The Wyoming Rural Development Council

The Wyoming Rural Development Council is a collaborative public/private partnership that brings together six partner groups: local/regional government, state government, federal government, tribal government, non-profit organizations, and private sector individuals and organizations.

WRDC is governed by a Board of Directors representing the six partner groups. The Board as well as the Council membership have established the following goals for the WRDC:

- Assist rural communities in visioning and strategic planning
- Serve as a resource for assisting communities in finding and obtaining grants for rural projects
- Serve and be recognized as a neutral forum for identification and resolution of multi-jurisdictional issues.
- Promote, through education, the understanding of the needs, values and contributions of rural communities.

The Council seeks to assist rural Wyoming communities with their needs and development efforts by matching the technical and financial resources of federal, state and local governments and the private sector with local development efforts.

If you would like more information about the Wyoming Rural Development Council and how you may benefit as a member, contact:

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Wyoming Rural Development Council
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Cheyenne, WY 82002
307-777-6430
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Mary.randolph@wybusiness.org
www.wyomingrural.org

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January 25 & 26, 2011

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Process for the Development of this Report

The Wyoming Rural Development Council (WRDC) has provided a resource team to assist the City of Kemmerer, Wyoming in evaluating the community's assets and liabilities and in developing suggestions for improving the environment, social and economic future of Kemmerer.

The City of Kemmerer requested a five-year follow up community assessment from the Wyoming Rural Development Council. Mike Archibald, Kemmerer City Administrator was the primary organizer. He served as the community contact and worked with the Kemmerer community assessment team leader in agenda development, logistics, and publicity in town for the assessment. Resource team members were selected to visit Kemmerer; interview citizens, business and community leaders; and develop a plan of recommended actions for the town.

The Resource Team visited Kemmerer over a two-day period on January 25 & 26, 2011. Our visit began with a tour of the town and surrounding area. During 14 listening sessions and town meeting, the resource team talked to approximately 125 people. Participants were asked to respond to three questions designed to begin communication and discussion and to serve as a basis for developing the action plan. The three questions were:

- What do you think are the major problems and challenges in Kemmerer?
- What do you think are the major strengths and assets in Kemmerer?
- What projects would you like to see completed in two, five, ten, and twenty years in Kemmerer?

Upon completion of the interviews, the team met to compare notes and share comments following the two days of study. The team made a preliminary determination of the major themes. The team then agreed that each team member would carefully analyze what was said, synthesize what they heard with their knowledge of programs and resources, prepare their notes and suggestions, and forward these items to be combined into WRDC's final report to Kemmerer.

The preliminary findings were presented to the people of Kemmerer on January 26, 2011.

Following the preliminary findings meeting, this formal written report was prepared and presented to the town of Kemmerer.

Executive Summary

There are many strengths that Kemmerer can build upon to have a successful future. You have the wonderful tourism attraction in Fossil Butte National Monument that makes for a very possible vacation destination. Your hospital is top notch as is the staff of the hospital--both to be proud and grateful for. Your golf course and parks are lovely and inviting. To become and maintain a vibrant, sustainable community takes only a few people willing to roll up their sleeves and go to work. Once this nucleus begins to exert effort, it will begin to show some successes. Then this nucleus needs to expand to include more and more of the community until the entire community is involved. The work is not on just the big jobs; it is also on the small ones that can be achieved quickly.

There are a number of short-term, attainable recommendations that the assessment team has provided. The most important thing is to get the entire community involved to develop strategies. A few celebrations at the successful conclusion of an activity which has involved a large number of citizens will lead to a feeling of accomplishment that will carry over into other activities. Look through the short-term suggestions, pick out one that you know what you can do, and get started!

Each of you individually must decide what it is that you want to do – what kind of project you want to tackle. There are enough tasks for everyone, especially in a small community. Each small step, every victory, no matter how limited, is movement in the right direction toward achieving Kemmerer's goals. It can be done! It is your choice, your decision; you can do it.

On behalf of the Kemmerer Five-Year Follow Up Resource Team, I want to thank the people and businesses of the community, and our sponsors, the City of Kemmerer--Mayor Zem Hopkins and City Council members--for the hospitality shown to us during our stay. Thank you!

We hope you will find great value in this report and remember any team member is available for you to call to clarify information or provide more information and assistance.

The Wyoming Rural Development Council is here to help you in any way that we can.

