein.



Map 4.3 – Proposed Park Facility Expansion Areas

Map 4.3 indicates that two public parks are needed and desired in the study area. One park should be a Community Park (~40 acres) and the other a Neighborhood Park (10 acre Minimum).

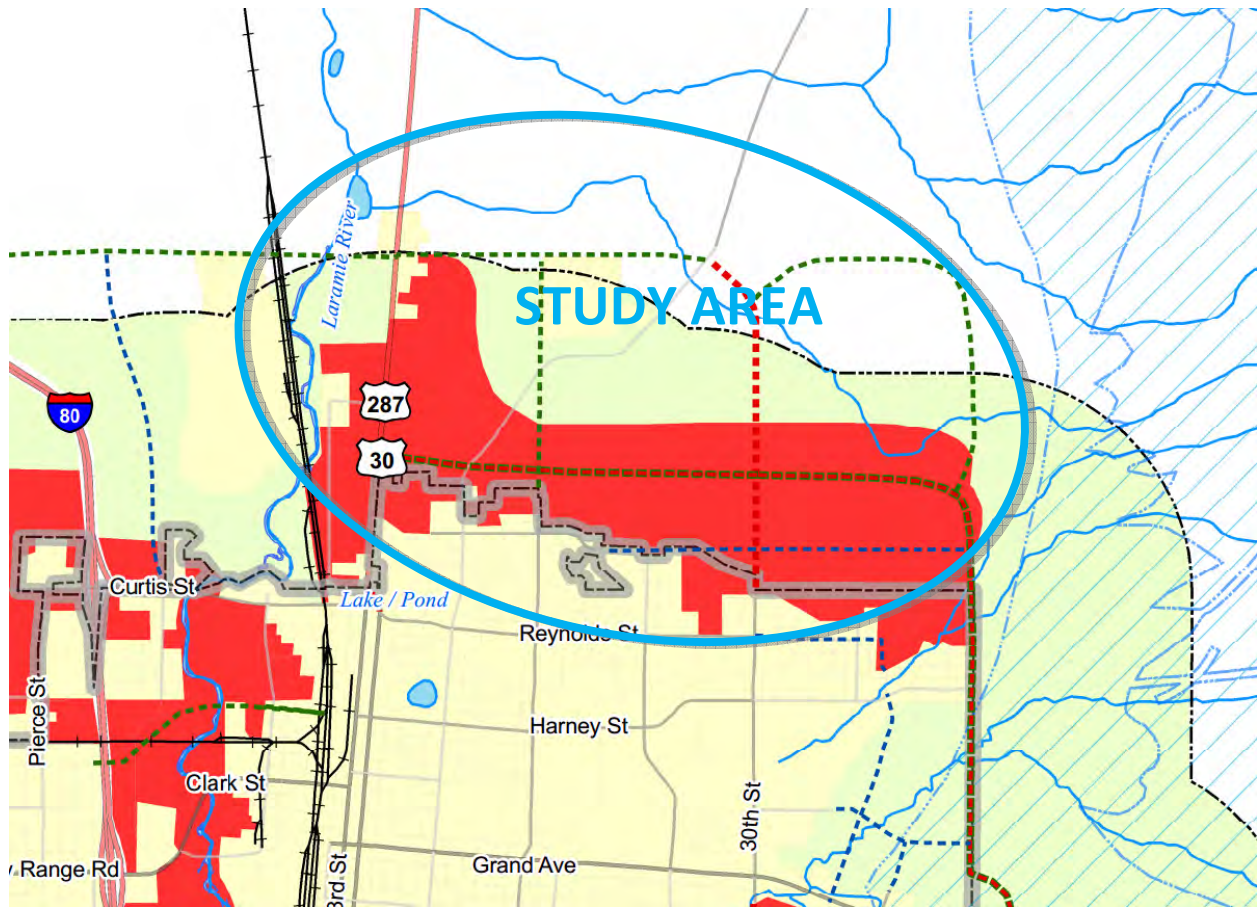
Note: an Ad Hoc Committee is presently examining future park and open-space needs in the City and vicinity, in preparation for an updated Parks, Trails and Recreation Master Plan; that Plan may modify these recommendations.



Map 4.4 – Bicycle and Trails Master Plan.

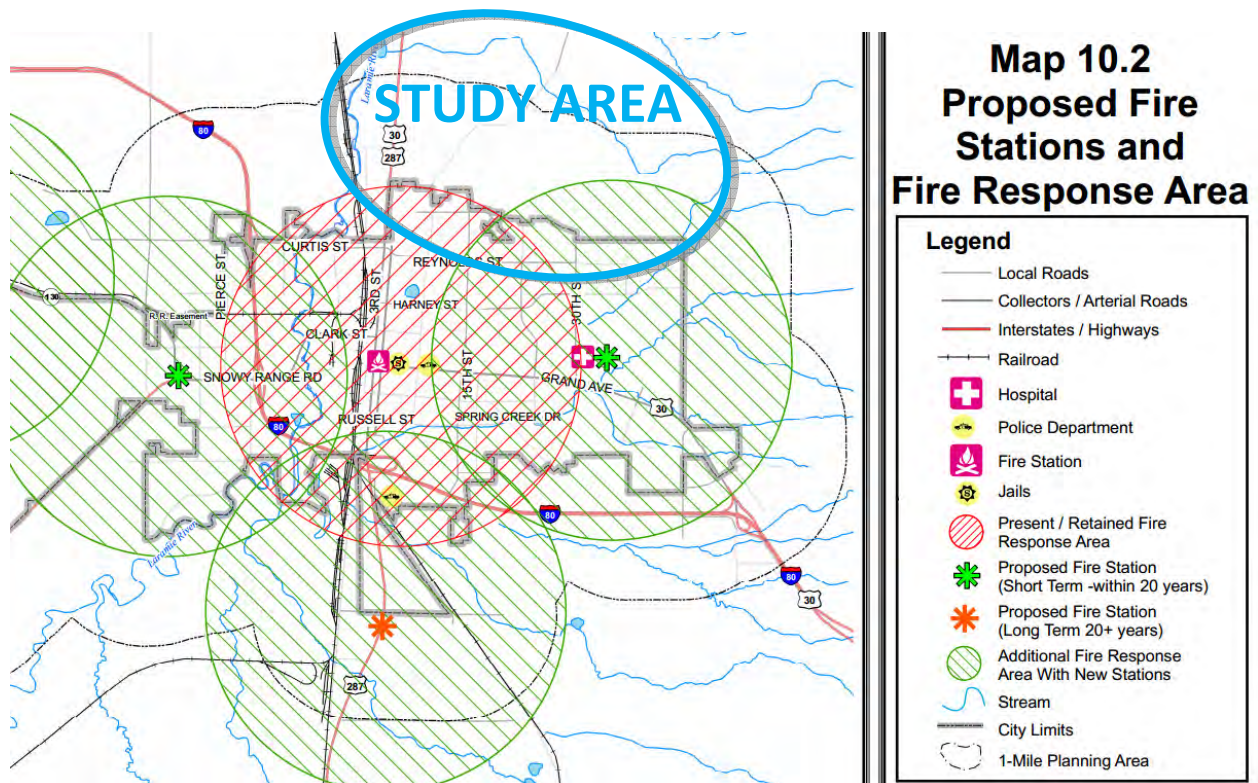
This map illustrates future trail connections within the study area. At the time the plan was developed, a “ridgeline” trail was desired and still is. However, with no enforceable code in place requiring construction of the trail, recent development proposals have reduced the possibility of a creating a continuous east/west trail along the ridgeline. A trail connection from 30th Street to 15th, 9th, or even North 287 is still desired.

Note: See note for Map 4.3. A principal landowner in the Cirrus Sky core area and the City have agreed that a trail connection along the ridgeline at the current north City boundary is an essential component of the project.



Map 7.2 – Urban Growth Area

Map 7.2 shows the areas that should be annexed and zoned if desired to be developed. The study area extends outside of the current Urban Growth Area as it is defined today. Amendments to this map will be needed as areas outside the UGA boundary are identified for immediate growth.



Map 10.2 Proposed Fire Stations and Fire Response Area.

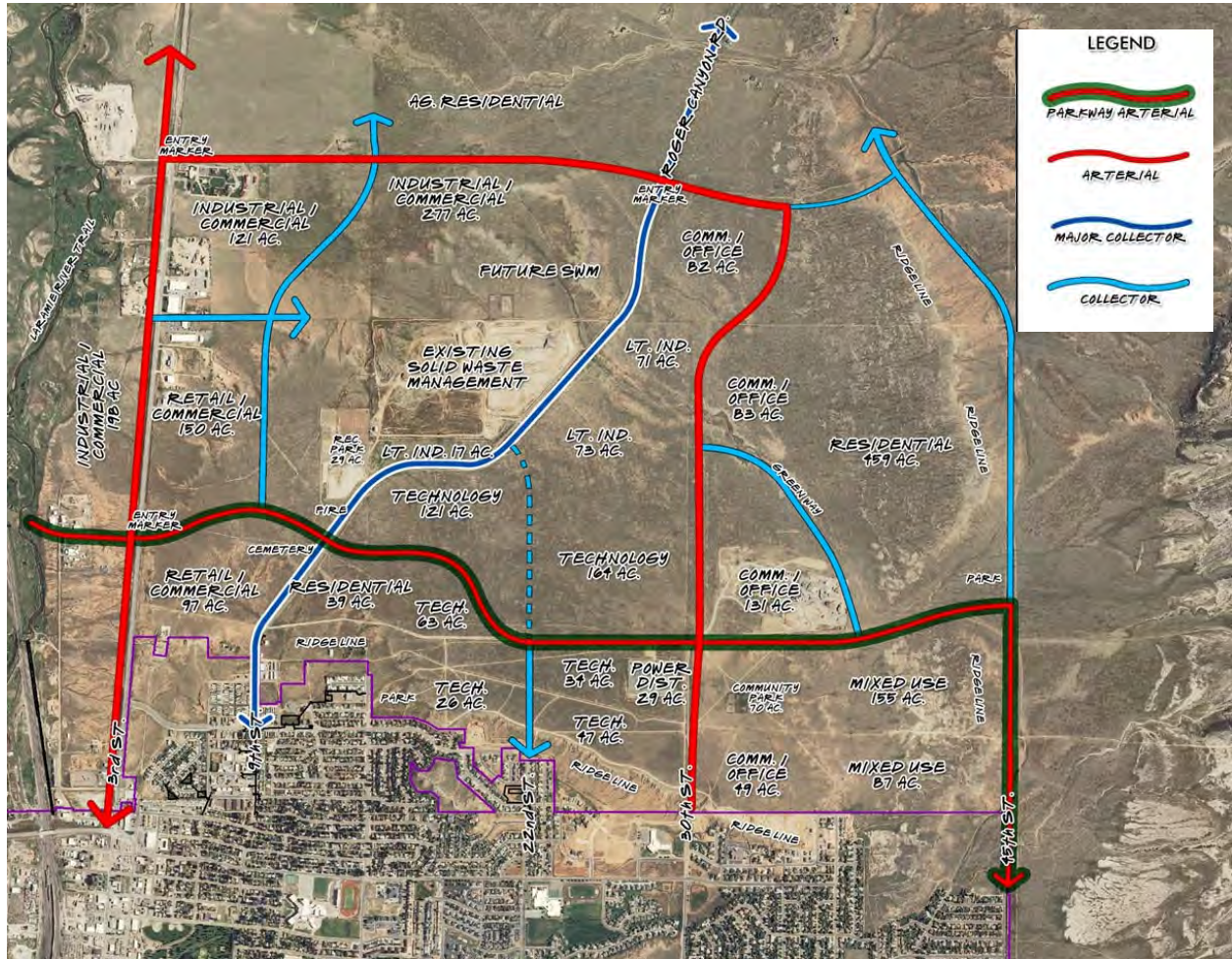
The majority of the North Laramie study area is outside of the proposed response areas as shown above. Fire Station #2, located at 1558 N. 23RD Street, currently serves the study area.

Recommendation - Any new fire station in the area should be planned in alignment with expected growth and development in this area.

Future Connectivity Plan

FUTURE STREETS

In order to properly plan streets for the Cirrus Sky Tech Park, it is important to study a larger area, so that future developments can be taken into consideration. Accordingly, streets will be properly aligned and sized to accommodate future growth, as suggested in the map below.



- The image above illustrates the vision for the major street network in North Laramie. Additional collector and local streets will be required as development occurs.
- The major street pattern has been planned with the goal of preserving large tracts of land allowing for a variety of development options and potential users.
- Existing north/south city streets (22nd, 30th and 45th Street) will be extend north into the study area.
- Asphalt Lane, a major east/west connection in the study area, is envisioned as a “Parkway Arterial” or “Boulevard” meaning that its character will have a greater emphasis on green spaces and landscape. Street improvement will include raised landscaped medians and broader setbacks.

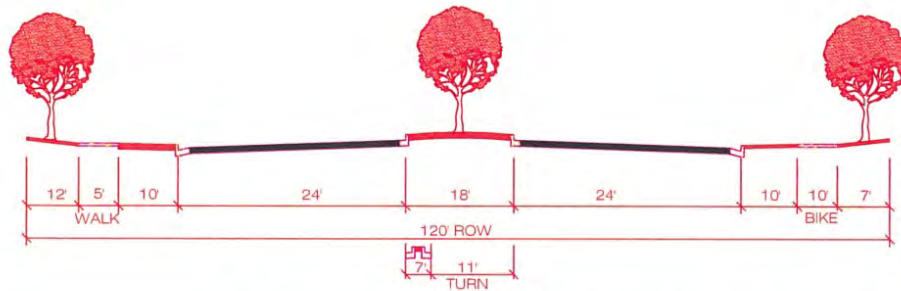
- e. Arterial Streets (illustrated in red) include Hwy 287, 30th Street and a proposed east/west street abutting the north edge of Cathedral Home for Children, which extends east to 30th Street.
- f. Collector Streets (illustrated in light blue) include Rogers Canyon Road, 45th Street north of Asphalt Lane, 9th Street north of Asphalt Lane, 22nd Street.
- g. Streets will be designed and constructed to meet the latest edition of the City Street Standards.

STREET DESIGN OVERVIEW

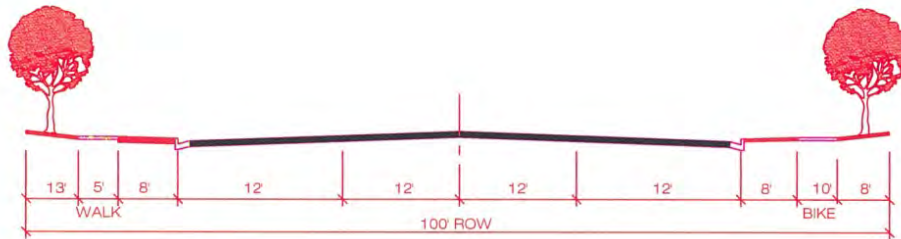
The proposed streets are oriented and designed to maximize connectivity through and around the master planned site (Exhibit E). Multiple roads will be constructed across the property having various widths and designations in order to maximize the connectivity to the City and areas to the north. A bike friendly environment is provided within the road sections. The majority of the roads will be constructed with future development. The road designations and their components are described below (See Figure 1).

