

City of Douglas

Prosperous and Stable Economy

FY 2023-2024

Deep thought, much time and research was placed in the development of the ***“Prosperous and Stable Economy”*** Outcome that formed the heart of the Unified Budget and Strategic Doing. The City of Douglas is at a crossroads if it is to pull itself out of a “boom/bust” economy.

For at least twenty-five years, the community has recognized the need to diversify its economy. To illustrate, City documents dating back to 1997 have referenced in one way or another the need for either economic diversification or the development of another economic engine, such as tourism. In fact, the #2 Goal in the 2006-2007 Strategic Plan was, “Focused emphasis on tourism potential,” which may sound very familiar as this was what was discussed at our Strategic Doing workshop on April 28 as a possible additional economic engine development for our community. Other City Strategic Plans later referenced this same theme, and the top item listed on the 2010 Strategic Plan was ensure “financial stability.” The first Major Theme included in the 2017-2018 Strategic Plan was “Healthy, Diversified Economy,” with Goal 1-1 being “Develop and clarify City role and participation in economic development activities.”

With that as background, the 2023-2024 Unified Budget and Strategic Doing Plan, would put into place mechanisms and active engagement to posture the City squarely for the expansion and further development of the Douglas economy. Often times, many activities are considered “economic development” because, as the reasoning goes, it brings people to the community and those visitors stay in our hotels, eat in our restaurants, and buy local goods. All those things are true and have merit.

However, this year’s proposal for a ***“Prosperous and Stable Economy”*** purposefully and intentionally defines the desired activities. In fact, proposed is an entire Outcome, ***“Prosperous and Stable Economy”*** with the City Administrator designated as the Outcome champion, along with several strategies and key progress indicators. We will hold ourselves accountable for the carrying out of this outcome and these strategies.

Proposed: Economic Steering Partnership (PSE-01)

At a high level, the plan proposes that an interlocking Economic Steering Partnership be established between the City and the Enterprise, whereby the City Administrator would work in direct alliance with the Executive Director of the Enterprise. These two members would then, in turn, work closely with other partners such as the Wyoming Business Council, with the knowledge that working together towards the same goals we can accomplish more than individually. As a backup plan, were the Enterprise Executive Director to no longer actively serve in that partnership capacity for whatever reason, then proposed is for the City Administrator to nonetheless continue to champion for a ***“Prosperous and Stable Economy”***.

Proposed: Tourism Board Participation (PSE-01)

The Mayor currently serves on the Converse County Tourism Board, but unfortunately, her term is expiring and she will be term-limited out. Therefore, it is further proposed that the City Administrator apply for and seek to serve on the Converse County Tourism Board to continue the linkage or “interlock” between the City and the development of this potential economic engine of tourism for the community.

Proposed: Enterprise Board (PSE-01)

Finally, the Enterprise has a number of entities that are known as “partners.” This is a nice recognition of entities such as Converse County Board of Commissioners, Converse County School District #1, Converse County Memorial Hospital and the City of Douglas. All partnering entities have a full-voting position appointed to the Enterprise Board of Directors, except for the City. In the last board roster, the City’s position was shown as the City Administrator being an “ex-officio,” non-voting member. More recently, the minutes have reflected the City Administrator as a “guest.” Proposed is that the City work with the Enterprise to make the City’s position be a full board member similar to the other partners.

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Strategies of “Prosperous and Stable Economy”

Strategy 1: Focused Efforts on Economic Growth (strive for economic diversification, strategies, and recruitment, support energy economy). This strategy would incorporate such actions as: Enhanced and collaborative economic development efforts including tourism; Funding of economic networking and management activities; and Conceptualize and identify types of companies Douglas wants/needs to attract (identify barriers to growth); and Develop our story - a marketing plan to recruit businesses (videos, materials, branding, slogans). Such activities included in this would be the formation of a collaborative circle between the City, Enterprise, Wyoming Business Council and Tourism Board.