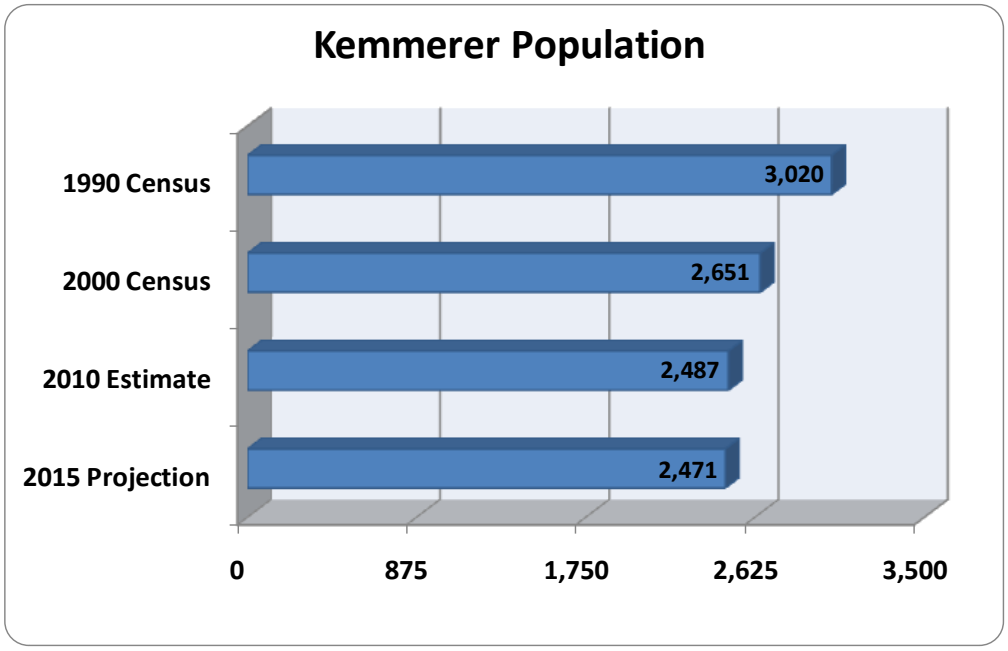
Sincerely,

Jo Ferguson
Team Leader

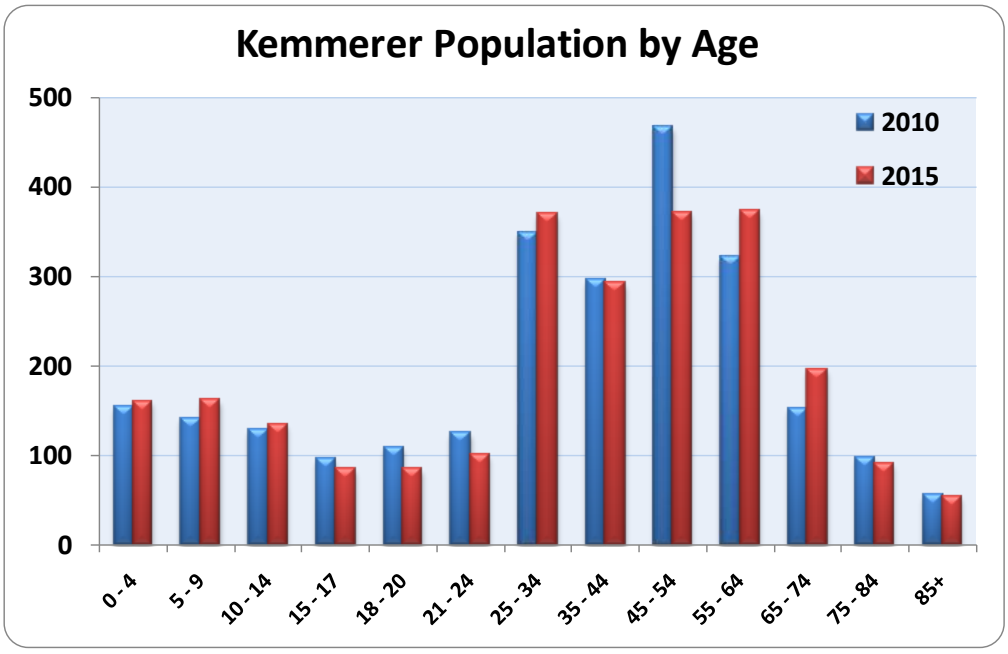
Kemmerer Executive Summary

Population Demographics

The population in Kemmerer in 1990 was **3,020** and in 2000 it was **2,651**, a **-12.2%** change. The population for 2010 was estimated to be **2,487** and the projection for 2015 is **2,471,** representing a change of **-0.6%.** The growth rate from 1990 to 2010 was **-17.6%.**