- o Principal Arterial- Asphalt Lane Road (East - West)
 - 120-ft ROW
 - Two 12-ft lanes in each direction
 - An 18-ft Boulevard section
 - A 10-ft detached bike path on one side
 - A 5-ft detached sidewalk on the other
- o Secondary Arterial (30th Street (South – North)
 - 100-ft ROW
 - Two 12-ft lanes in each direction
 - One 10-ft detached bike path on each side
 - One 5-ft detached sidewalk on the other
- o Commercial Collector (22nd Street and others (South to North)
 - 72-ft ROW
 - One 11-ft travel lane in each direction
 - One 6-ft bike lane in each direction
 - 8-ft parking lane on both sides
 - 6-ft parkway on both sides
 - 5-ft detached sidewalk on both sides
- o Local Street- (Access to WRI property from 287 and others) – typical City of Laramie Street
 - 60-ft ROW
 - One 12-ft travel lane in each direction
 - 8-ft parking lane on both sides
 - 5-ft attached sidewalk on both sides

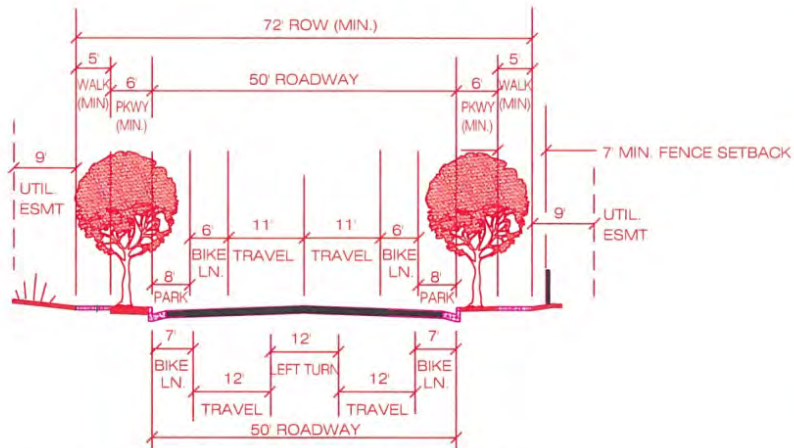
RECOMMENDED CROSS SECTIONS



PRINCIPAL ARTERIAL (PARKWAY)



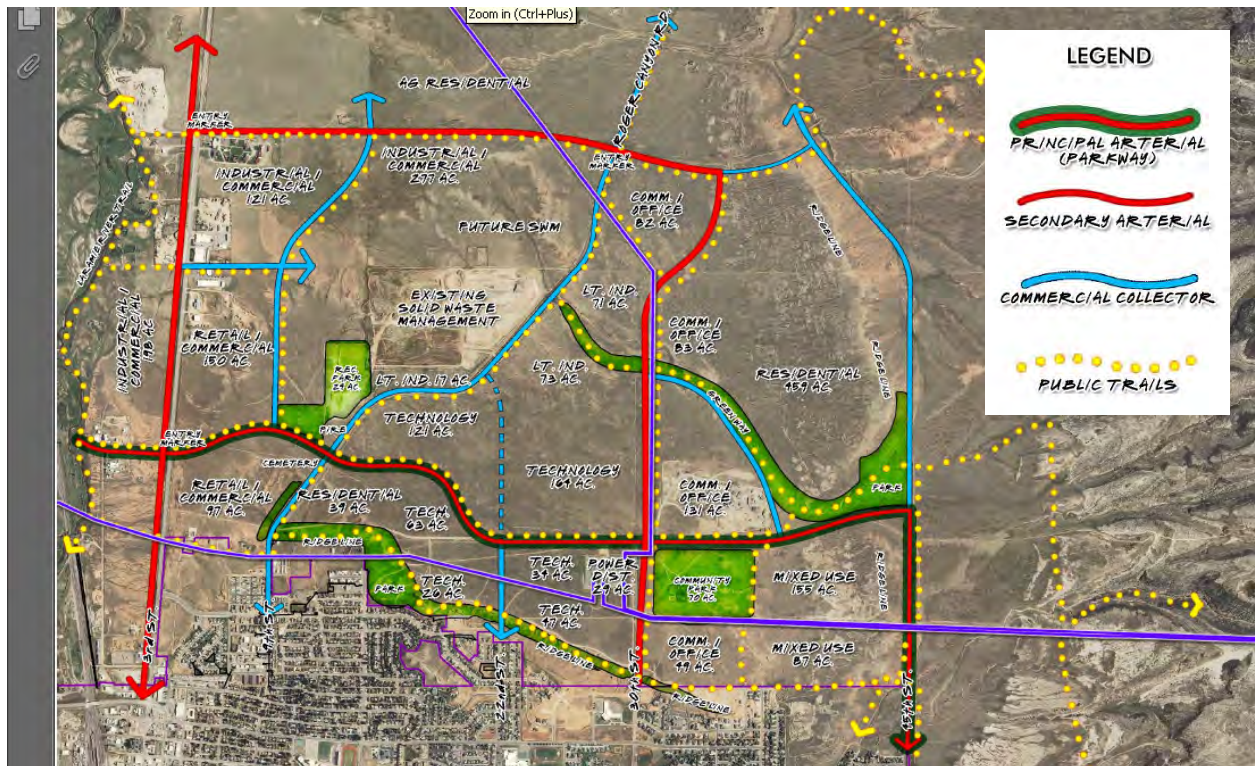
SECONDARY ARTERIAL



COMMERCIAL COLLECTOR

FUTURE TRAILS, GREENWAYS AND PARKS

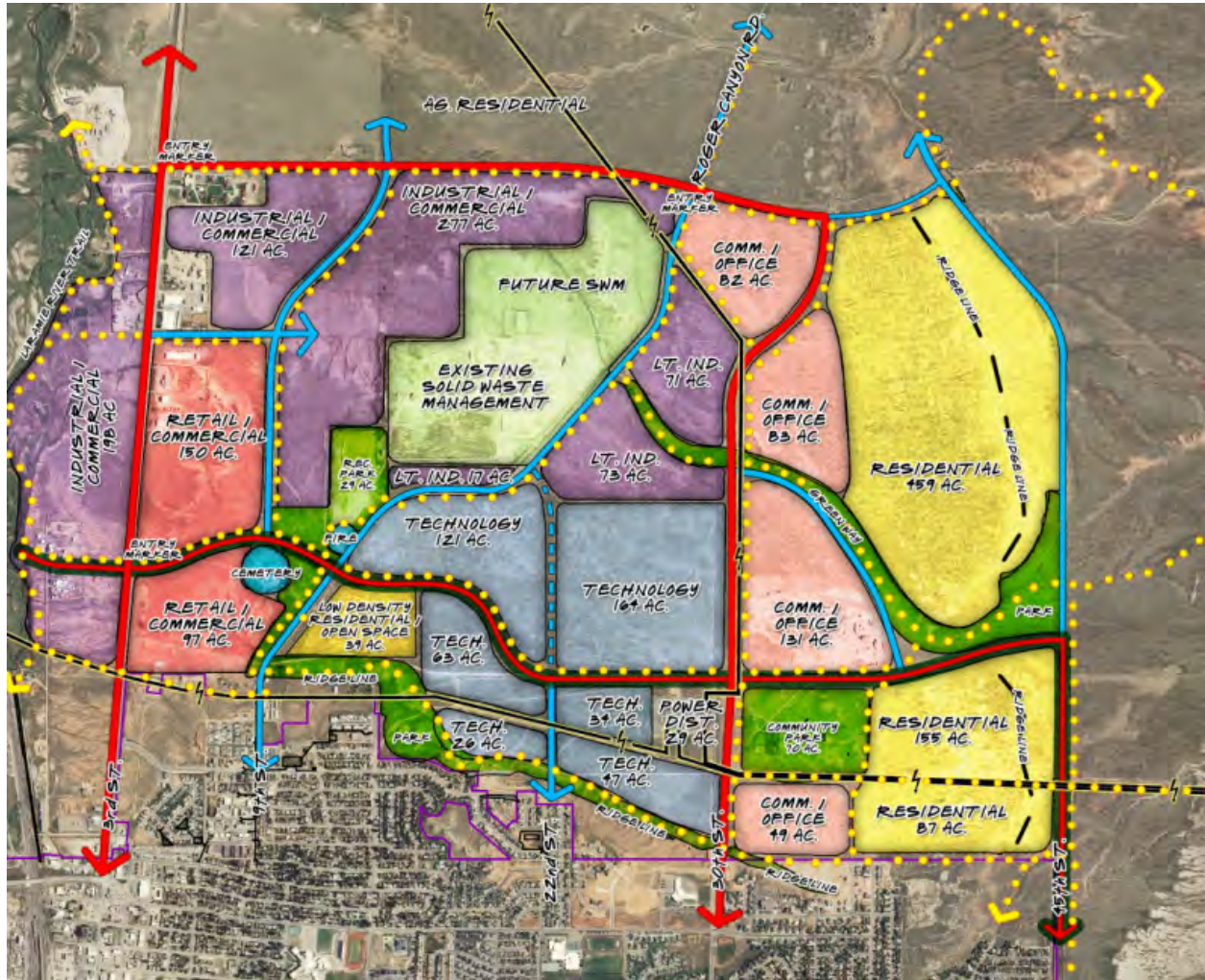
Pedestrian and bicycle trails should be extended throughout the study area providing an alternate means of transportation, linking to the Laramie River Trail, Spring Creek Trail, open space east of the City and to existing developed areas within the city.



- Greenways are planned along the ridge and the existing drainage way, providing trail links to public parks and to the surrounding residential and non-residential areas.
- A community park is illustrated as a possible feature, along with other uses, in the low area southeast of the future intersection of 30th Street and Asphalt Lane. The existing topography in this area poses some challenges for urban development, but is well suited for a park.
- Two Neighborhood Parks (10-acre min) are planned within the study area. One is located immediately southwest of the Phase I Site and the second is located northwest of the future intersection of 45th Street and Asphalt Lane. Both parks are located within or in close proximity to existing and future potential residential areas.
- Land has been identified for an expansion of the existing Baseball Complex. The exact size, location, and programming associated with the expansion will be determined at a future date.
- A comprehensive network of on-street and off-street trails are planned with the study area. Off-street trails are generally located along proposed greenways and within existing power line easements. The trail system provides links to the City's existing Greenbelt Trail system, including the Laramie River Trail and the Spring Creek Trail, and to trails within Albany County east of the City limits.
- Bike trails/lanes associated with Arterial and Collector Streets are planned as follows:
 - o Principal Arterial (Asphalt Lane) – 10 foot detached bike path on one side
 - o Secondary Arterials (30th Street) – 10 foot detached bike path on one side

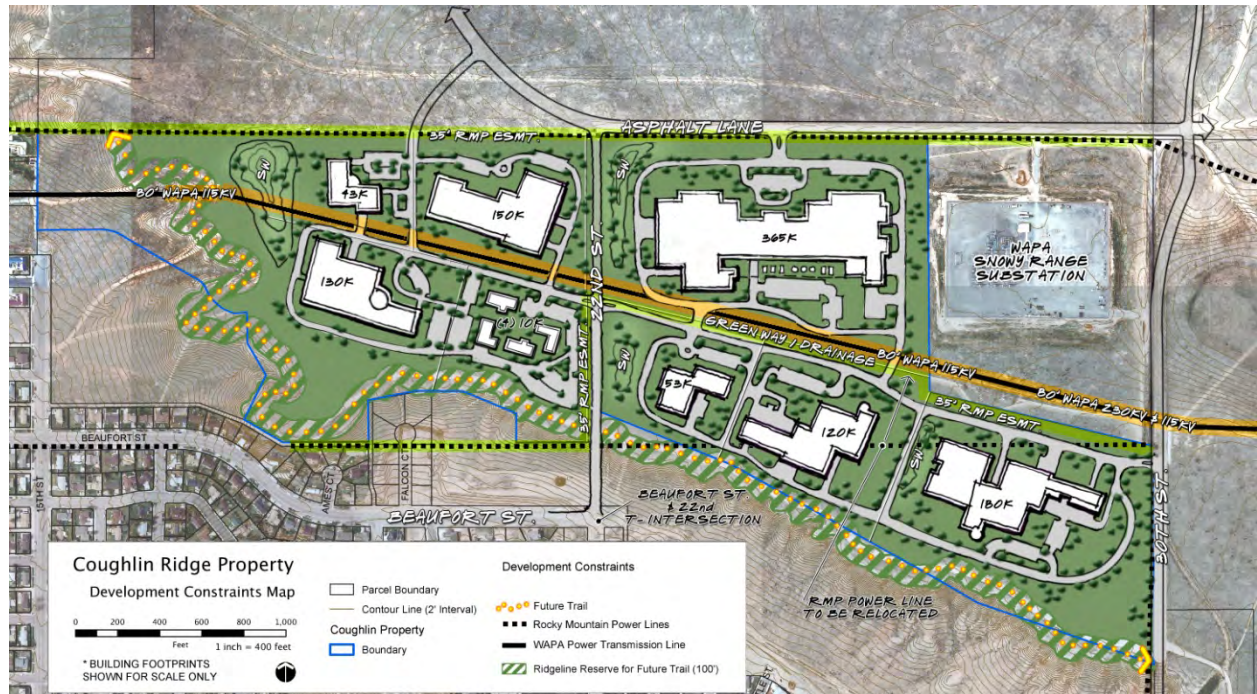
- o Commercial Collectors (22nd, 45th Street, etc.) – On-street 6 or 7-ft bike lane in each direction.
 - o Local Streets – bicyclist share roadway with motorists
- g. Greenway trails are envisioned as multi-purpose trails made up of a 10' wide paved surface and a 4' wide soft trail.

FUTURE LAND USE PLAN



- a. Proposed land uses within the study area generally transition from Commercial and Industrial along Hwy 287, to Tech/Industrial/Commercial uses within the central area, to Residential uses in the east.
- b. Generous buffers are provided between Tech uses and Residential/ Schools/Church uses
- c. Tech uses are located in close proximity to the Snowy Range Substation.
- d. A future fire station is illustrated near the intersection of Rogers Canyon Road and Asphalt Lane to improve protection and response times within North Laramie.
- e. The City's Solid Waste Management Facility is ringed with industrial/commercial uses on the north, west, and south sides. A combination of berms, screen fencing, and landscaping should be provided along the entire boundary of the Solid Waste Management Facility to create an attractive edge along Rogers Canyon Road and to provide screening from adjacent development sites.

PHASE I – CIRRUS SKY TECHNOLOGY PARK



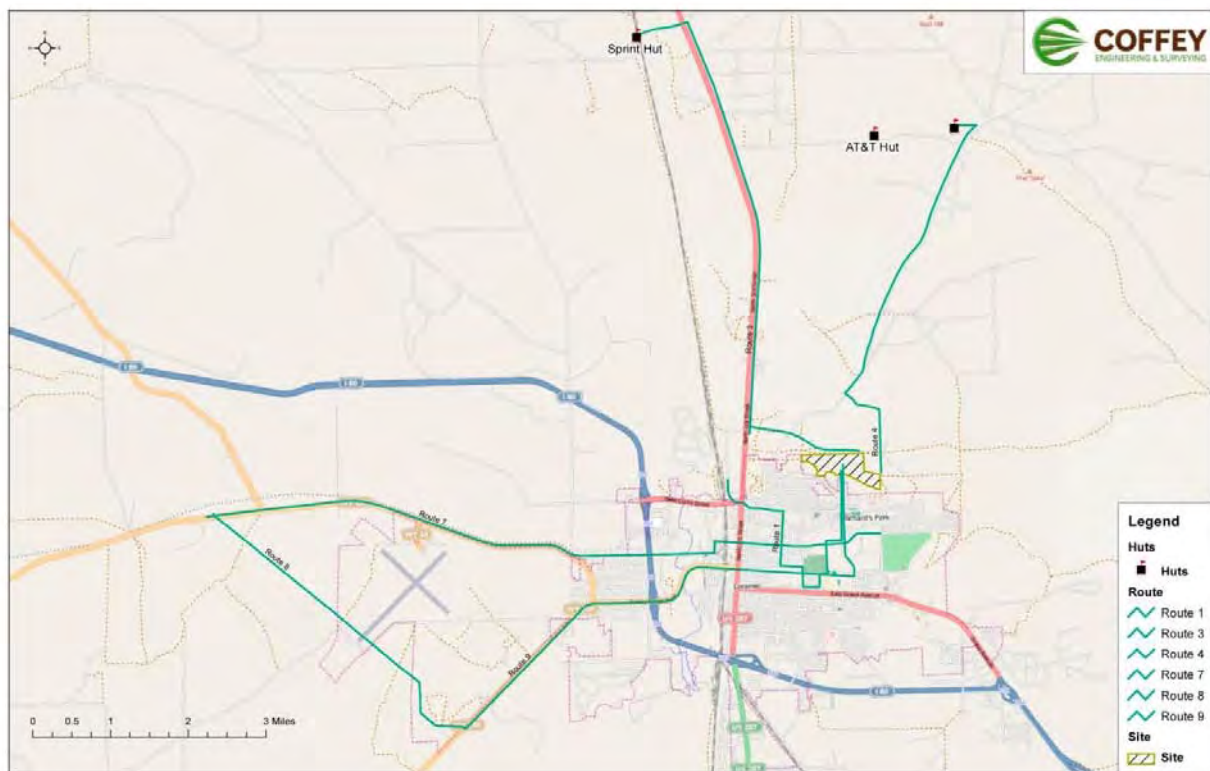
Phase I Design Considerations

- The Phase I Site is approximately 150 acres in size, and the southern property line is contiguous with the existing city limits.
- The City may want to consider dividing the Phase 1 site into 3 or 4 individual lots prior to annexation. Albany County allows 35 acre and greater lots to be created using a simple warranty deed, without lengthy subdivision requirements. A deed generally takes one day to process at the county. This approach could save great deal of time. This issue should be balanced against present and development future needs as may be required or desirable under the City's Unified Development Code (UDC).
- Existing and proposed site features suggest potential lot line locations along 22nd Street extended and paralleling the WAPA Power line, creating 3 or 4 individual lots.
- Subdividing the property would allow the City to annex individual parcels, or the entire property.
- WAPA's Snowy Range Substation abuts the east edge of the property and provides a convenient and ideal power source for users with significant power needs.
- A 115Kv WAPA power line extends northwest from the Snowy Range Substation through the Phase I Site, and is located within a 75' easement.
- Rocky Mountain Power owns and operates two 13.2Kv power lines that run through and adjacent to the Phase I Site. Based on preliminary discussions, these lines are located within 35' easements. In order to maximize the developable area, it is recommended that the south line be relocated so as to generally parallel the WAPA line until meeting 22nd Street and then will follow the west ROW line of 22nd Street south and reconnect to the existing line heading west.

- h. 22nd Street (80' ROW) will be extended north through the property to connect with Asphalt Lane, and possibly beyond in a future phase. Extending 22nd Street provides convenient access to the Cirrus Sky Tech Park from areas south of the ridge, as well as a direct connection to Fire Station #2.
- i. 30th Street will also be extended north providing a second point of access for the Cirrus Sky Tech Park. The Phase One limits of the 30th Street extension will be based on proposed development. 30th Street phasing options include: 1) extending 30th north to the south property line of the WAPA Snowy Range Substation where it would connect with a local street within the property; and 2) extending 30th Street to Asphalt Lane.
- j. A greenway and trail will extend along the ridgeline at the south edge of the property within an approx. 100-foot wide corridor. "Private" trail connections, within the Cirrus Sky Tech Park, should be incorporated into future developments.
- k. The Urban Land Institute developed ten innovative guiding principles for sustainable and integrated large-scale development with the aim of influencing future development. A few of these principles are echoed below and should be considered as implementation of the technology park moves forward.
 - **Create Great Places.** Adopt a place-making approach through use of a place-making and sustainable approaches, large-scale new development can work well with the surrounding area to create a character and personality in line with the district vision.
 - **Open up public spaces/Provide accessible public open space.** Public spaces in private developments are usually of higher quality than other public open spaces, but may not be accessible to the public at all times. Developers gain concessions for providing public spaces in private projects, so these areas should be clearly identified, and physically and visually accessible from the street. Public open space should also be provided at grade and linked to open space at upper levels. If it is not possible to provide a direct view of the public areas at upper levels, a clear wayfinding system should be provided.
 - **Promote Sustainability** - Go beyond sustainable building design. During planning, the focus should not be solely on the sustainability of buildings within the development; it should also consider the development's integration with the adjacent areas, and its impact on the district and the city as a whole.
 - **Manage, Control, and Coordinate** - Implement coordinated management control. A development with multiple owners can contribute to diversity, but one owner with multiple designers can also contribute to diversity. The key is coordinated management control, whether that management is by the public or private sector, or involves a single developer or multiple developers.