Strategy 2: Encourage Competitive Business Development. This strategy would include such measures as: Create and fund incentive program for types of businesses Douglas wants to develop; Assist or incentivize the expansion of local businesses; and Recruit new companies to Douglas. This strategy would see such activities as the adoption of a City incentive program; helping the expansion of local businesses and recruitment of at least one company.

Strategy 3: Innovation: Make intentional and innovative investments. This very aggressive strategy would see a number of actions including: Develop mechanism for obtaining properties and transferring them to desired businesses or companies (land bank); Develop a partnership agreement with large land holders to begin development of vacant properties; Acquire at least one business property or x-acres of developable land per year to add to land bank and create a fund for development of those properties; and Prepare property from land bank for redevelopment. Every step of these measures that are completed will bring the City one more step closer to having property that is shovel ready for development.

Strategy 4: Well-planned desired development. This strategy would see the development of Meadow Acres.

Strategies of Unique and Promotable Identity Outcome

These are measures that will promote economic diversity but that fit better in a different Outcome and was created to help support the creation of the Tourism industry.

Strategy 1: Connect with the great outdoors, by increasing opportunities for Recreation Utilizing Parks, River, & Public Spaces. This very Key Progress Indicator is to Incentivize at least 5 properties to reflect our outdoor identity through façade and window display. This effort would utilize the City’s existing façade program facilitated through the Enterprise, but would intentionally earmark five of those façade improvements for the coming year to reflect this outdoor identity, thus helping our City be more appealing and attractive to outdoor enthusiasts and tourists that have come here to Wyoming, “Because Some Things Can’t Be Explained, Only Experienced.”

Strategy 2: Under Develop an Attractive community and Downtown, UPI-04 was identified to facilitate property redevelopment. This may include steps such as simple facilitation or perhaps other assistance as desired by City Council.

Although, all outcomes and accounts are identified elsewhere, they are also placed in the table below as a part of the concerted and aggressive efforts to facilitate the development and diversification necessary for a Prosperous and Stable Economy.

City of Douglas Prosperous and Stable Economy FY 2023-2024

***Prosperous and Stable Economy* Key Progress Indicators At-A-Glance:**

KPI	Account	Project	Investment
PSE-01	X	Enhanced and collaborative economic development efforts.	-
PSE-02	41-5410-2122	Funding of economic networking and management activities.	\$ 75.000
PSE-03	41-5410-2158	Conceptualize and identify types of companies Douglas wants/needs to attract.	\$ 25.000
PSE-04	41-5410-2115	Develop our story - a marketing plan to recruit businesses (videos, materials, branding, slogans).	\$ 10.000
PSE-05	41-5410-9000	*Create and fund incentive program for types of businesses Douglas wants to develop.	\$ 100.000
PSE-06	41-5410-9000	*Assist or incentivize the expansion of local businesses.	\$ 25.000
PSE-07	41-5410-9000	*Recruit new companies to Douglas.	-
PSE-08	41-5410-3210	Develop mechanism to obtain & transfer properties to target busn development (land bank)	\$ 250
PSE-09	X	Develop a partnership agreement with large land holders to begin development of vacant properties.	-
PSE-10	41-5410-9000	*Acquire >1 busn property or x-acres for land bank create a fund for development of those properties.	\$ 500.000
PSE-11	41-5410-9000	*Prepare property from land bank for redevelopment.	\$ 300.000
PSE-12	X	Develop Meadow Acres #4 subdivision.	-
PSE-13	41-5410-2153	Replat Meadow Acres #2 subdivision.	\$ 1.000
PSE-13	41-5410-3210	Replat Meadow Acres #2 subdivision.	\$ 1.000
UPI-01	41-5410-2158	Encourage at least 5 properties to reflect our outdoor identity through façade and window display.	\$ 30.000
UPI-04	41-5410-9000	*Facilitate development.	<u>\$ 750.000</u>
Total			<u>\$1,817,250</u>