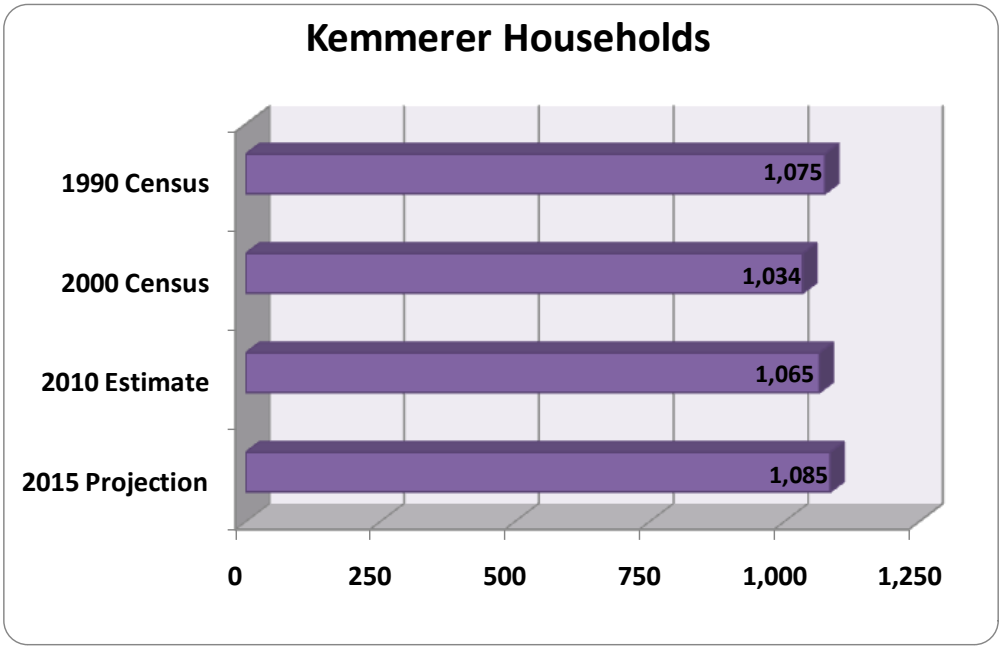


The 2010 median age of the total population in Kemmerer was **39.9** and it is predicted to change in five years to **39.8**. For 2010, males represented **51.7%** of the population and females represented **48.3%.** The most prominent age group in 2010 was **Age 45-54** years. The age group least represented was **Age 85+** years.