Future Fiber Telecommunications Plan

Several fiber routes, connecting the Cirrus Sky Tech Park to the long-haul fiber routes that currently run through or near the City of Laramie, have been designed by TMNG Global. Depending on a prospective company's needs, one or more of the routes can be developed very quickly (3 to 4 months), if they are pre-planned (including development of engineered drawings, rights of way, easements, and permits). These routes are shown in the map below.



Any of the fiber routes shown above can be strategically routed through particular parts of the community to enhance existing broadband connectivity. That routing can be accomplished just before the fiber is actually installed (rather than now) to fully maximize the immediate impact of each route as it is developed.

Development costs for each fiber route is estimated in the table below, including a “best case,” “high case,” pre-plan and route assessment only estimates for planning purposes. These costs can be fine-tuned during the pre-planning effort (i.e., when each route is engineered and better costs estimates created).

SELECT FIBER ROUTES

Route #	Proposed Fiber Location	High Case	Best Case	Pre-Plan Only Case	Route Assessment Only
1	Level 3 Hut South Route to Site - Could be Part of Route 9, if 9 is built	\$ 543,223	\$ 484,615	\$ 271,119	\$ 8,279
3	North site to 287/30 N past Warren Ranch Rd to Howell Rd & UPRR	\$ 752,900	\$ 586,664	\$ 64,350	\$ 17,790
4	North Site N on Rogers Canyon to Haul Rd	\$ 474,659	\$ 367,485	\$ 31,389	\$ 7,958
7	Alternate to Rt 5 - Airport to North Site	\$ 1,149,823	\$ 922,797	\$ 84,370	\$ 17,673
8A	West of Airport to Country Club Driveway	\$ 438,977	\$ 365,446	\$ 70,313	\$ 8,330
9	Country Club driveway to North Laramie Site	\$ 778,740	\$ 617,260	\$ 86,205	\$ 11,962
Totals		\$ 4,138,324	\$ 3,344,271	\$ 607,748	\$ 71,992

Infrastructure Improvements

Coffey Engineering, TMNG Global, and the City of Laramie have worked together to plan for various improvements to the water, sewer, and drainage of the Cirrus Sky Tech Park.

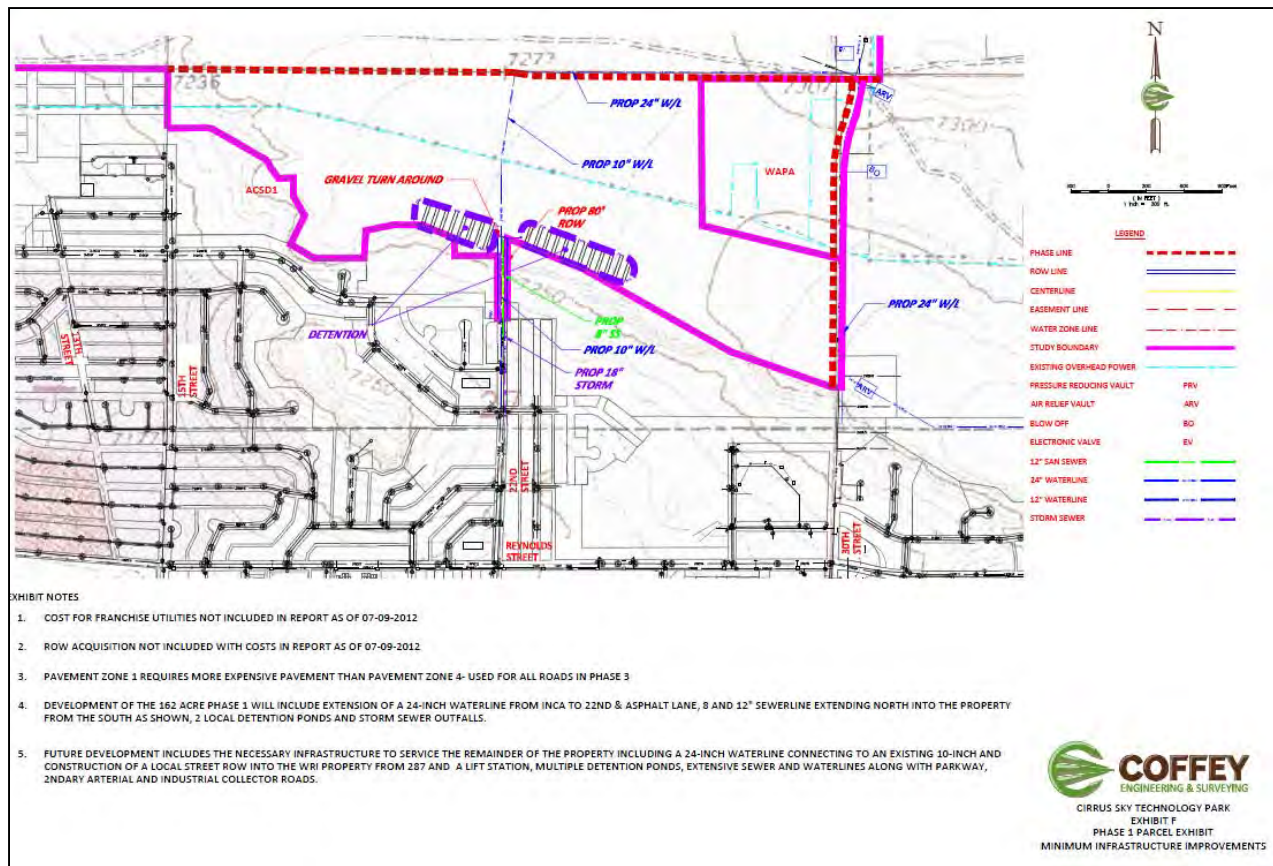
Before major power upgrades can be completed two studies are normally required for each option. The first an Engineering Services Agreement (ESA) which in this case will include cooperative studies by both Western Area Power Administration (WAPA) a Federal Government Agency and Rocky Mountain Power (RMP). This combined Study will cost approximately \$80,000 and will verify that sufficient power, including during an outage of any one source, is available to meet the anticipated needs of Cirrus Sky Tech Park. The second study an Engineering, Materials and Procurement Agreement (EMPA) is generally required after the ESA indicating adequate power available to determine timing and costs to build a feeder from the substation to the required site allowing developers to understand when and at what cost the power source can be delivered to the specific site.

Preliminary discussions with Rocky Mountain Power indicate that the Secondary power engineering “agreement” Engineering, Materials and Procurement Agreement (EMPA) would only be needed if the City or a known customer is ready to determine whether the 115kV or 230kV feed is to be designed and to pre-select a site for the privately owned customer substation should be decided. This study which would also involve both WAPA and RMP would cost approximately \$45,000 in addition to the ESA when needed. It should be noted that due to the proximity of the Cirrus Sky Tech Park development area to the Snowy Range Substation and the fact that there would be only one landowner (the Tech Park Owner) involved in Easements the cost and timing to build would be minimal for a 230kV feeder – generally well within any data center’s building time frames.

Additionally, a RMP power line that currently bifurcates the site should be moved, so that it runs adjacent and parallel to the existing WAPA lines on the property. Moving that power line will cost approximately \$115,000.

PHASE I SITE PUBLIC INFRASTRUCTURE PLAN

Streets, water, sanitary sewer, and drainage improvements have been planned by Coffey Engineering & Surveying, as indicated on the map below.



The overall study area has an approximate area of 2,136 acres. There will be future build out east of the study area up to the ridgeline, which is not considered in this report other than to make note that it may occur in the future. The ultimate build out of the area will include the following.

- Multiple north south arterial and collector roadways
- Multiple east west collector and local roadways
- Extension of waterlines from the east (City of Laramie Zone 3) west across the area looping into a waterline that extends west across the Laramie River from the City lift station
- Extension of sanitary sewer lines east from the lift station as well as lines extending north from Reynolds Street
- Extension of a storm sewer east from the Laramie River to a proposed regional detention pond located in a low area on the east side of the WAPA power facility on North 30th Street
- Extension of a force main north on 287 to service the northern portions of the area that cannot be served by a gravity main due to topographic constraints
- Multiple regional detention ponds located along an existing drainage located in the northern portion of the study area, which slopes from east to west with outfall into the Laramie River between Wyotech and the Cathedral Home for Children. A 30-inch culvert conveys the stormwater under WY Highway 287.

The planning has been broken down into the following phases (Exhibit A).

- The Phase I Site, which has an approximate area of 149 acres.
- Future Development north and west of the Phase I site (1,974 acres)

FUTURE DEVELOPMENT

Infrastructure included in the areas designated as future development will include the remaining required infrastructure for build out of the study area including the following.

- 24-inch waterline from 22nd and Asphalt Lane to the WRI property in the Asphalt Lane ROW
- 12-inch sewer line from 22nd and Asphalt Lane to Phase 2 in the Asphalt Lane ROW
- 48-inch and 60-inch storm sewer from the Laramie River east to a regional detention pond located on the east side of the 30th Street Extension across from the WAPA power facility
- Extensive road construction through and around the property
- Regional on-stream detention facilities on an existing drainage that slopes from east to west in the northern part of the study area
- A sanitary sewer lift station and force main to service areas of the property that cannot be served by the gravity sewer proposed in Asphalt Lane.
- Installation of 24-inch waterline to a 10-inch line that comes across the Laramie River north to the site and out to highway 287
- Construction of a local street section (60-ft ROW) from highway 287 into the WRI site

PHASE I PARCEL (EXHIBIT F)

Infrastructure included in Phase 1A will include the following.

- 24-inch waterline from Inca Drive to 22nd along Asphalt Lane
- 12-inch waterline north on 22nd to meet up with the 24" waterline in Asphalt Lane
- Construction of a collector road (80-ft ROW) that will extend 22nd Street north to a temporary gravel cul-de-sac on top of the Bluff.
- Construction of on-site detention and offsite storm sewer outfalls in 22nd Street
- Installation of a 12-inch sewer line from Beaufort Street north in 22nd Street to the temporary Cul-de-Sac

WET UTILITY OVERVIEW

Sanitary Sewer, Water, and Storm Sewer are the required wet utilities for this area to develop (Exhibits B-D). The sanitary sewer extensions north into the area will serve the Phase I Site with some possible extensions into the future development area. A combination of gravity main extended from west to east along Asphalt Lane and a mixture of gravity and force main will serve the Future Development area.

The majority of the site will be serviced by water from the City of Laramie Pressure Zone 3 by extending a 24-inch water main from Inca Drive west to the Laramie River and connecting to existing 10-inch water main at the river. This line will cross into City of Laramie Pressure Zones 1 & 2 requiring Pressure Reducing Vaults at any connections with water mains in these zones.

PHASE I PARCEL (EXHIBIT F)

Wet utility infrastructure in the Phase I will include the following.

- 24-inch waterline from Inca Drive to 22nd Street in Asphalt Lane
- 12-inch sanitary sewer line from Beaufort Street north in 22nd Street to the top of the bluff and the gravel cul-de-sac
- Installation of a 8-inch waterline from 22nd Street to a connection at Asphalt Lane

FUTURE DEVELOPMENT

Future Wet utility infrastructure will include the remaining required infrastructure for build out of the phase including the following.

- 24-inch waterline from 22nd and Asphalt Lane to WRI property in the Asphalt Lane ROW
- 12-inch sewer line from 22nd and Asphalt Lane to WRI Property in the Asphalt Lane ROW
- A sanitary sewer lift station and force main to service areas of the property that cannot be served by the gravity sewer proposed in Asphalt Lane Road.
- Installation of 24-inch waterline from a 10-inch line that comes across the Laramie River north to the site and out to highway 287
- Installation of a 12-inch sewer line from 30th Street to 22nd Street in Asphalt Lane
- Installation of a 12-inch waterline around the north and east perimeter of the Phase I Site in the Asphalt Lane and 30th Street ROW's respectively
- Installation of water and sewer lines in other ROW's and easement within the study area to service the future development.

DRAINAGE DESIGN OVERVIEW

The proposed development will be required to limit stormwater releases to historic levels or less (Exhibit D). Several regional detention ponds are proposed around the property to accomplish this within. In addition, a large storm sewer is proposed within the Asphalt Lane Road alignment to convey stormwater from a low area at the eastern edge of the study area near the WAPA facility that has no outlet currently. This low area will function as one of the regional detention areas.

Areas not served by the regional ponds will be required to provide on-site detention and release at a prescribed rate. The rate will be determined by master drainage study of the area. In general, a historic per acre release rate will be determined to size the local ponds for each lot that does not contribute stormwater through one of the proposed regional ponds.

A large diameter storm sewer will be required to intercept and convey stormwater from this southern part of the area to the Laramie River. The alignment of this storm sewer will follow Asphalt Lane Road paralleling the sewer and water mains. Additional storm sewers in the form of culverts under roadways will be required as outlets for the regional detention facilities located along an existing drainage within future development area. Some extensions of storm sewer south into the City are also proposed to minimize flows going directly into the existing street system, which is at capacity in this part of Laramie according the North Laramie Drainage Study prepared by SEH.

The Phase I Parcel will require onsite detention and storm sewer outfalls to the south and west. The approximate locations of these ponds are shown on Exhibit F. Coffey has included approximate costs of the ponds and their respective outfalls to the existing downstream storm sewer collection system.

Development Costs

The cost to acquire the land and develop infrastructure for the Cirrus Sky Tech Park is estimated to be \$5,845,861, based on the land appraisal and estimates calculated by Coffey Engineering and TMNG Global. Those costs are summarized in the table below.

Cirrus Sky Tech Park Cost Estimate	Amount
Pre-Development Expenses	
Planning Study	\$90,000
Subtotal Pre-Development Expenses	\$90,000
Land Acquisition	
Appraised Value (149 \$14,000/acre)	\$2,086,000
Subtotal Land Acquisition	\$2,086,000
Infrastructure Improvements:	
Streets/Roads	\$308,267
Sanitary Sewer	\$491,625
Water lines	\$1,493,050
Drainage Improvements	\$351,013
Engineering	\$343,714
Mobilization/Contractor	\$132,198
10% Contingency	\$264,395
Subtotal Infrastructure Improvements	\$3,384,261
Private Utility Improvements	
ESA power study (WAPA and RMP)	\$80,000
Relocate electric power line	\$115,000
Gas and other private utilities	unknown
Subtotal Private Utility Improvements	\$195,000
Other Expenses	
Assessment of Fiber Routes 1, 3, and 4	\$13,800
Project signage	\$76,800
Subtotal Other Expenses	\$90,600
TOTAL COSTS	\$5,845,861

Funding Recommendation

Based on available funding resources, the costs to develop the Cirrus Sky Tech Park can be funded according to the recommendations included in the following table.

Cirrus Sky Tech Park Funding Recommendation	Amount
Match Contributions	
Planning Study (cash - paid)	\$90,000
Option to Purchase Land (cash - paid)	\$5,000
Value of Discounted Price (from landowner, pending sale)	\$626,000
Additional contribution (cash - committed)	\$405,000
Subtotal Match Contributions	\$1,126,000
Grants	
WBC Community Readiness Grant	\$4,669,861
WBC Planning Grant (power studies)	\$50,000
Subtotal Grants	\$4,719,861
TOTAL FUNDING	\$5,845,861

The total Match Contributions identified above represent 19.3% of the total project cost. It should be noted that the Wyoming Business Council (WBC) Community Readiness grant listed above exceeds the amount that would normally be considered by the WBC (i.e., normally the WBC would only consider a \$1 million Community Readiness grant, although large projects have previously been awarded up to \$3 million). Therefore, special consideration will be needed. The WBC staff has been approached by the City, but it is unknown at this time whether such a large request is feasible. Many other funding sources have been considered before development of the recommendation above. If the WBC is not willing to entertain a \$4.7 million grant, then other funding sources will be needed. Accordingly, other potential funding sources are discussed in the next section.

Funding Sources

There are several sources of funding potentially available for development of the Cirrus Sky Tech Park. This section of the plan identifies the potential financial opportunities to fund the development costs identified in the plan. Each funding source has restrictions that limit the types of projects it can fund, as well as restrictions as to which entities can be funded. The following funding sources have been considered, and will be discussed in priority order of likelihood of securing funds:

- Wyoming Business Council/Business Ready Community Grant & Loan program
- Wyoming Business Council/Community Development Block Grant Program
- Revenue Bonds
- State Loan & Investment Board (SLIB) Federal Mineral Royalty Grants, Consensus Funding, Wyoming Joint Powers Act Loans, and Abandoned Mine Land funds
- U.S. Department of Commerce/Economic Development Administration funds
- Capital Facility Tax (countywide excise tax)

Each of these potential funding sources has certain attributes to be considered, including their respective costs, uses, timing, and likelihood of availability. They will each be discussed below.

WYOMING BUSINESS COUNCIL – BUSINESS READY COMMUNITY PROGRAM

The Wyoming Business Council (WBC) Business Ready Community Grant & Loan (BRC) program provides financing for publicly owned infrastructure that serves the needs of businesses and promotes economic development within Wyoming communities. Cities, towns, counties, joint powers boards and both Tribes are eligible to apply for funding. Public infrastructure that is eligible for funding includes water; sewer; streets and roads; airports; rights of way; telecommunications; land; spec buildings; amenities within a business park, industrial park, industrial site or business district; landscaping, recreation and educational facilities; and other physical projects in support of primary economic and educational development.