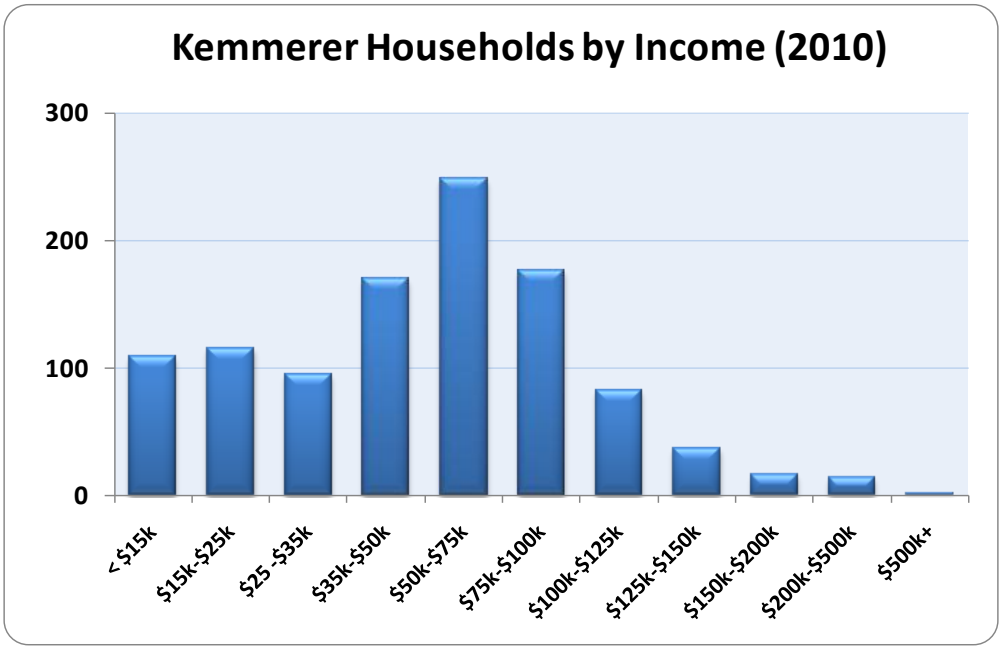
Household Demographics

The number of households in Kemmerer in 1990 was **1,075** and in 2000 it was **1,034,** a **-3.8%** change. The household count for 2010 was estimated to be **1,065** and the projection for 2015 is **1,085,** representing a change of **1.9%.** The growth rate from 1990 to 2010 was **-0.9%.**



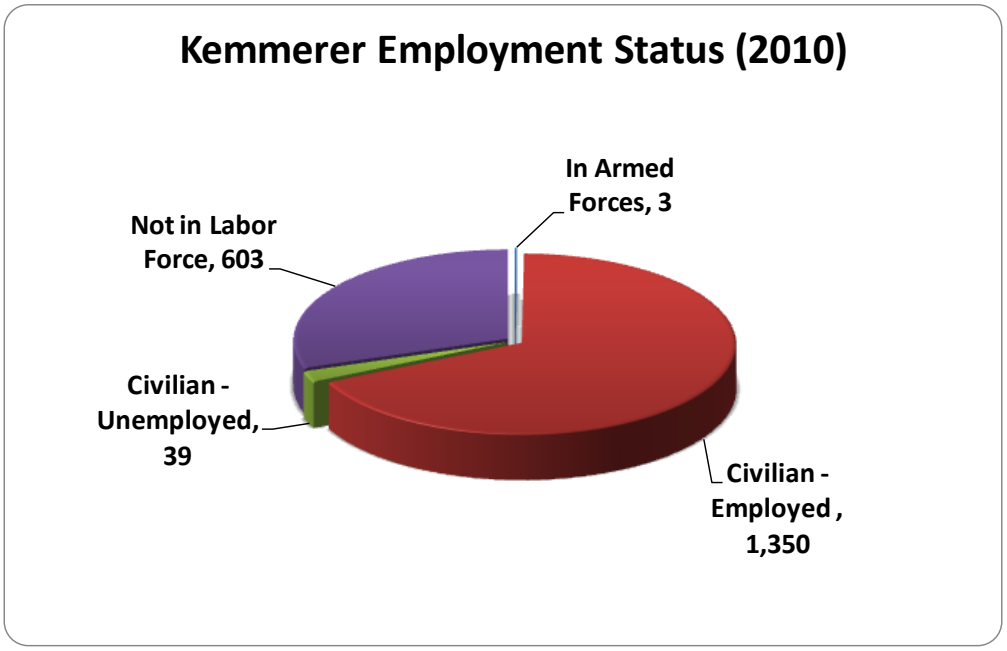
Income Demographics

The 2010 predominant household income category for Kemmerer was **$50k-$75k**, and the income group that was least represented was $**500k+.** For 2010, average household income was **$62,500,** median household income was **$54,418** and per capita income was **$26,822**.