Funds for the BRC program are appropriated by the State Legislature. The 2012-2013 biennium appropriation is \$58.5 million. After the WBC staff and Board of Directors have reviewed funding requests and made their recommendations, final approvals are considered by the Wyoming State Land Investment Board at their bimonthly board meetings. The City of Laramie (or Albany County) would be an eligible applicant, and the WBC is likely to fund development of necessary and well-planned business parks.

To distribute funds for eligible projects, the BRC has developed six subcategories based on differing criteria and objectives. The subcategory that currently applies to the Cirrus Sky Tech Park is **Community Readiness** projects. This program is intended to assist in preparing a community through infrastructure improvements and expansions in support of primary economic development. The improvements have to be part of an approved comprehensive plan and the applicant must demonstrate that the potential exists for the creation of new primary jobs. It also must demonstrate that appropriate planning has been conducted and capacity exists to accommodate new business development in order to insure success for the project. As a Community Readiness project, grants are available for up to \$1 million. A local match equal to

15% of the project will be required (Note: Local match of \$176,471 required for maximum \$1 million grant, for total project funding of \$1,176,471).

There have been instances when the WBC has awarded larger grants for big projects. Typically, the WBC has limited such awards to a maximum of \$3 million grants for the applicable subcategory. Thus, the limit for the Cirrus Sky Tech Park, as a Community Readiness project, would ordinarily be \$3 million in grant funds (locally matched with \$529,413, for total project funding of \$3,529,413). Requests higher than that amount will require special consideration by the WBC, which may result in approval of less funding than the amount sought.

Other subcategories of BRC funding may be available. If a business is identified and committed to building a project in the Cirrus Sky Tech Park, then **Business Committed** grants are available for the project. This is important, since the maximum award for grants for Business Committed projects is \$1.5 million, and the required local match is reduced to 10% of the project (i.e., to secure the maximum grant amount, a local match of \$264,706 is required, for total project funding of \$1,764,706). If previous actions of the WBC are indicative of what is possible for this project, then larger grants could be sought, for a total project cost of up to \$5,294,118 (\$4.5 million in BRC grants, plus \$794,118 in local match).

The final BRC subcategory to consider for this project is Managed Data Center projects, although it is primarily intended to be an incentive so it will be discussed in the Incentives section below.

Recently, the Wyoming State Legislature authorized the WBC to begin using BRC funds for planning grants. The WBC has drafted rules for that use, and the WBC Board of Directors has approved the draft rules. Wyoming Governor Matt Mead is currently reviewing the draft rules, and is expected to approve them sometime before September 1, 2012. Once approved, the WBC expects to receive the first BRC planning grant applications by December 1, 2012 (and semi-annually thereafter).

The electric service analysis planning that needs to be completed by WAPA and Rocky Mountain Power would be excellent candidates for BRC planning funds. Under the draft rules, up to \$25,000 is available for feasibility studies, and up to \$50,000 is available for community-wide economic development plans and initiatives. A 25% local match is required for all BRC planning grants. The City of Laramie could write multiple grant applications (up to \$100,000 per year maximum awards).

If a community-wide BRC planning application is made, the City might persuade the WBC to fund the grants since the electric service analysis:

- Will lead to improvements for the entire community;
- Will include improvements at the solid waste management facility, which serves the entire community; and
- Is part of a community-wide economic development initiative to improve infrastructure for business growth

WBC grant application deadlines are tied to the specific type of grant funding. BRC grants must be submitted by the first day of March, June, September, or December, with decisions made the following quarter. The Wyoming Business Council will not provide grant funds if the local match

project costs are not identified and secured. Involvement by Laramie Economic Development Corporation and the Regional WBC Director, Tom Johnson, will be critical to the success of WBC grants.

More information about the WBC Business Ready Community Grant and Loan program can be found online at <http://www.wyomingbusiness.org>.

A key consideration for all BRC grants is a plan to “recapture” revenue equal at least to the State’s investment (i.e., the amount of the grant). There are several ways that the City of Laramie will recapture revenue in this project:

- Sale of lots – once the Cirrus Sky Tech Park become shovel-ready (i.e., subdivided, zoned, and all necessary infrastructure is in place), the land will be worth much more than it currently is worth. Based on comparable sales identified in the appraisal and on the value of the infrastructure improvements that will be developed, the land in the Cirrus Sky Tech Park will then be worth as much as \$58,000 an acre (or \$1.33 per square foot). Some of the Cirrus Sky Tech Park lots may be substantially discounted (to incentivize development), but perhaps half of the 139 developable acres will be sold, resulting in sales of up to \$4 million. If these funds were dedicated to economic development, they could be counted as part of the recapture plan. They could also be dedicated to future business park development, including expansion of the Cirrus Sky Tech Park.
- Economic impacts – There will be significant enhancements for local governments and the state, based on future development of the Cirrus Sky Tech Park. Approximately \$7.8 million in state and local tax revenue will be recaptured during construction. After construction, the new businesses to be located in the Cirrus Sky Tech Park will generate annual state and local taxes of \$3.8 million. Those increases in tax revenues should be considered in the revenue recapture plan. They are discussed in detail in the Economic Impact Analysis section below.
- In-kind contributions – The current landowner has expressed a willingness to sell his property to the City of Laramie, in exchange for setting aside a portion of the site for parks and walking trails (especially along the popular ridgeline). The value of this discount, \$626,000, can be used a match or as part of a revenue recapture.
- Fiber/broadband sales – This plan recommends that the City of Laramie consider owning the fiber and conduit that loops through the community through various routes to the Cirrus Sky Tech Park. The City of Powell, Wyoming, has done this successfully via a telecommunications provider that leases the infrastructure from the City and provides all operational and maintenance services. Depending on the route, timing, and long-haul carrier(s) that are chosen, this project could generate a significant amount of revenue.

WYOMING DATA CENTER RECRUITMENT FUND

The Wyoming Legislature recently authorized the Wyoming Governor to spend up to \$15 million as grants for necessary public infrastructure to enable the recruitment and operation of data centers. The Legislature mandated that these funds be provided at the Governor’s discretion for data centers that are committed (contracted) to locate in Wyoming and that the data center company construct a facility that costs at least \$50 million. This fund is intended to help close deals for communities that have recruited a data center project. Therefore, although it may not

be appropriate to seek these funds for a community readiness project like Cirrus Sky Tech Park, this funding source may be an excellent incentive for Laramie to consider down the road. For example, this fund could help pay for the final construction of one or more specific fiber routes that are needed by the prospective data center.

WYOMING BUSINESS COUNCIL – COMMUNITY DEVELOPMENT BLOCK GRANT PROGRAM

The primary intent of the Community Development Block Grant (CDBG) program is to provide funding to local governments to pay for community or economic development activities. The CDBG program is a federally funded pass through grant program funded by the United States Department of Housing and Urban Development and administered by the Wyoming Business Council (WBC). The WBC receives an annual CDBG funding allocation that has varied between \$2.2 million and \$3.75 million. The agency also has three subcategories for better allocation and distribution of the funds. The sub-category for this project is the Public Infrastructure grant, which can provide up to \$500,000 in grant funds. There is not a required match; however, an integrated effort with matching funds would be desirable. CDBG funding is limited to cities, towns, counties, joint powers boards, and further income restrictions applied.

One of three national objectives must be met to qualify for CDBG funds:

- Benefit low and moderate income persons
- Aid in the prevention or elimination of slums or blight
- Activity designed to meet community development need having a particular urgency

There are two key reasons why CDBG funds should not be pursued for this project. First, the City of Laramie has many other infrastructure needs that are more appropriately funded with CDBG funds. Second, it may be difficult to meet any of the national objectives, especially because an important goal is to create high-paying high-skilled technology jobs.

The CDBG program also funds “planning only” projects. Planning funds will be important for this project because it will be necessary for WAPA and Rocky Mountain Power to conduct electric service analysis for extending electricity to and through the Cirrus Sky Tech Park. However, CDBG funds for that kind of study are limited, because they are considered feasibility studies (funding for which is capped at \$15,000). Instead of CDBG planning funds, the City should seek BRC planning funds (addressed above).

REVENUE BONDS

The community may want to consider issuing municipal revenue bonds to allow for construction of new fiber routes and/or conduit that connects to nearby “long-haul” telecommunication carriers. The community could pledge future revenue from sales or leases to these fiber rings to finance bonds that would fund their construction. There are a number of quality firms within the State of Wyoming who, in anticipation of selling the bonds once the question passes, provide election assistance developing promotional brochures, framing the question and helping generate support for the project. Preliminary discussions with bond counsel and with the City of Powell (which has successfully completed a similar project) suggest that the City of Laramie could indeed construct a fiber loop network and/or conduit for such a network financed with bonds, and then work with a telecommunication company to operate the system to generate revenues.

STATE LOAN AND INVESTMENT BOARD

The Office of State Lands and Investments serves as a clearinghouse for many funding programs. They are responsible for receiving and processing funding applications through the following programs:

Mineral Royalty Grants (MRG)

The Federal Mineral Royalties and Bonus Payments provide funding pursuant to Wyoming Statute 9-4-604. The State Loan and Investment Board (SLIB) provides Federal Mineral Royalty Grant (MRG) funds. The MRG revenue stream is funded by the royalties from federal leases on public land in Wyoming. The amount varies from year to year and is subject to legislative appropriation based on revenues received by the state from the federal government. The allocated amount for the 2012-2013 biennium is \$33.4 million. Eligible entities are counties, municipalities, joint powers boards and certain special districts, including hospital districts.

The funds are provided in the form of grants ranging from 50% to 75% of eligible project costs. Municipalities with a population less than 1,300 or that are in a county where the three-year average of state sales and use tax is less than 70% of statewide average are eligible for 75% grant funding (Note: Albany County appears to be well below that threshold). Larger municipalities are limited to 50% grants.

The SLIB Board reviews applications and prioritizes them by urgency. Emergencies that pose an immediate threat to health, safety, and welfare get top priority. The second priority is compliance with federal or state mandates, and the third priority is to provide an essential public service. The Board considers water and sewer projects, storm drainage projects, street and road projects, and solid waste disposal projects, among others, to be essential public services.

It seems unlikely that this project would receive serious consideration for funding given the criteria for award. However, given some of the water and sewer infrastructure needs in the community may justify seeking MRG funds for the broader community needs.

SLIB Mineral Royalty funds are also allocated to Wyoming's counties and municipalities through the Countywide Consensus Allocation (referred to as Section 342 funding within the supplemental legislative funding appropriations to local government entities). Section 342 appropriates funds from the State's general fund to SLIB to be allocated to counties in formula block grants and expended for capital projects via the countywide consensus process. The City of Laramie desires to use such funds now and in the future for other infrastructure needs.

Wyoming Joint Powers Act Loans (JPA)

Pursuant to the Wyoming Joint Powers Act (W.S. 16-1-101, et al), any one of Wyoming's counties, municipalities, school districts and community college districts may create a Joint Powers Board for the purpose of planning and financing specified governmental projects and facilities, including rights of way for public utilities and telecommunication.

A Joint Powers Board has the authority to issue tax-exempt revenue bonds to fund the construction of many different types of public facilities, which are then owned by the Joint Powers Board or any of its participating agencies. The JPA funding is a \$60 million allocation from the Permanent Mineral Trust Fund. The JPA funding is in the form of loans and only provides funding for revenue generating public facilities projects. The

revenue must be sufficient to service the debt and represent prudent use of state funds. Loan terms are up to 40 years, depending on the life of the project. The interest rate for Joint Powers Act Loans is 4.89% through December 31, 2012. In January of each year, the State Treasurer's Office will calculate the five-year average that will provide the next annual interest rate for Joint Powers Act Loans.

The loan funds can be used for planning, construction, acquisition, improvement, emergency repair, and refinancing of existing debt. There are no matching fund requirements, provided the facility can generate sufficient revenues to service the debt and is a prudent use of state funds. The JPA program has no set priority list or numerical ranking system for projects.

The SLIB board will consider completed loan applications at any of its regular meetings or special sessions. The next upcoming due date for application submittal would be October 7, 2012 for the December 6, 2012 meeting.

Abandoned Mine Lands (AML)

The Surface Mining Reclamation and Control Act allowed the State of Wyoming to establish an Abandoned Mine (AML) Program. Originally established to reclaim abandoned mine sites using funds collected by the U.S. Secretary of Interior, the law now allows AML to fund public facilities in communities adversely affected by past mining. The program is administered by the Wyoming Department of Environmental Quality Abandoned Mine Land Division with final review and approval by SLIB.

Chapter 6 of the Abandoned Mines Lands Rules and Regulations allows for funding of public facilities projects in counties that are, or have been impacted by mining with excess funds remaining after fully funding their reclamation and rehabilitation projects. These excess AML funds can be used for funding costs associated with site evaluation, engineering and design, site preparation, construction, equipment purchase, and maintenance. Eligible projects include existing public facilities and utilities serving the public that were adversely affected by mining practices prior to 1977, and new public facilities and utilities in communities affected by mining. Applicants are restricted to incorporated cities and towns, counties, special districts or joint powers boards who would own the new facility.

Qualifying projects are given a priority ranking based on the following criteria:

1. Availability of funds from other sources, local community tax base, and financial support for the proposed project.
2. The mitigation extent for impacts from mining, with first priority given to public health and safety and second to providing basic services and infrastructure.
3. The need and cost effectiveness of the project to the community and the state.

This funding is limited to any excess amount beyond the amount needed to fund the State's reclamation plan. In recent years the funds received by the State for AML projects has only been sufficient enough to implement the state's Reclamation Plan and there hasn't been excess funding available for public facilities projects. However, it

appears that the AML program will have funds available for funding water system improvement projects in the immediate future.

More information about the various Wyoming SLIB grant and loan programs can be found online at <http://lands.state.wy.us/>.

U.S. DEPARTMENT OF COMMERCE/ECONOMIC DEVELOPMENT ADMINISTRATION

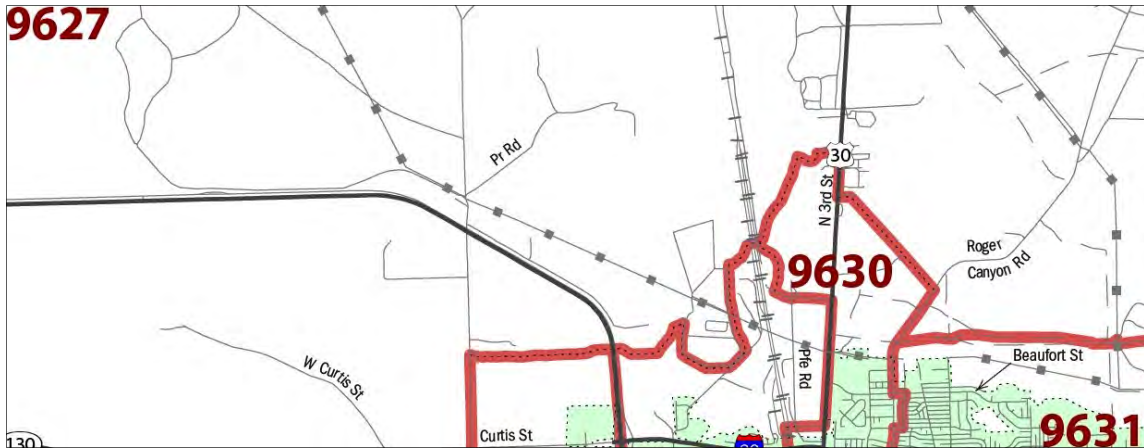
The federal Economic Development Administration (EDA) provides funding to support development in distressed communities by fostering job creation and attracting private investment. The EDA's Public Works and Economic Adjustment Assistance programs have been used by many communities to construct facilities and to improve infrastructure for economic development. Unfortunately, neither the City of Laramie nor Albany County's economy is sufficiently "distressed" at this time to demonstrate the need for EDA assistance.

To demonstrate economic distress (and therefore eligibility for EDA assistance), the community needs to demonstrate:

1. That its unemployment rate is at least one percentage point greater than the national average unemployment rate (Albany county's unemployment rate has averaged four percentages points *lower* than the national rate);
2. Per capita income that is 80 percent or less of the national average per capita income (Albany County's per capita income is currently 93.7% of the nation's per capita income); or
3. A "Special Need," as determined by the EDA.

One of the categories of "Special Need" (i.e., a Presidential Declaration of a Major Disaster) may technically satisfy the EDA definition of economic distress. On July 11, 2011, President Obama made such a declaration, which included Albany County. More recently (July 2012), the Secretary of Agriculture Tom Vilsack designated Albany County as a drought disaster area. However, such Declarations typically expire within 12-18 months, so eligibility for the Cirrus Sky Tech Park project may soon be eliminated.

Another alternative is to frame the eligibility question within a Census Tract, instead of the more traditional County or City approach. The study area includes some part of three Census Tracts (9627, 9630, and 9631), as seen in the map below:



Using 5-year averages (2006-2010, the most recent) for per capita income, according to the Census Bureau’s American Community Survey data, Census Tract 9630 would be eligible for EDA Public Works funding, since its per capita income level is just \$18,626 (far less than the 80% threshold). The table below compares the per capita income levels for all relevant geographic areas.