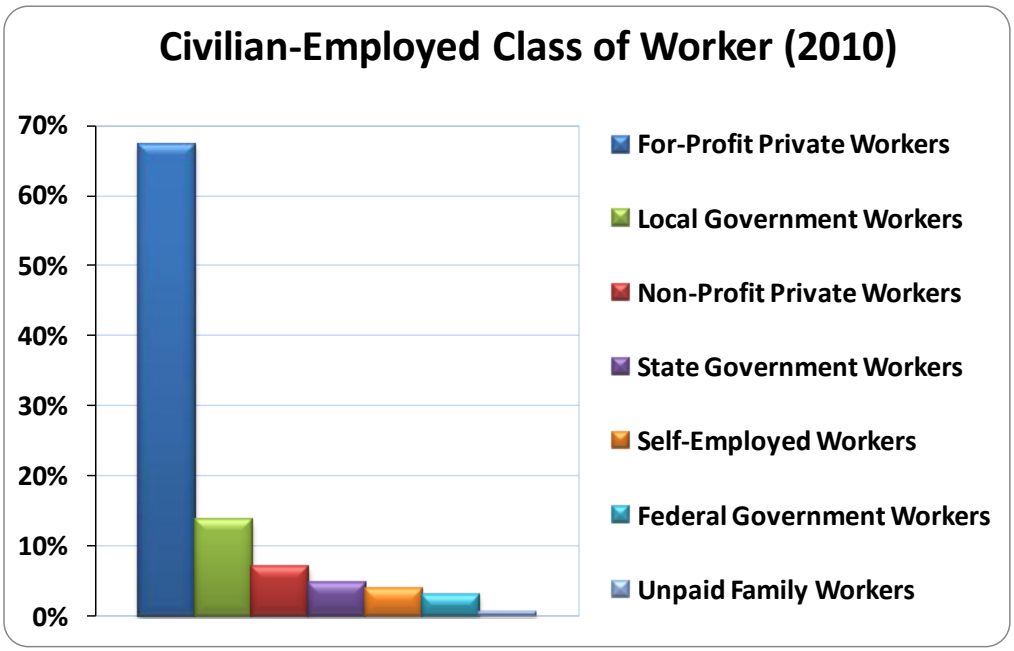


Labor Force Demographics

For 2010, **54.3%** of the Kemmerer population (age 16+) was estimated to be employed. The status of the labor force was as follows: **0.2%** are in the armed forces, **67.7%** are employed civilians, **2.0%** are unemployed civilians, and **30.2%** are not in the labor force.

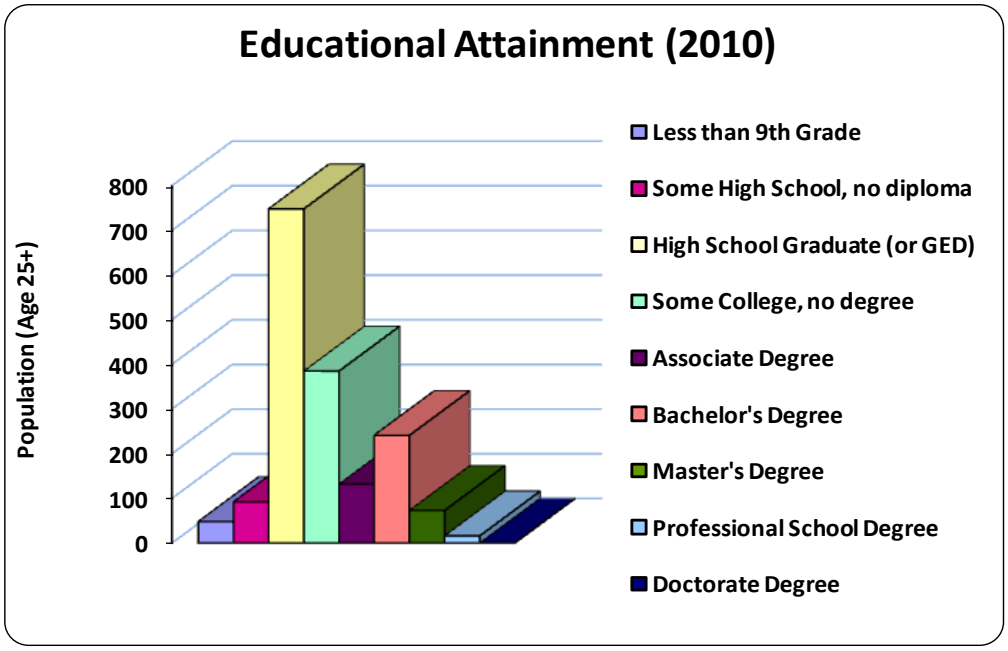


For the civilian-employed population, it is estimated that they are employed as the following class of worker: For-Profit Private Workers **(67.3%);** Local Government Workers **(13.6%);** Non-Profit Private Workers **(7.0%);** State Government Workers **(4.7%);** Self-Employed Workers **(3.9);** Federal Government Workers **(3.0%);** and Unpaid Family Workers **(0.6%).**