Geographic Area	Per Capita Income 2006-2010	Percent of USA Per Capita Income
Albany County	\$25,622	93.7%
City of Laramie	\$22,846	83.6%
Census Tract 9627	\$27,914	102.1%
Census Tract 9630	\$18,626	68.1%
Census Tract 9631	\$29,980	109.7%
USA	\$27,334	100.0%

Using a Census Tract approach is unproven and may face opposition from EDA staff. Additionally, the Denver regional office for the EDA has not been supportive of data center projects generally. Their concern is that data center facilities cost far more than would be warranted given the small number of jobs that are created. With the EDA’s scoring matrix, such projects have not competed well for funding, especially when there are other potential projects that generate far more jobs. Nonetheless, according to John Rogers, the EDA representative for Wyoming, this project may qualify for approximately \$1 million in funding, which must be matched at least 100%. Funding from local or state sources (including BRC grants) can be used for the required match. The EDA accepts applications quarterly, and the process starts by working with EDA’s regional staff (John Rogers).

CAPITAL FACILITIES TAX

Counties have the ability to levy optional (or special purpose) sales and use taxes. A special purpose tax, (also known as a capital facilities tax), is an excise tax of not more than 2% levied with all other sales and use taxes collected in the county. It must be approved by a popular vote. The revenues from the specific purpose local option tax must be used to pay for specific capital needs identified in the ballot proposition. To put a capital facility tax on the ballot, the board of county commissioners and two-thirds of incorporated municipalities in the county must first pass a resolution authorizing a ballot issue. There are only two municipalities in Albany County (Laramie and Rock River); meaning both of those municipalities must approve any ballot resolution. Projects must be approved when the tax is approved, and the tax ends when the amount of money approved has been collected. This method is a good one to utilize to raise matching funds and to provide evidence of support by the community for the project.

Albany County currently has in place a special purpose tax that raises \$4-5 million each year for water and streets projects. The tax was approved in May 2010, and is expected to continue for several years. Once it expires, it is likely that local governments will need to consider yet another special purpose tax for more pressing needs than the Cirrus Sky Tech Park.

Phasing Plan

There is a logical progression of steps that should be taken by the City to successfully move this project forward:

1. Now – Secure option to purchase Phase I Site
2. September 1, 2012 – Apply for BRC Community Readiness grants in amount of \$4.5 to purchase site and to pay for water, sewer, and roads servicing the Cirrus Sky Tech Park property.
3. December 1, 2012 – Apply for BRC planning grant of \$50,000 to help pay for WAPA and Rocky Mountain Power electric service analysis.
4. As opportunities for business recruitment are converted (i.e., businesses make formal commitment), apply for BRC funding to extend infrastructure to north side of Cirrus Sky Tech Park, as needed, and/or apply recapture funds to this purpose.
5. As needed, secure option(s) to purchase land to the north of Cirrus Sky Tech Park property.

Potential Incentives

Much is said about Wyoming being a “tax friendly” place to do business. Wyoming has no income tax, low property taxes, and reasonable sales taxes. Wyoming is known to have a low cost of living, a good quality of life, and conservative fiscal values. Yet, businesses are not flocking here. In fact, the site selection process for many corporations is a highly competitive fast-paced race of exclusion, culminating in a head-to-head comparison of just a few finalists. Site locators begin by finding reasons to exclude most communities. They then calculate how much money the remaining communities will “give” if they are chosen. Accordingly, some communities use certain incentives to become more competitive in their effort to induce companies to relocate. There are many potential incentives available to help attract businesses to the Cirrus Sky Tech Park, discussed below.

BUSINESS READY COMMUNITY (BRC) GRANTS

One of Wyoming’s best incentives is the BRC grant program, discussed above. BRC grants of up to \$1.5 million can greatly decrease the construction cost of a new facility. The BRC program is unique to Wyoming, and its availability should be a central part of the overall marketing approach and incentive package for the Cirrus Sky Tech Park.

MANAGED DATA CENTER COST REDUCTION PROGRAM

Since a primary purpose of the Cirrus Sky Tech Park is to be attractive to large data centers, the Managed Data Center Cost Reduction Program will be an important incentive. This program can pay down utility costs for electrical and/or broadband connectivity. In exchange for providing these reductions in costs, the City will need to first contract with the prospective business to receive direct benefits and indirect economic development benefits. Those economic development benefits should include a specific amount of capital investment from the business, a specific minimum payroll to be created, and/or the provision of discounted IT services to the City. The agreement with the business will also require that the business pay back all funds in the event the business does not meet the contract’s requirements and/or if the business ceases to do operations or relocates out of Laramie within five years.

For Managed Data Center projects, the grant amount is based on how much capital investment and payroll the business will realize over five years. The maximum grant award is \$2,250,000. For each grant amount, the business must create a match of at least 125% of the grant amount in payroll and capital expenditure with the caveat that 50% of the match will be in payroll creation. Payroll must be greater than 150% of Albany County’s median wage. As of March 2012, the median wage for all Albany County occupations was \$33,187, so new positions would need to pay at least \$ 49,781 per position. While it is likely that any large data center project will qualify for these funds, the program should be used more as an incentive, since it is not a funding source for development costs.

SALES TAX EXEMPTIONS

Multiple sales tax exemptions make it very attractive to do business in Wyoming. Manufacturing, energy, and agricultural-related businesses are able to exempt many purchases from sales tax. There is also a sales tax exemption for certain equipment purchased for data centers.

- In Wyoming the purchase or rental of equipment that is necessary for the operation of a data processing services center is exempt from sales tax, including:
- Qualifying prewritten and other computer software
- Computer equipment including computers, servers, monitors, and keyboards
- Storage devices and containers used to transport and house such computer equipment
- Other peripherals, racking systems, cabling and trays
- Uninterruptable power supplies and back-up power generators
- Specialized heating and air conditioning equipment, and air quality control equipment used for controlling the computer environment necessary for the operation of a data processing services center

These exemptions only apply when the aggregate purchase of the qualifying equipment exceeds two million dollars (\$2,000,000.00) in any calendar year. Additionally, to claim the computer equipment exemptions, the business must meet certain requirements:

1. The business must have a physical location in this state where the qualifying computer equipment purchased shall be maintained and operated until the qualifying equipment is scheduled for replacement; and
2. The business shall make an initial total capital asset investment in a physical location in this state of not less than five million dollars.

To qualify for the sales tax exemption for purchases of power equipment or specialized HVAC equipment, the initial capital asset investment must be at least fifty million dollars. Because of the huge equipment investments made by data centers, both types of sales tax exemptions will become a huge incentive to locate in Wyoming, saving them millions of dollars.

WORKFORCE TRAINING GRANTS

The Wyoming Department of Workforce Services (DWS) provides workforce training funds for new and existing businesses. Business Training Grants for new jobs can provide between \$1,000 and \$4,000 per trainee per fiscal year, depending on the employee's full-time status and wage amount. Grants for new positions were developed to assist Wyoming businesses in two ways:

- *Wyoming Business Expansion*
One of the most difficult issues facing a company trying to expand its services and workforce is the overwhelming cost associated with hiring and training a workforce during the start-up phase of the expansion. The Workforce Development Training Fund can help a growing Wyoming business by deferring much of the business's training costs during the expansion phase. The Cirrus Sky Tech Park will want to access these funds for Wyoming businesses that want to expand with a new facility there.
- *New Business Recruitment*
The Workforce Development Training Fund is a tool for DWS to partner with LEDC to recruit new businesses to the Cirrus Sky Tech Park. DWS will work to ensure that a business considering Laramie as a place of operation will know how the Workforce Development Training Fund can help create a successful start-up by deferring much of its workforce training costs.

It is important to know that DWS may pre-obligate workforce training funds, which can then be included in an incentive package for recruiting new businesses. DWS will pre-obligate funds for business expansion or recruitment, as discussed above.

INDUSTRIAL DEVELOPMENT REVENUE BONDS

Cities and counties may issue tax-exempt industrial development revenue bonds to provide financing for manufacturing and energy generation businesses. These bonds are issued within the State's IRS allocation of tax-exempt bond financing. They can be used for land acquisition, building construction or purchase, and equipment loans. The maximum project is \$10,000,000 and the business must provide a bank "letter of credit" to guarantee payment of the bonds. While the bonds may not be a good fit for data centers, they could make a difference for certain kinds of manufacturing facilities that could be located in the Cirrus Sky Tech Park, including:

- Industrial projects for assembling, fabrication, manufacturing, or processing of any sort that creates a product for sale
- Energy development projects, including production, collection or conversion
- Projects which manufacture or process recycled or reused products and materials (might be an excellent opportunity, given the proximity of the solid waste management facility)

LOCAL INCENTIVES

Laramie Economic Development Corporation (LEDC) has several additional opportunities to incentivize a new business to relocate or expand into Cirrus Sky Tech Park:

- If LEDC owns the lots within the business park, it can strike special deals with prospective businesses, including reduce prices, free land, or flexible financing terms. Many local economic development councils throughout Wyoming use this incentive (particularly when land has been developed with BRC grant funds). When BRC funds have been used to develop shovel-ready sites, as in this case, local communities are encouraged to use proceeds from land sales and leases to further their local economic development goals. It may be wise for LEDC to use some of these revenues to build a cash fund that can be used to help close deals.
- LEDC also has a small revolving loan fund that can be used to help businesses grow. Its current cash balance is approximately \$45,000.

Economic Impact Analysis

Economic development is vital to the local economy. New companies generate two significant impacts to the community, initially with the construction phase and then with the ongoing business operations. It is important to understand and quantify the economic impacts of new development. Local governments and funding organizations (including the Wyoming Business Council, if they choose to fund this project), are interested in job creation, taxes, and revenue recapture.

The U.S. Bureau of Economic Analysis' Regional Input-Output Modeling System, more commonly known as RIMS II data, is a helpful tool to calculate economic impacts. RIMS II multipliers are used to estimate economic impacts. They quantify the cumulative effects on total industry output, earnings, employment, and value added that result from a change in final demand. The multipliers are derived

from two sources: A national input-output table—an accounting framework that shows the distribution of the inputs purchased and outputs sold—and regional data, which are used to adjust the national input-output table to reflect the a region’s industrial structure and trading patterns. Jobs impacts estimated using the final-demand and direct-effect employment multipliers include both part-time and full-time employees. The RIMS II multipliers do not provide estimates of jobs in terms of full-time equivalences. The RIMS II model is a well-respected resource for measuring total economic impacts, is easily accessible, relatively inexpensive, and customizable to the county level.

For this analysis, the most recent RIMS II annual data for Albany County is used. Type II multipliers are used because they include induced effects. The construction phase is based on construction industry multipliers; the business operations phase uses the particular industry multipliers for each industry that is going to be developed. For example, data centers are included in the “Professional, Scientific, and Technical Services” industry sector. All multipliers are used to estimate impacts based on the “demand” of each phase. For construction, demand is the total building cost. Demand produced annually per employee is based on multipliers of the specific region and industry. RIMS II reports two different employment multipliers — total employment and direct-effect multipliers — that are used to estimate final demand per employee.

Once the appropriate final demand multipliers are determined, final demand can be estimated for both phases. These multipliers account for direct, indirect, and induced effects. For example, in the construction phase, direct effects include labor and materials, indirect effects include healthcare services or utilities, and induced effects are effects from household spending. Each of the three economic impacts is addressed by total output, which is the value produced by the final demand dollars cycling through the economy; total earnings, which are the amount of total output paid in compensation; and total employment, which is the number of jobs created or sustained.

The primary focus of Cirrus Sky Tech Park will be to recruit data centers, which are included in the RIMS II industry called Professional, Scientific, and Technical Services. Other key industries that will be a good fit in the business park include:

- Computer & Electronic Products Manufacturing
- Telecommunications
- Internet & Other Information Services

Since all new facility development also has a building construction phase, the multipliers for the Construction industry are also important. The relevant RIMS II multipliers for all these industries (for Albany County) are presented in the table below.

U.S. Bureau of Economic Analysis RIMS II Multipliers for Albany County (Type II)				
Final Demand Multipliers	Total Output	Total Earnings	Total Jobs	Direct Jobs
Construction	1.4477	0.5150	13.7213	1.5451
Computer & Electronic Products Mfg.	1.2891	0.3378	8.0712	1.6345
Telecommunications	1.2641	0.2207	5.6180	1.9485
Internet & Other Information Services	1.3463	0.3073	8.5294	1.7675
Professional, Scientific & Tech Services	1.4866	0.6502	17.1439	1.4461

The first two multipliers are dollar-for-dollar multipliers. That is, for every \$1 increase in final demand, total output or total earnings will increase by the amount of the multiplier. The employment multiplier is reported per \$1 million in final demand. Thus, a multiplier of 10 represents 10 jobs per \$1 million in final demand.

As an example, consider the Microsoft data center that recently considered locating in Laramie, but ultimately chose to build their new facility in Cheyenne. Microsoft proposed building a \$112 million facility that employed 40 workers (who will earn more than 150% than the prevailing wages). The economic impact of the construction phase seems large (\$112 million), but the business operations phase is also significant. During construction, RIMS II estimates that this project would support more than 1,500 jobs during the construction phase (which will be for one to two years). During the business operations phase, employment is smaller (58 total jobs) but will be more sustainable.

The following table demonstrates how RIMS II multipliers can help to calculate the lost opportunity of Microsoft choosing to locate in Cheyenne instead of Laramie. Although that project was announced as a \$112 million development, about 40% of that cost will go into computers and IT equipment (most of which will be produced out-of-state, and will be exempt from excise taxes by state statute). Accordingly, the construction cost for the facility itself is estimated to be 60% of \$112 million, or \$67.2 million.

Lost Opportunity: Microsoft Data Center (Medium Size)			
Construction Phase	Multipliers	Base Cost	Total Impact
Total Employment	13.7213	\$112,000,000	1,537
Total Earnings	0.5150	\$112,000,000	\$57,680,000
Total Output	1.4477	\$112,000,000	\$162,142,400
Local Sales Tax Generated	1.826%	\$112,000,000	\$1,053,121
State Tax Generated	0.888%	\$112,000,000	\$512,329
Business Operations	Multipliers	Base Demand	Annual Impact
Total Employment	17.1439	40	58
Total Earnings	0.6502	\$3,374,028	\$2,193,793
Total Output	1.4866	\$3,374,028	\$5,015,830
Local Sales Tax Generated	1.826%	\$3,374,028	\$40,054
State Tax Generated	0.888%	\$3,374,028	\$19,486
Property Tax Generated	0.6555	\$67,200,000	\$440,496
Total Annual Tax Impacts			\$500,036

Using this economic analysis, Microsoft’s \$112 million facility would have created an initial economic impact of \$162 million dollars, employed 1,537 workers, and produced a construction payroll of nearly \$58 million. That payroll, in turn, would have generated \$1,053,121 in local sales tax, and \$512,329 in state tax.

Once operations began, this kind of project would create a total economic impact of \$5 million annually. The Microsoft project would have generated annual property taxes for Albany County of about \$440,496 (69 mills assessed at 9.5% of facility’s total value of \$67.2 million). The operation would have directly supported 40 well-paid employees, but also another 18 jobs would have been created in the community, indirectly or through induced spending, for a total of 58 jobs and a total annual payroll of \$2.2 million. Household spending (i.e., employees spending their wages) would annually generate excise taxes for Albany County and its municipalities of \$40,054, and state taxes of \$19,486. Thus, the total tax impact of the Microsoft facility would have been \$500,036 in state and local taxes.

Of course, Microsoft is just one company that wants to build new data centers. Any similarly sized data center could generate these economic impacts in Laramie if one chooses to locate there. In fact, the “medium” size is the most typical kind of data center that would be attracted to Laramie, and so it is quite possible that at least two medium sized data centers will choose to locate in the Cirrus Sky Tech Park. Indeed, the ultimate goal of this plan is to secure such projects, along with several other related developments.

A small data center (like one that was recently built in Oregon by Facebook), would also have a big impact on the local economy. The table below demonstrates the total impact of a small data center, if one were to be built in Laramie.

Small Data Center (like Facebook)			
Construction Phase	Multipliers	Base Cost	Total Impact
Total Employment	13.7213	\$15,000,000	206
Total Earnings	0.5150	\$15,000,000	\$7,725,000
Total Output	1.4477	\$15,000,000	\$21,715,500
Local Sales Tax Generated	1.826%	\$15,000,000	\$141,043
State Tax Generated	0.888%	\$15,000,000	\$68,616
Business Operations	Multipliers	Base Demand	Annual Impact
Total Employment	17.1439	35	51
Total Earnings	0.6502	\$2,952,275	\$1,919,569
Total Output	1.4866	\$2,952,275	\$4,388,851
Local Sales Tax Generated	1.826%	\$2,952,275	\$35,047
State Tax Generated	0.888%	\$2,952,275	\$17,050
Property Tax Generated	0.6555	\$15,000,000	\$98,325
Total Annual Tax Impacts			\$150,423

Using the same RIMS II model for analysis, the \$15 million small data center would create an initial economic impact of \$21.7 million dollars, employ 206 workers, and produce a construction payroll of \$7.7 million. That payroll, in turn, would generate \$141,043 in local sales tax, and \$68,616 in state tax.

Once operations began, this project generates a total economic impact of almost \$4.4 million annually. A small data center project like this would generate annual property taxes for Albany County of about \$98,325 (69 mills assessed at 9.5% of facility's total value). The operation would directly support 35 well-paid employees, and another 16 jobs would be created in the community, indirectly or through induced spending, for a total of 51 jobs and a total annual payroll of \$1.9 million. Household spending (i.e., employees spending their wages) would annually generate excise taxes for Albany County and its municipalities of \$35,047, and state taxes of \$17,050. Thus, the total tax impact of a small data center will be \$500,036 in state and local taxes.

Large data centers, like Google (or the Verizon facility that recently considered building in Laramie), would have a huge impact on the local economy.

Large Data Center (like Google or Verizon)			
Construction Phase	Multipliers	Base Cost	Total Impact
Total Employment	13.7213	\$400,000,000	5,489
Total Earnings	0.5150	\$400,000,000	\$206,000,000
Total Output	1.4477	\$400,000,000	\$579,080,000
Local Sales Tax Generated	1.826%	\$400,000,000	\$3,761,148
State Tax Generated	0.888%	\$400,000,000	\$1,829,747
Business Operations	Multipliers	Base Demand	Annual Impact
Total Employment	17.1439	200	289
Total Earnings	0.6502	\$16,870,140	\$10,968,965
Total Output	1.4866	\$16,870,140	\$25,079,151
Local Sales Tax Generated	1.826%	\$16,870,140	\$200,271
State Tax Generated	0.888%	\$16,870,140	\$97,429
Property Tax Generated	0.6555	\$400,000,000	\$2,622,000
Total Annual Tax Impacts			\$2,919,701

The RIMS II model tells us that a \$400 million large data center would create an initial economic impact of \$579 million dollars, employ 5,489 construction workers, and produce a construction payroll of \$206 million. That payroll, in turn, would generate \$3.7 million in local sales tax, and \$1.8 million in state tax. Note that, due to issues of scaling and timing, the RIMS II model may overestimate the actual number of construction employees to be used on a very large project, and therefore the impact for the Construction Phase identified above may be overstated.

Once operations began, this project generates a total economic impact of more than \$25 million annually. A large data center project like this would generate annual property taxes for Albany County of about \$2.6 million (69 mills assessed at 9.5% of facility's total value). The operation would directly support 200 well-paid employees, and another 89 jobs would be created in the community, indirectly or through induced spending, for a total of 289 jobs with an annual payroll of nearly \$11 million. Household spending (i.e., employees spending their wages) would annually generate excise taxes for Albany County and its municipalities of \$200,271, and state taxes of \$97,429. Thus, the total tax impact of a large data center would be \$2.9 million in state and local taxes.

Although a large data center could, technically, be located within the Cirrus Sky Tech Park, it may make more sense to acquire a large site adjacent to the Cirrus Sky Tech Park for such a facility. Most of the infrastructure will already be in place, and any remaining infrastructure (including new fiber route(s)) could quickly be built. This kind of project also opens the door for Business Committed grants from the Wyoming Business Council.

There are many other opportunities for development of tech-related businesses that could be favorably sited in the Cirrus Sky Tech Park. Several existing high-tech companies have been identified by LEDC, in

their effort to address workforce development issues. (Note: that effort has been organized and is known as “SNAPIT”.) A recent goal of the SNAPIT group is to grow the types and numbers of technology-driven companies, to create a technology-driven economic cluster. For example, companies like the local firms that have recently worked their way through the Wyoming Technology Business Center incubator could be a good fit (e.g., Falcon Technologies, who produces specialized computers for day traders, and Happy Jack Software, who specializes in developing web-based software solutions). These kinds of companies are included in the RIMS II industry called Computer and Electronic Product Manufacturing. Though smaller than the data center, these kinds of companies are a great way to diversify and grow the local economy. A typical new business in this industry would generate the impacts seen in the table below.

New Computer/Electronics Products (like Falcon Technologies or Happy Jack Software)			
Construction Phase	Multipliers	Base Cost	Total Impact
Total Employment	13.7213	\$3,000,000	41
Total Earnings	0.5150	\$3,000,000	\$1,545,000
Total Output	1.4477	\$3,000,000	\$4,343,100
Local Sales Tax Generated	1.826%	\$3,000,000	\$28,209
State Tax Generated	0.888%	\$3,000,000	\$13,723
Business Operations	Multipliers	Base Demand	Annual Impact
Total Employment	8.0712	20	33
Total Earnings	0.3378	\$4,050,203	\$1,368,159
Total Output	1.2891	\$4,050,203	\$5,221,117
Local Sales Tax Generated	1.826%	\$4,050,203	\$24,980
State Tax Generated	0.888%	\$4,050,203	\$12,152
Property Tax Generated	0.6555	\$3,000,000	\$19,665
Total Annual Tax Impacts			\$56,797

For this kind and size of company, the RIMS II model estimates that construction of the \$3 million facility would create an initial economic impact of \$4.3 million dollars, employ 41 workers, and produce a construction payroll of \$1.5 million. That payroll, in turn, would generate \$28,209 in local sales tax, and \$13,723 in state tax.

During operations, this project generates a total economic impact of \$5.2 million annually. This kind of facility would generate annual property taxes for Albany County of about \$19,665 (69 mills assessed at 9.5% of facility’s total value). The operation would directly support 20 well-paid employees, but also another 13 jobs would be created in the community, indirectly or through induced spending, for a total of 33 jobs and a total annual payroll of almost \$1.4 million. Household spending (i.e., employees spending their wages) would annually generate excise taxes for Albany County and its municipalities of \$24,980, and state taxes of \$12,152. Thus, the total tax impact of a new computer or electronic products manufacturer will be \$56,797 in state and local taxes.

The fiber improvements that will be completed with the development of the Cirrus Sky Tech Park will generate another great opportunity: Improved broadband connectivity for the entire community. The new fiber lines and/or conduit that will soon loop through the community create an excellent

opportunity for a telecommunications company to deliver better Internet service to Laramie. That Internet service provider (ISP) could be one that already has a presence in the community, or a new firm. Construction of a new facility and its subsequent operations would generate the following impacts.

New Internet/Information Services Company (like a new ISP)			
Construction Phase	Multipliers	Base Cost	Total Impact
Total Employment	13.7213	\$5,000,000	69
Total Earnings	0.5150	\$5,000,000	\$2,575,000
Total Output	1.4477	\$5,000,000	\$7,238,500
Local Sales Tax Generated	1.826%	\$5,000,000	\$47,014
State Tax Generated	0.888%	\$5,000,000	\$22,872
Business Operations	Multipliers	Base Demand	Annual Impact
Total Employment	8.5294	20	35
Total Earnings	0.3073	\$4,144,488	\$1,273,601
Total Output	1.3463	\$4,144,488	\$5,579,725
Local Sales Tax Generated	1.826%	\$4,144,488	\$23,253
State Tax Generated	0.888%	\$4,144,488	\$11,312
Property Tax Generated	0.6555	\$5,000,000	\$32,775
Total Annual Tax Impacts			\$67,341

The RIMS II model estimates that this kind of company would create an initial economic impact of \$7.2 million dollars with construction of a \$5 million facility, employ 69 workers, and produce a construction payroll of \$2.6 million. That payroll, in turn, would generate \$47,014 in local sales tax, and \$22,872 in state tax.

During operations, this project generates a total economic impact of nearly \$5.6 million annually. An ISP facility of this size would generate annual property taxes for Albany County of about \$32,775 (69 mills assessed at 9.5% of facility's total value). The operation would directly support 20 well-paid employees, but also another 15 jobs would be created in the community, indirectly or through induced spending, for a total of 35 jobs with an annual payroll of nearly \$1.3 million. Household spending (i.e., employees spending their wages) would annually generate excise taxes for Albany County and its municipalities of \$23,253, and state taxes of \$11,312. Thus, the total annual tax impact of this size of an ISP company will be \$67,341 in state and local taxes.

Another growing industry that could greatly benefit from the fiber assets in the Cirrus Sky Tech Park is Voice over Internet Protocol (or VoIP). These kinds of companies provide telecommunication services to customers using the Internet, increasingly popular as consumers and businesses abandon landline technology. Such a firm would create several positive impacts for Laramie, as shown in the following table.

New Telecommunications Company (like a firm that provides VoIP)			
Construction Phase	Multipliers	Base Cost	Total Impact
Total Employment	13.7213	\$8,000,000	110
Total Earnings	0.5150	\$8,000,000	\$4,120,000
Total Output	1.4477	\$8,000,000	\$11,581,600
Local Sales Tax Generated	1.826%	\$8,000,000	\$75,223
State Tax Generated	0.888%	\$8,000,000	\$36,595
Business Operations	Multipliers	Base Demand	Annual Impact
Total Employment	5.618	20	39
Total Earnings	0.2207	\$6,936,632	\$1,530,915
Total Output	1.2641	\$6,936,632	\$8,768,597
Local Sales Tax Generated	1.826%	\$6,936,632	\$27,951
State Tax Generated	0.888%	\$6,936,632	\$13,598
Property Tax Generated	0.6555	\$8,000,000	\$52,440
Total Annual Tax Impacts			\$93,989

According to the RIMS II model, a company like this that delivers VoIP would create an initial economic impact of \$11.6 million dollars with construction of an \$8 million facility, employ 110 construction workers, and produce a construction payroll of \$4.1 million. That payroll, in turn, would generate \$75,223 in local sales tax, and \$36,595 in state tax.

During operations, this project generates a total economic impact of \$8.7 million annually. A VoIP facility of this size would generate annual property taxes for Albany County of about \$52,440 (69 mills assessed at 9.5% of facility's total value). The operation would directly support 20 well-paid employees, but also another 19 jobs would be created in the community, indirectly or through induced spending, for a total of 39 jobs with a total payroll in excess of \$1.5 million. Household spending (i.e., employees spending their wages) would annually generate excise taxes for Albany County and its municipalities of \$27,951, and state taxes of \$13,598. Thus, the total annual tax impact of such a VoIP facility will be \$93,989 in state and local taxes.

SUMMARY OF ECONOMIC IMPACTS

A successful business recruitment strategy will be needed to recruit all of the kinds of companies identified above. However, given the competitive advantages of Laramie and the infrastructure strengths of the Cirrus Sky Tech Park, it is reasonable to expect that several of the companies described above (including a small data center, two medium data centers, a manufacturer, new ISP, and a VoIP firm) can be recruited within eight to ten years. It will take almost that long to simply build all of these facilities. Yet, ten to fifteen years from now, the full impact of these new businesses will be enormous. The following table summarizes the discussion above and demonstrates the long-term value of the business park.

Summary of Economic Impacts (10-15 years after opening of Cirrus Sky Tech Park)						
Construction Phase	Small Data Centers	Medium Data Centers (2)	Manufacturer	New ISP	VoIP Firm	TOTAL
Private Investment	\$15,000,000	\$224,000,000	\$3,000,000	\$5,000,000	\$8,000,000	\$255,000,000
Total Employment	206	3,074	41	69	110	3,499
Total Earnings	\$7,725,000	\$115,360,000	\$1,545,000	\$2,575,000	\$4,120,000	\$131,325,000
Total Output	\$21,715,500	\$324,284,800	\$4,343,100	\$7,238,500	\$11,581,600	\$369,163,500
Local Sales Tax Generated	\$141,043	\$2,106,243	\$28,209	\$47,014	\$75,223	\$2,397,732
State Tax Generated	\$68,616	\$1,024,659	\$13,723	\$22,872	\$36,595	\$1,166,464
Business Operations						Annual Impact
Total Employment	51	116	33	35	39	273
Total Earnings	\$1,919,569	\$4,387,586	\$1,368,159	\$1,273,601	\$1,530,915	\$10,479,830
Total Output	\$4,388,851	\$10,031,660	\$5,221,117	\$5,579,725	\$8,768,597	\$33,989,950
Local Sales Tax Generated	\$35,047	\$80,109	\$24,980	\$23,253	\$27,951	\$191,341
State Tax Generated	\$17,050	\$38,972	\$12,152	\$11,312	\$13,598	\$93,085
Property Tax Generated	\$98,325	\$880,992	\$19,665	\$32,775	\$52,440	\$1,084,197
Total Annual Tax Impacts	\$150,423	\$1,000,072	\$56,797	\$67,341	\$93,989	\$1,368,622

This summary is not intended to suggest that Laramie will not be able to recruit a large data center. Quite to the contrary, with the infrastructure that will accompany development of the Cirrus Sky Tech Park, it is likely that one or more large data centers will take a hard look at locating in Laramie. When that moment comes, land that is immediately adjacent to the Cirrus Sky Tech Park could become the site for that facility, starting the next phase of the Cirrus Sky Tech Park.

Thus, according to the RIMS II model, total private investment will be \$255 million. Build-out of the Cirrus Sky Park will generate 3,499 construction jobs and a construction payroll of \$131 million, with a total economic impact of \$369 million. During construction, \$2.4 million in local sales tax and \$1.2 million in state tax will be generated (total exceeds \$3.5 million). Once all of these businesses are operational, they will generate 273 jobs with an annual payroll of more than \$10 million and a total economic impact of \$34 million each year. On an annual basis, the Cirrus Sky Tech Park will generate an additional \$191,341 in local excise taxes, \$93,085 in state taxes, and \$1.1 million in property taxes, for a total annual tax revenue of nearly \$1.4 million.

Strategic Marketing Plan

In order to be successful, the Cirrus Sky Tech Park will need to work hard to market the opportunities it present. A concept for a strategic marketing plan is outlined below.

VISION

The City of Laramie is perfectly suited to attract data center development. The community simply needs to prepare itself to achieve their goal. This plan can guide the community to take those necessary steps.

First, Laramie must build on its competitive strengths. A budding technology industry cluster is evident from the presence of firms and institutions specializing in energy/environmental engineering, information technology, software development, and even hardware. Development of purposeful linkages among these partners is a logical next step for Laramie, in order to create an industry cluster around data center technologies. The existing LEDC initiative called SNAPIT is an excellent example of work that is already being done in this regard, and Laramie should promote it as such.

Laramie's location also provides competitive strengths. Cool, dry mountain air can help to lower cooling costs. There are nearly a dozen fiber lines already in ground nearby, providing fast, redundant access to both national communication hub points and the World Wide Web. Electric power, natural gas, and other utilities are abundant and cost competitive. The Laramie location allows direct access to wind power located very near to the proposed site. Transportation is convenient, with Interstate 80, Highway 287, and Interstate 25 providing quick access to other Front Range locations; and Denver International Airport 2-3 hours away. Laramie can enhance each of those strengths to become even more competitive. These strengths need to be highlighted in promotional materials.

Second, Laramie will need to address its competitive weaknesses. Perhaps the most important action is to develop a shovel-ready site, with all necessary power, fiber, water, sewer, roads, and other infrastructure in place. As the Cirrus Sky Tech Park concept plan is implemented, Laramie will have converted its greatest weakness into a compelling strength that will attract many types of businesses, including data centers.

Laramie's location presents some challenges that need to be addressed. While the mountain air is cool and dry (good for cooling), the air's low density will require more air movement within the facility. The relatively lower oxygen content will make it less efficient (more expensive) to operate back-up generators. Recently, a major telecommunications company considering Laramie for the siting of a data center found that there were pros and cons for using diesel fuel or natural gas; other developers may be more concerned about their carbon footprint. Accordingly, altitude will be one of those issues that should be addressed, but not highlighted, in promotional materials.

Third, Laramie's marketing efforts should specifically target data center developers that serve the rapidly growing "cloud computing" traffic. A more general approach to attract data centers and other types of technology firms should also be used, but the immediate market demand appears to favor cloud computing data centers. Yet, regardless of the market trends, the Cirrus

Sky Tech Park has been designed and prepared for both types of data centers (cloud computing and enterprise), since both are included in the broader tech market that Laramie is well-positioned to recruit.

Cloud computing is led by industry giants: Amazon, Facebook, Google, and Microsoft. Recently, Microsoft announced that it will be building a new cloud-computing center in Cheyenne (50 miles from Laramie), so it is unlikely that company will need to build yet another center anywhere nearby. Therefore, Laramie should prioritize its recruitment efforts on the other companies, while also sending a regional message that it is open for business, particularly technology-driven businesses.

Thus, this concept plan for Cirrus Sky Tech Park builds on the community's strengths, address its weaknesses, and strategically targets the most likely direction for success in recruiting data centers. There is also an excellent chance for the Cirrus Sky Tech Park to serve as a catalyst, pushing the local technology cluster into a leadership role, and developing new expertise, innovative practices, and educational opportunities. For example:

- The University of Wyoming and Laramie County Community College – Albany campus could develop new cloud computing training programs.
- Data centers benefit from learning new ways to increase power efficiency – an area of special expertise for the engineers at Manufacturing-Works.
- The growing presence of wind towers could certainly provide unique opportunities to master “green cloud computer” principles and best practices.
- Likewise, the local tech cluster could become pioneers in development of using the cloud's excess capacity as a super computer, particularly with the impending arrival of NCAR (a real super computer) to the region.

Leadership in these new areas can only enhance future business recruitment efforts and improve the community's reputation as a cloud-computing leader. Therefore, Laramie should find ways to encourage and support such partnerships.

OBJECTIVES AND GOALS

The vision outlined above suggests that the preliminary strategic marketing plan should focus on recruiting a data center facility to be built by one of the biggest cloud computing industry leaders, particularly Amazon or Google (since Microsoft recently announced that they will build a center in Cheyenne, they have been left off this list). Other companies, such as Facebook, IBM, Cisco, HP, and Dell are all currently looking for data center sites. The marketing concept could be greatly strengthened by tailoring it to the specific requirements that each of those companies imposes upon its data centers. Each has specific needs and requirements that are unique to its own operating system, power requirements, and balance within the World Wide Web traffic flow. Thus, the marketing strategy would need to be tweaked for each company; much like an individual seeking a job might adjust his or her resume to be more attractive to a prospective employer.

It is very important to realize that, while the focus of the marketing strategy may be on a few cloud-computing companies, it is also important to reach out to companies that are seeking a dedicated data center for their own internal purposes (also known as a “private cloud”). Many of those kinds of companies have traditionally sought a site that is near their headquarters.

Since 9/11, however, many corporations now will purposefully seek a distant site for security or other purposes. Of course, there are also many large corporations in the Front Range that might consider Laramie close enough for their purposes. Additionally, there are many other types of high tech companies that would be attracted to Cirrus Sky Tech Park, given its location and design. The point is that the Cirrus Sky Tech Park should be developed and marketed with ALL types of technology in mind, not just data centers.