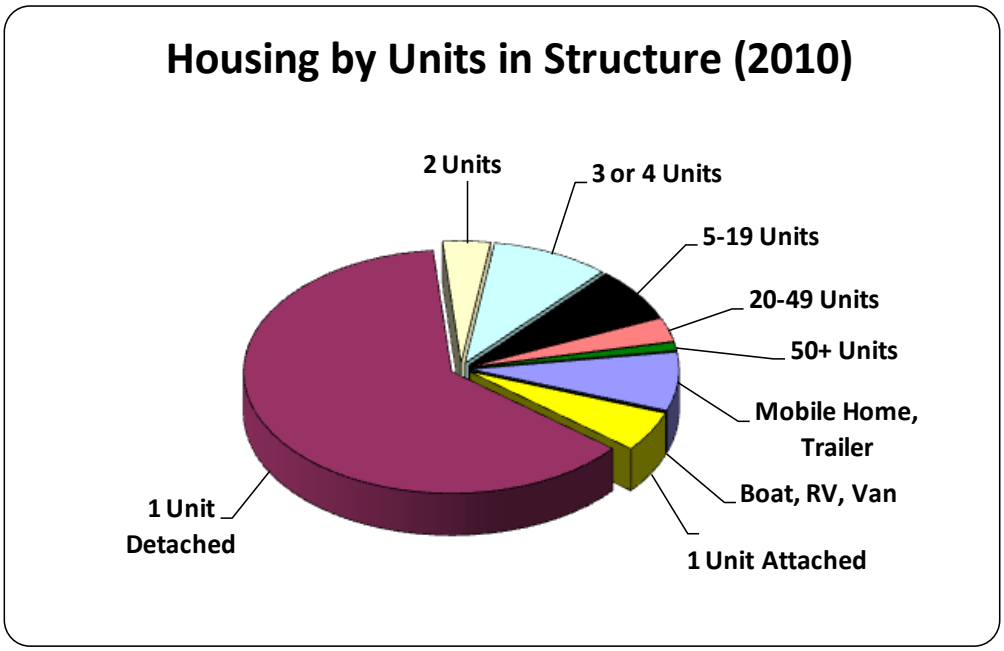
Education Demographics

For 2010, it was estimated that **5.1%** of the Kemmerer population (Age 25+) earned a Master's, Professional, or Doctorate Degree and **13.9%** earned a Bachelor's Degree.



Housing Demographics

For 2010, most of the dwellings in Kemmerer **(73.7%)** were Owner-Occupied. The majority of dwellings are estimated to be structures of 1 Unit Detached **(66.0%).** The majority of housing units **(28.5%)** were built in 1939 or earlier.



Source: Claritas, Inc.

Kemmerer RMP Opportunity Gap - Retail Stores 2010

The difference between demand and supply represents the opportunity gap or surplus available for each retail outlet. When the demand is greater than (less than) the supply, there is an opportunity gap (surplus) for that retail outlet. For example, a positive value signifies an opportunity gap, while a negative value signifies a surplus.

	(Demand) Consumer Expenditures	(Supply) Retail Sales	(Opportunity) Gap/ Surplus
Total Retail Sales ($) - Including Eating & Drinking	38,839,095	35,933,721	2,905,374
Motor Vehicle and Parts Dealers	7,700,865	13,246,709	(5,545,844)
Automotive Dealers	6,318,616	9,286,118	(2,967,502)
Other Motor Vehicle Dealers	816,506	0	816,506
Automotive Parts/Accessories, Tire Stores	565,743	3,960,591	(3,394,848)
Furniture and Home Furnishings Stores	792,428	188,707	603,721
Furniture Stores	415,494	0	415,494
Home Furnishing Stores	376,934	188,707	188,227
Electronics and Appliance Stores	892,944	142,661	750,283
Appliances, TVs, Electronics Stores	686,026	142,661	543,365
Household Appliances Stores-	160,836	0	160,836
Radio, Television, Electronics Stores	525,190	142,661	382,529
Computer and Software Stores	169,588	0	169,588
Camera and Photographic Equipment Stores	37,330	0	37,330
Building Material, Garden Equip Stores	3,929,696	5,051,116	(1,121,420)
Building Material and Supply Dealers	3,557,129	5,051,116	(1,493,987)
Home Centers	1,522,203	0	1,522,203
Paint and Wallpaper Stores	80,797	0	80,797
Hardware Stores	345,033	3,624,264	(3,279,231)
Other Building Materials Dealers	1,609,096	1,426,852	182,244
Building Materials, Lumberyards	636,047	558,204	77,843
Lawn, Garden Equipment, Supplies Stores	372,567	0	372,567
Outdoor Power Equipment Stores	90,043	0	90,043
Nursery and Garden Centers	282,524	0	282,524
Food and Beverage Stores	5,062,614	1,345,687	3,716,927
Grocery Stores	4,634,517	1,345,687	3,288,830
Supermarkets, Grocery (Ex. Conv.) Stores	4,399,422	1,256,955	3,142,467
Convenience Stores	235,095	88,732	146,363
Specialty Food Stores	158,999	0	158,999
Beer, Wine and Liquor Stores	269,098	0	269,098
Health and Personal Care Stores	2,061,451	2,632,032	(570,581)
Pharmacies and Drug Stores	1,775,475	2,632,032	(856,557)
Cosmetics, Beauty Supplies, Perfume Stores	72,118	0	72,118
Optical Goods Stores	83,134	0	83,134
Other Health and Personal Care Stores	130,724	0	130,724
Gasoline Stations	3,540,020	6,847,810	(3,307,790)
Gasoline Stations With Conv. Stores	2,635,231	6,182,205	(3,546,974)
Other Gasoline Stations	904,789	665,605	239,184
Clothing and Clothing Accessories Stores	1,656,509	243,654	1,412,855