Economic development marketing is not merely brochures, websites, and attending trade shows. Perhaps one of the most successful strategies is to work through existing relationships and networks. Accordingly, a key purpose of engaging stakeholders in this process will be to identify relationships and networking possibilities that can be leveraged to improve Laramie's chances of success. Stakeholders should therefore be given an opportunity to participate in strategic marketing decisions, and should be encouraged subsequently to become very involved in the recruiting process itself.

TARGET INDUSTRIES AND COMPANIES

While the primary focus on marketing will be on attracting a variety of data centers, other industries would greatly benefit from doing business there. Therefore, several key industries will be targeted for recruitment or development:

- Data Centers (also known as the Professional, Scientific, and Technical Service Industry)
- Computer and Electronic Product Manufacturing
- Internet and Information Services
- Telecommunications

All of these industries tend to need large facilities, pay employees well because they have advanced skills, and generate a fair amount of tax revenues for the community in which they are located.

MARKETING DATA NEEDED

The City of Laramie (and/or Laramie Economic Development Corporation) should develop a comprehensive approach to marketing that includes key comparisons to other communities for certain key topics. Based on previous experience, an outline of marketing materials would include the following topics:

- Executive Summary
- Laramie Vision
- Objective and Goals
- Project Description
- Why Laramie
- Site Description
 - Geography
 - Location
 - Climate
 - Annual Temperature charts
 - Annual Humidity charts
 - Annual Rain & snow charts

- Annual Wind chart
 - Annual Cooling days (days over 85 - 90 degrees when cooling is needed)
- Business Environment
- Risk assessments
 - Severe Storms
 - Floods
 - Hurricanes
 - Tornados
 - Brush – Wild Fires
 - Earthquake
 - Volcano - & Volcano Ash Patterns
- Site
 - Land
 - Electricity
 - Fiber Optics
 - Natural Gas Infrastructure
 - Transportation and Workforce
 - Water Infrastructure
 - Sewage- Wastewater Infrastructure
 - Roads, access, drainage
 - Plat
- Flexible Site Overview
- Conceptual Master Plan
- Site Uses
 - Data Centers
 - Natural Gas Electric Generation
 - Wind Electric Generation
 - Solar Electric Generation
 - Energy Storage
 - Green Energy R + D Laboratories
- Data Accessibility

Maps and Exhibits

MAP 1 - STREETS, TRAILS AND PARKS

MAP 2 - FUTURE LAND USE PLAN

EXHIBIT A – OVERALL PHASING

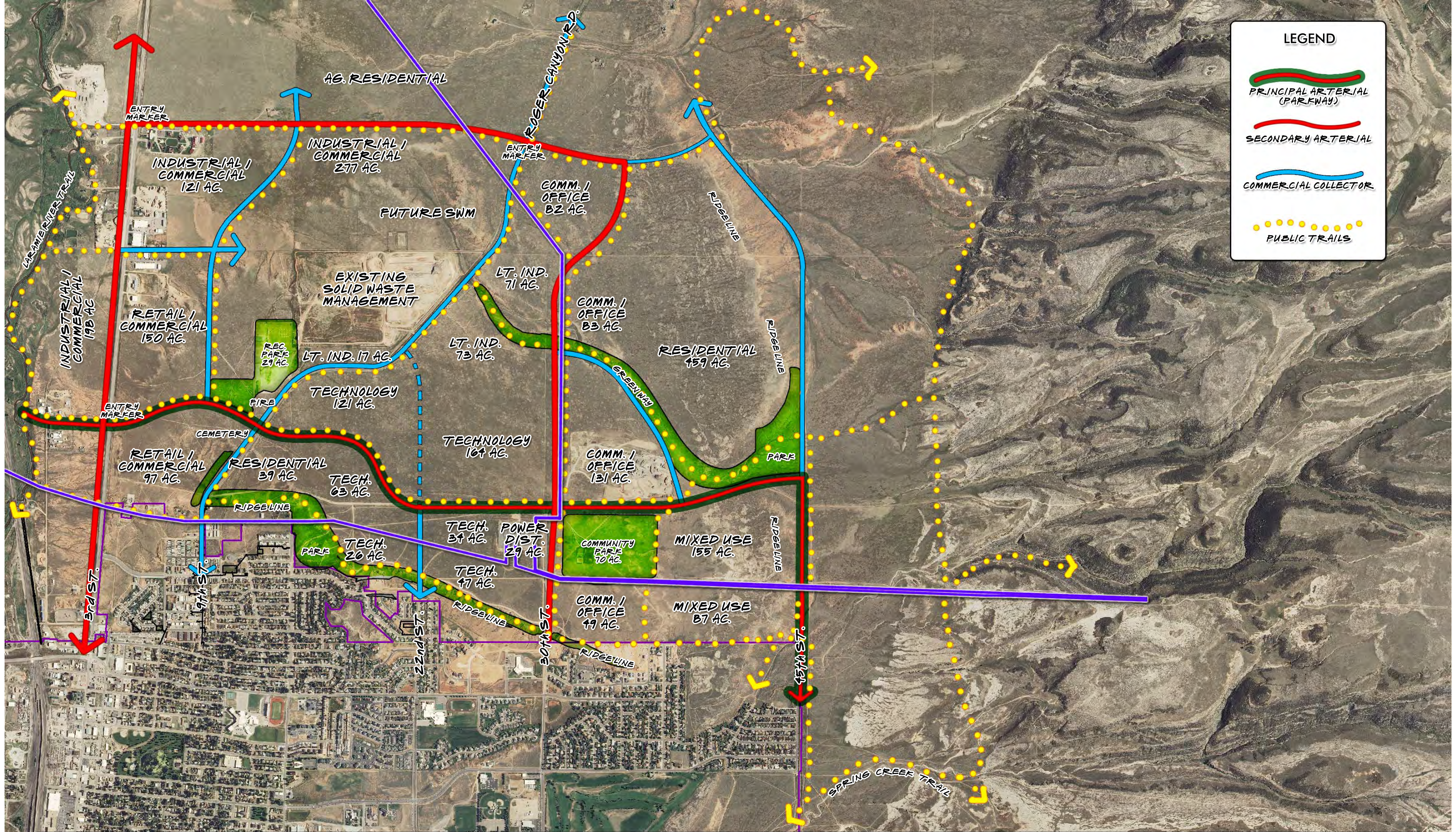
EXHIBIT B – SANITARY SEWER

EXHIBIT C – WATERLINES

EXHIBIT D – STORM SEWER

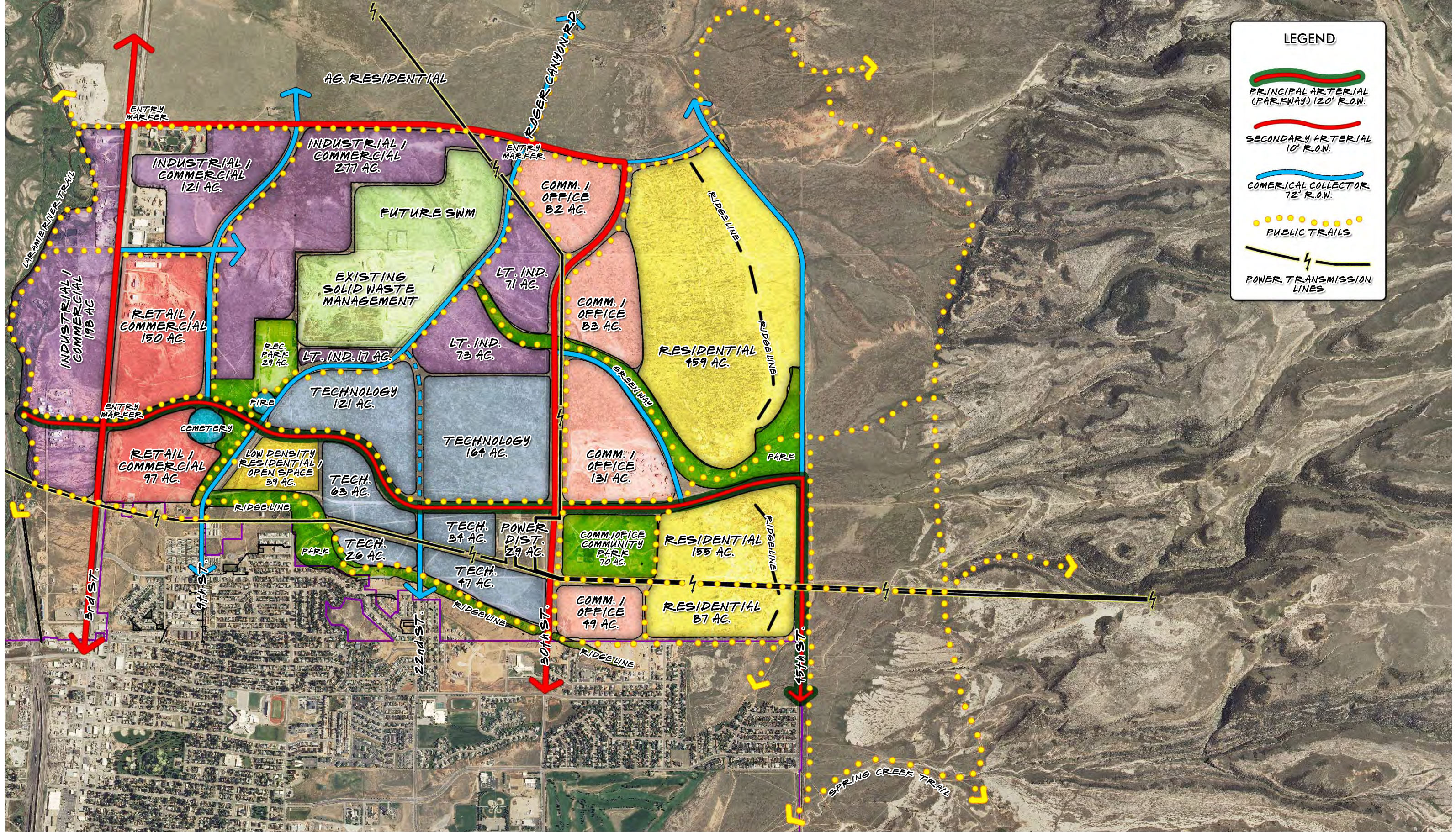
EXHIBIT E – STREETS

EXHIBIT F – PHASE ONE PARCEL INFRASTRUCTURE IMPROVEMENTS



LEGEND

- PRINCIPAL ARTERIAL (PARKWAY)
- SECONDARY ARTERIAL
- COMMERCIAL COLLECTOR
- PUBLIC TRAILS



LEGEND

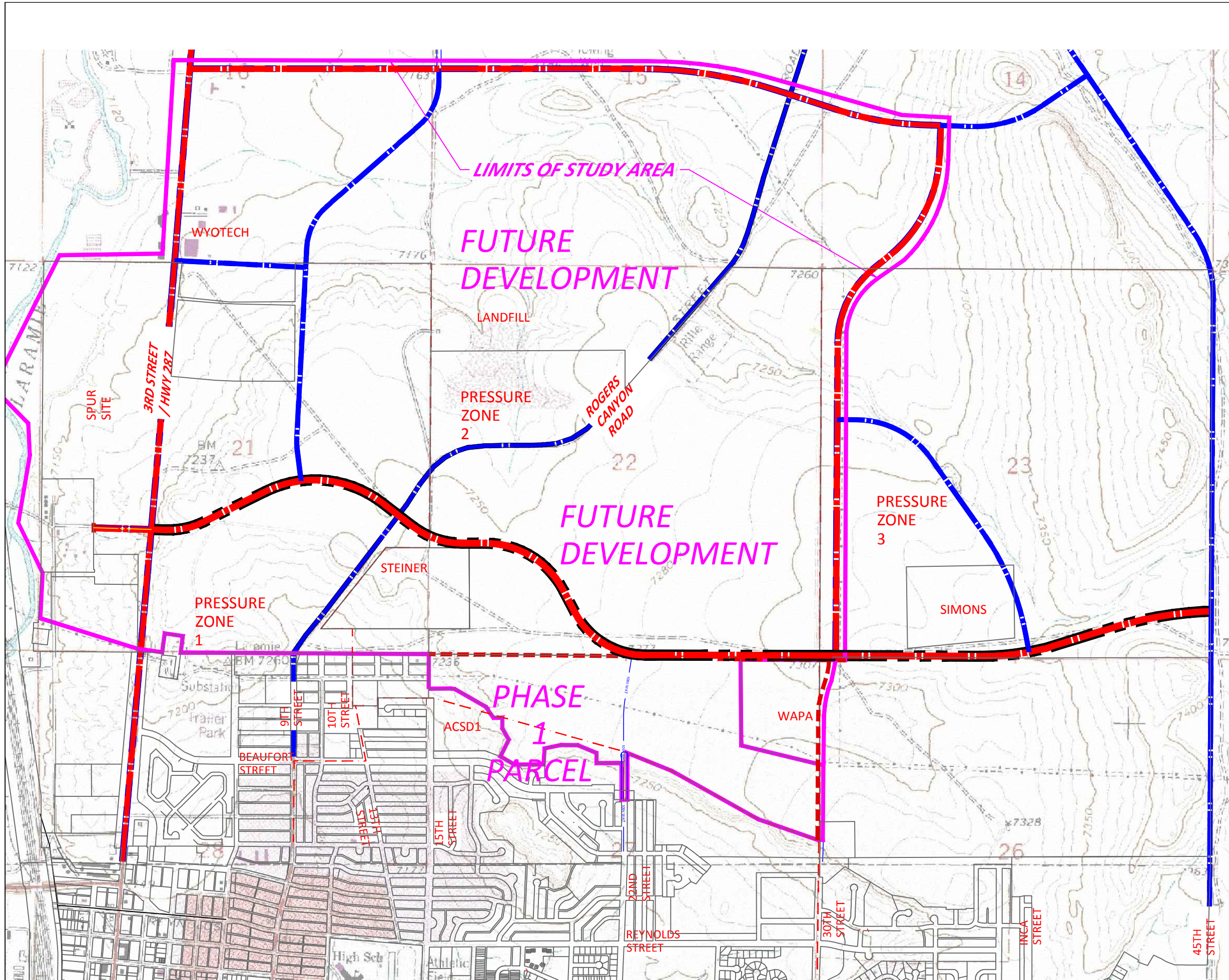
PRINCIPAL ARTERIAL (PARKWAY) 120' R.O.W.

SECONDARY ARTERIAL 10' R.O.W.

COMERICAL COLLECTOR 72' R.O.W.

PUBLIC TRAILS

POWER TRANSMISSION LINES

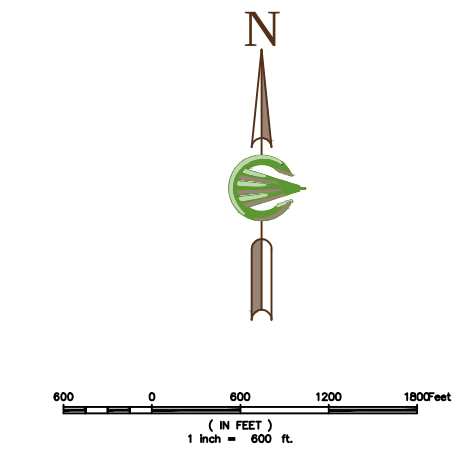
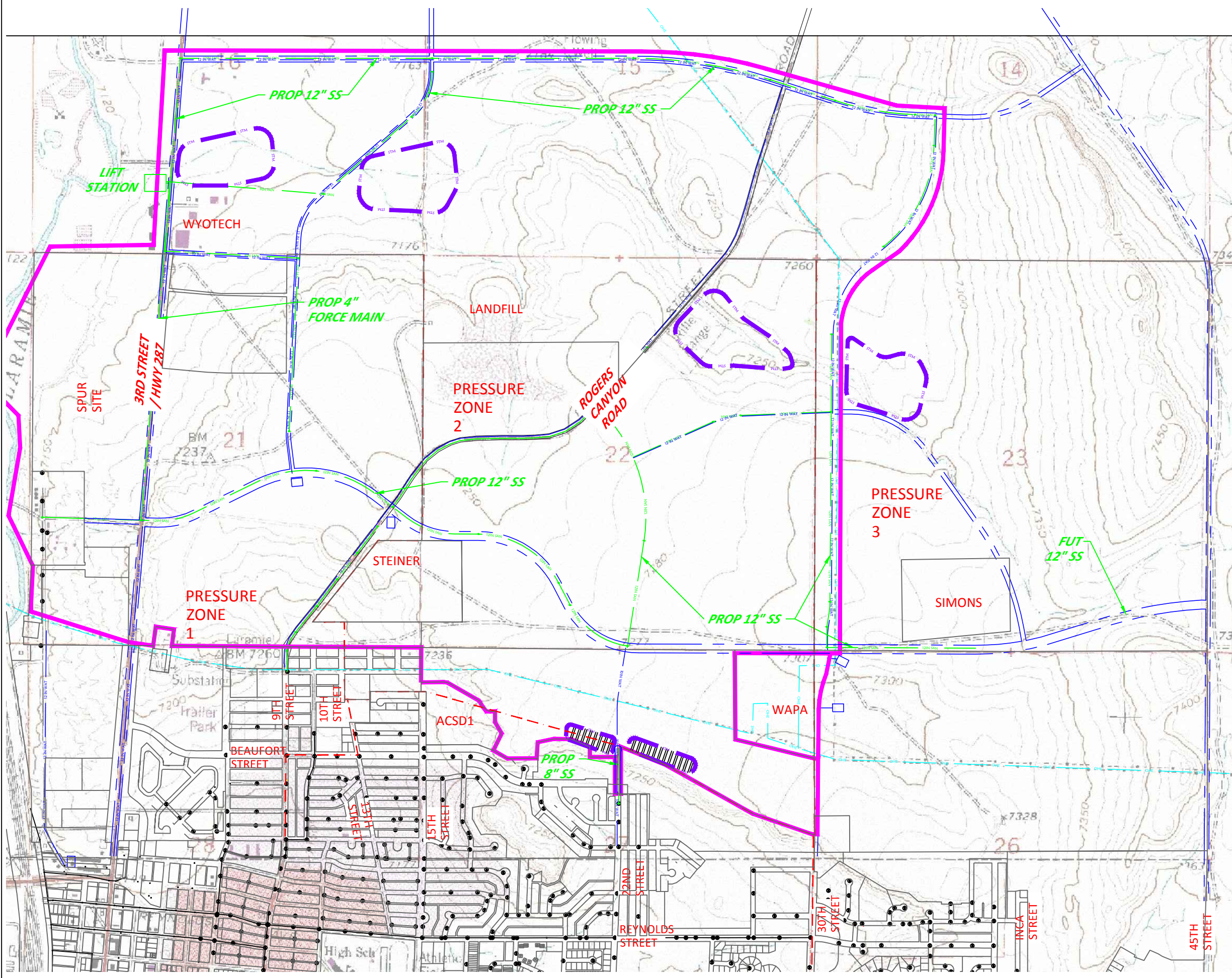