Clothing Stores	1,189,799	0	1,189,799
Men's Clothing Stores	79,274	0	79,274
Women's Clothing Stores	286,611	0	286,611
Childrens, Infants Clothing Stores	65,639	0	65,639
Family Clothing Stores	650,488	0	650,488
Clothing Accessories Stores	28,227	0	28,227
Other Clothing Stores	79,560	0	79,560
Shoe Stores	229,289	118,146	111,143
Jewelry, Luggage, Leather Goods Stores	237,421	125,508	111,913
Jewelry Stores	217,485	125,508	91,977
Luggage and Leather Goods Stores	19,936	0	19,936
Sporting Goods, Hobby, Book, Music Stores	790,529	124,588	665,941
Sporting Goods, Hobby, Musical Inst Stores	548,978	124,588	424,390
Sporting Goods Stores	278,404	50,269	228,135
Hobby, Toys and Games Stores	172,759	74,319	98,440
Sew/Needlework/Piece Goods Stores	49,000	0	49,000
Musical Instrument and Supplies Stores	48,815	0	48,815
Book, Periodical and Music Stores	241,551	0	241,551
Book Stores and News Dealers	168,251	0	168,251
Book Stores	159,443	0	159,443
News Dealers and Newsstands	8,808	0	8,808
Prerecorded Tapes, CDs, Record Stores	73,300	0	73,300
General Merchandise Stores	5,025,451	2,370,750	2,654,701
Department Stores Excl Leased Depts	2,366,669	0	2,366,669
Other General Merchandise Stores	2,658,782	2,370,750	288,032
Miscellaneous Store Retailers	1,042,870	38,255	1,004,615
Florists	73,849	30,447	43,402
Office Supplies, Stationery, Gift Stores	392,181	7,808	384,373
Office Supplies and Stationery Stores	223,104	0	223,104
Gift, Novelty and Souvenir Stores	169,077	7,808	161,269
Used Merchandise Stores	80,706	0	80,706
Other Miscellaneous Store Retailers	496,134	0	496,134
Non-Store Retailers	2,601,067	0	2,601,067
Foodservice and Drinking Places	3,742,651	3,701,752	40,899
Full-Service Restaurants	1,662,025	1,029,725	632,300
Limited-Service Eating Places	1,601,851	2,413,625	(811,774)
Special Foodservices	313,693	0	313,693
Drinking Places -Alcoholic Beverages	165,082	258,402	(93,320)
GAFO *	9,550,042	3,078,168	6,471,874
General Merchandise Stores	5,025,451	2,370,750	2,654,701
Clothing and Clothing Accessories Stores	1,656,509	243,654	1,412,855
Furniture and Home Furnishings Stores	792,428	188,707	603,721
Electronics and Appliance Stores	892,944	142,661	750,283
Sporting Goods, Hobby, Book, Music Stores	790,529	124,588	665,941

Office Supplies, Stationery, Gift Stores	392,181	7,808	384,373

*GAFO (General merchandise, Apparel, Furniture and Other) represents sales at stores that sell merchandise normally sold in department stores. This category is not included in Total Retail Sales including Eating and Drinking Places.

Retail Market Power (RMP) data is derived from two major sources of information. The demand data is derived from the Consumer Expenditure Survey (CE Survey), which is fielded by the U.S. Bureau of Labor Statistics (BLS). The supply data is derived from the Census of Retail Trade (CRT), which is made available by the U.S. Census.