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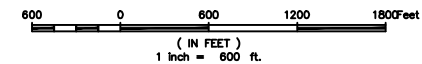
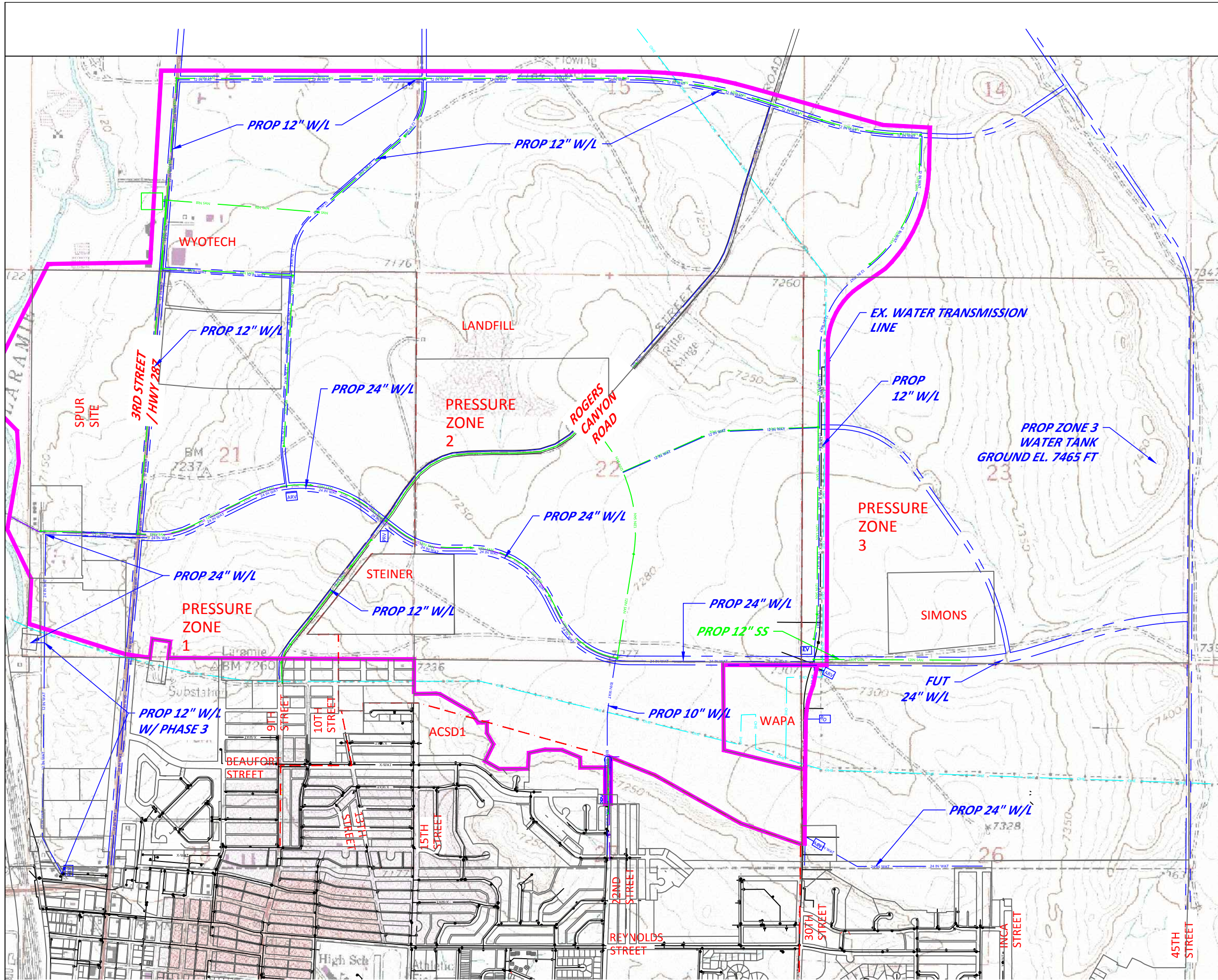
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ROW LINE	---
CENTERLINE	---
EASEMENT LINE	---
WATER ZONE LINE	---
STUDY BOUNDARY	---
EXISTING OVERHEAD POWER	---
PRESSURE REDUCING VAULT	PRV
AIR RELIEF VAULT	ARV
BLOW OFF	BO
ELECTRONIC VALVE	EV
12" SAN SEWER	---
24" WATERLINE	---
12" WATERLINE	---
STORM SEWER	---

OVERALL STUDY AREA BREAKDOWN

COUGHLIN	-	162 AC±
FUTURE	-	1,974 AC±
TOTAL	-	2,136 AC±



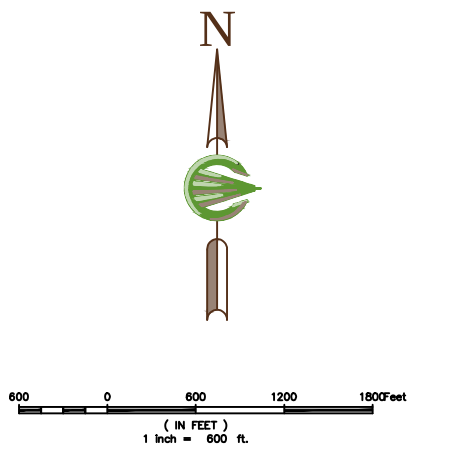
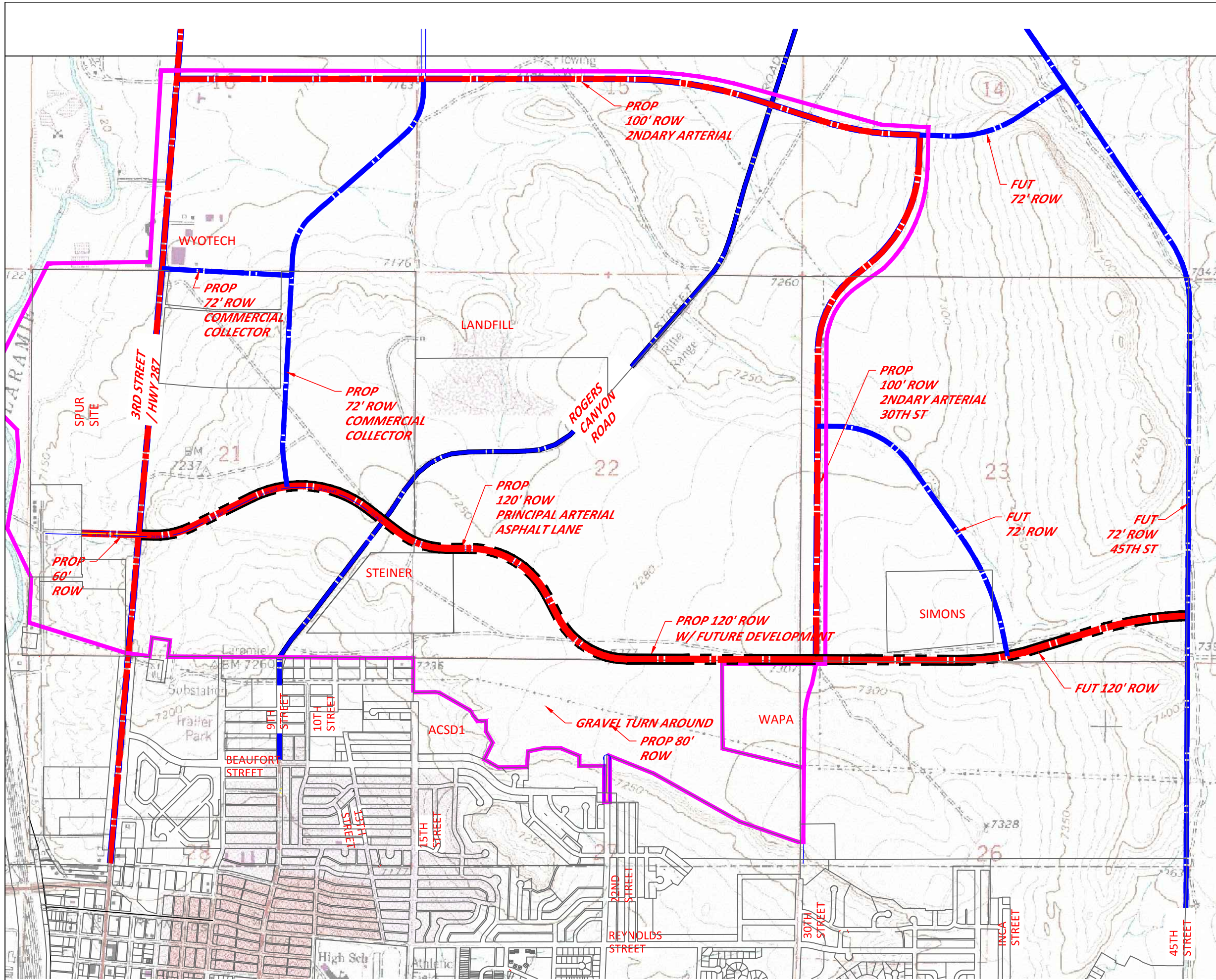
LEGEND	
PHASE LINE	
ROW LINE	
CENTERLINE	
EASEMENT LINE	
WATER ZONE LINE	
STUDY BOUNDARY	
EXISTING OVERHEAD POWER	
PRESSURE REDUCING VAULT	
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12" SAN SEWER	
24" WATERLINE	
12" WATERLINE	
STORM SEWER	



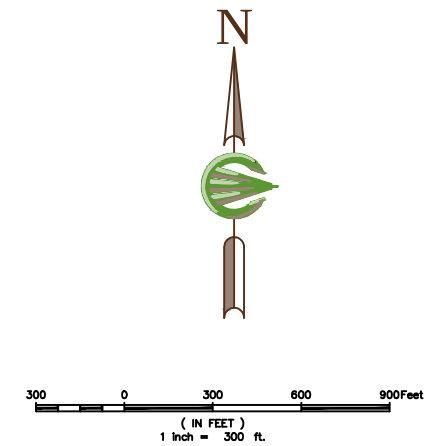
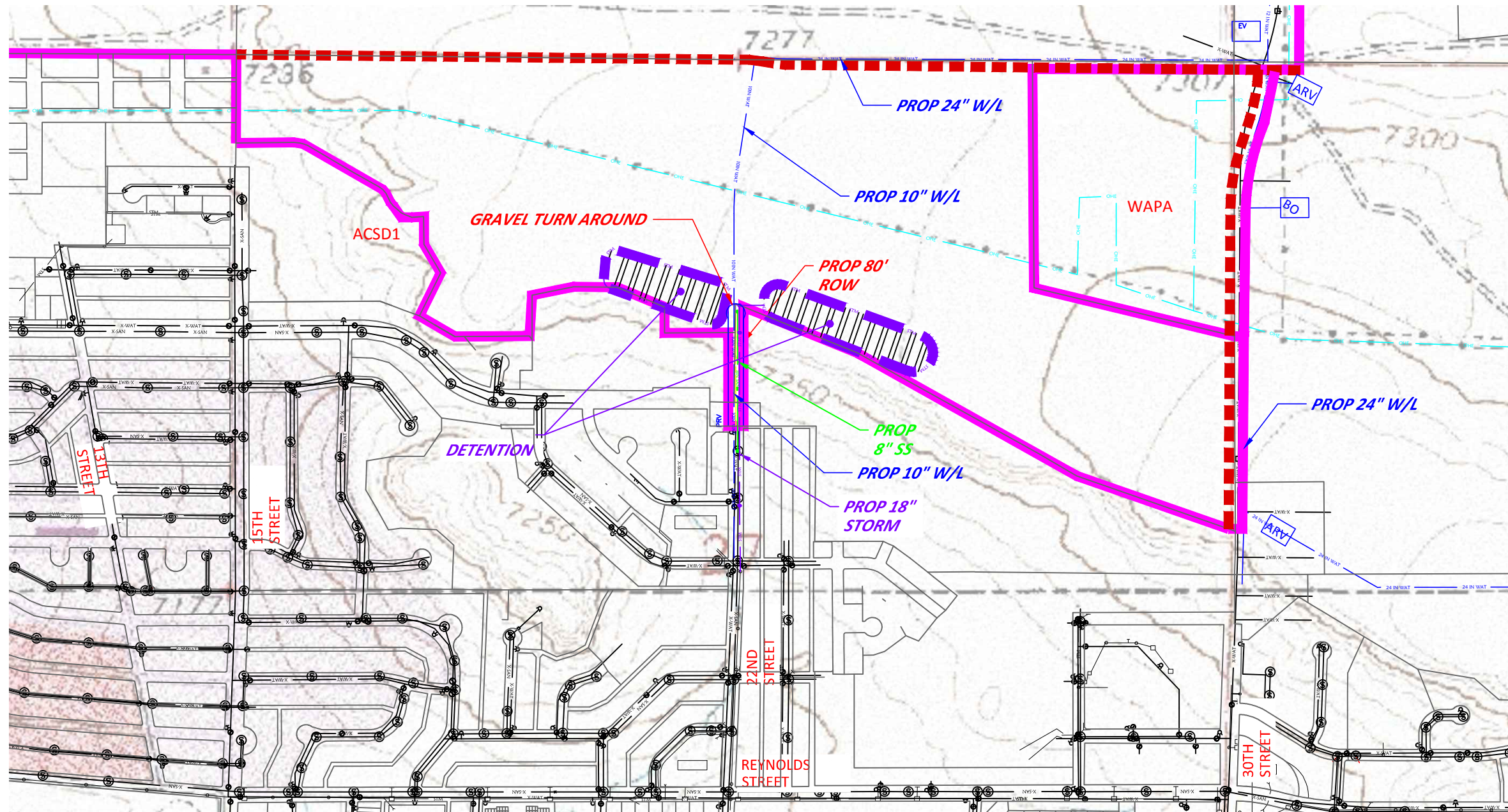
LEGEND

- PHASE LINE
- ROW LINE
- CENTERLINE
- EASEMENT LINE
- WATER ZONE LINE
- STUDY BOUNDARY
- EXISTING OVERHEAD POWER
- PRESSURE REDUCING VAULT
- AIR RELIEF VAULT
- BLOW OFF
- ELECTRONIC VALVE
- 12" SAN SEWER
- 24" WATERLINE
- 12" WATERLINE





LEGEND	
PHASE LINE	
ROW LINE	
CENTERLINE	
EASEMENT LINE	
WATER ZONE LINE	
STUDY BOUNDARY	
EXISTING OVERHEAD POWER	
PRESSURE REDUCING VAULT	PRV
AIR RELIEF VAULT	ARV
BLOW OFF	BO
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12" SAN SEWER	
24" WATERLINE	
12" WATERLINE	
STORM SEWER	



LEGEND

PHASE LINE	
ROW LINE	
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BLOW OFF	BO
ELECTRONIC VALVE	EV
12" SAN SEWER	
24" WATERLINE	
12" WATERLINE	
STORM SEWER	

EXHIBIT NOTES

1. COST FOR FRANCHISE UTILITIES NOT INCLUDED IN REPORT AS OF 07-09-2012
2. ROW ACQUISITION NOT INCLUDED WITH COSTS IN REPORT AS OF 07-09-2012
3. PAVEMENT ZONE 1 REQUIRES MORE EXPENSIVE PAVEMENT THAN PAVEMENT ZONE 4- USED FOR ALL ROADS IN PHASE 3
4. DEVELOPMENT OF THE 162 ACRE PHASE 1 WILL INCLUDE EXTENSION OF A 24-INCH WATERLINE FROM INCA TO 22ND & ASPHALT LANE, 8 AND 12" SEWERLINE EXTENDING NORTH INTO THE PROPERTY FROM THE SOUTH AS SHOWN, 2 LOCAL DETENTION PONDS AND STORM SEWER OUTFALLS.
5. FUTURE DEVELOPMENT INCLUDES THE NECESSARY INFRASTRUCTURE TO SERVICE THE REMAINDER OF THE PROPERTY INCLUDING A 24-INCH WATERLINE CONNECTING TO AN EXISTING 10-INCH AND CONSTRUCTION OF A LOCAL STREET ROW INTO THE WRI PROPERTY FROM 287 AND A LIFT STATION, MULTIPLE DETENTION PONDS, EXTENSIVE SEWER AND WATERLINES ALONG WITH PARKWAY, 2NDARY ARTERIAL AND INDUSTRIAL COLLECTOR ROADS.