Resource Team Members
Five Year Follow-up
Kemmerer, Wyoming
January 25 & 26, 2011

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Resource Team Agenda

City of Kemmerer, Lincoln County

January 25 and 26, 2011

Tuesday, January 25	**Activity**	**Location**
8:00 am to 8:30 am	Team Orientation	Kemmerer City Hall
8:30 am to 12:00 pm	Area Tour	Kemmerer City Hall
12:00 pm to 1:00 pm	Senior Citizens	Senior Center
1:00 pm to 2:00 pm	Lunch with Industry	Best Western
2:00 pm to 3:00 pm	Agriculture	Best Western
3:00 pm to 4:00 pm	Hotel and Taxing Board	Best Western
4:00 pm to 5:00 pm	Civic and Non-profit	Best Western
5:30 pm to 6:30 pm	Business and Retail	Best Western
6:30 pm to 7:30 pm	City and County Government	Best Western
7:30 pm to ?	Supper	Hamsfork Grill

Wednesday, January 26	**Activity**	**Location**
7:30 am to 8:30 am	Breakfast	Best Western
9:00 am to 10:00 am	Social Services	Ambulance Barn
10:00 am to 11:00 am	Law enforcement/ EMS	Ambulance Barn
11:00 am to 12:00 pm	Youth	Kemmerer HS
12:00 pm to 1:00 pm	Educators	Kemmerer HS
1:30 pm to 2:30 pm	Hospital and Health Services	South LC Hospital
2:30 pm to 3:30 pm	Utilities	South LC Hospital
3:30 pm to 5:00 pm	Team prepares for town meeting	SLTEC
5:00 pm to 6:30 pm	Team working supper	SLTEC
7:00 pm to ?	Resource Team Town Meeting	SLTEC

KEMMERER 5-YEAR FOLLOW UP MAJOR THEMES

Business & Economic Development
- Main Street Revitalization
- Diversification of Businesses
- Restaurants (+open later), Hotels

Community Marketing & Promotion
- Tourism / Destination
  - Fossil Capital of the World
  - Events

The 3 C's: Cooperation, Coordination, Communication
- Community Involvement
- Kemmerer-Diamondville
- Interdepartmental

Human Services
- Youth/Teens
- Senior Center

Infrastructure
- Aging
  - Water Delivery
  - Sewer
  - Roads
- New
  - Housing

RESOURCE TEAM REPORTS

Recommendations submitted by Resource Team Members

Jo Ferguson
Senior Rural Development Specialist
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Theme: Human Services

Challenge: Youth/Teen Recreation

Solution: Many of the items listed as challenges can be addressed by the community through resource coordination through an approach to evaluating youth services. The National League of Cities has developed an Action Toolkit for Municipal Leaders that addresses how a community can create a Youth Master Plan. Many stakeholders share responsibility for the safety, well-being and healthy development of young people but without a shared vision, and a collaborative structure to guide and assess local efforts, the community risks wasting finite resources and overlooking critical need. Youth master planning processes offer many benefits to cities, including a better alignment of resources to reduce duplication of services and eliminate service gaps; coordination of city, school, and community efforts to improve outcomes for youth; cost savings; and opportunities for citizen input and youth participation. The planning process helps create the foundation for an engagement of all groups working on youth-related issues - so they do more, and do it more strategically. Encouraging coordination of and collaboration between the nonprofit and government sectors can yield many braided funding stream opportunities. In many Wyoming communities the United Way is a major driver on youth/teen-related issues and have access to technical assistance that could help Kemmerer.

Young people also requested career training and more job opportunities. This may be accomplished by working with the School District or the State Department of Education to see if some training programs might be established in your area. Perhaps some of the major industry leaders could be involved in this planning.

Resources:

National League of Cities
http://www.nlc.org/IYEF/

Wyoming Department of Education
Teri Wigert, Career Training
(307) 777-7708

Theme: The 3 C's Communication, Coordination, Cooperation

Challenge: Communication with communities, county and partners

Solution: The practice of each Mayor attending the other's town council meeting is a good first step for cementing a solid relationship among the communities. A courtesy is shown at the Town Council meeting by not scheduling a meeting during other town's meeting dates to help continued teamwork. A possible recommendation would be to hold joint town council meetings or workshops when similar projects appear on the horizon. Perhaps those workshops could be facilitated by an outside organization when trying to come up with vision items.

Jointly, the towns could continue to develop health, senior, and recreation services to all citizens of the area.

It seems that the Federal Agencies involved in the areas around Kemmerer are interested in being partners. Try to keep a continued dialogue with these agencies. The more community involvement in these discussions, the more equitable will be the outcomes.

Continue to invite County Commissioners to events. The City Council could appoint a committee to really study Kemmerer's needs for county services and recommend to the City Council a well-informed and proper request to the County Commissioners.

Carbon County Commissioners hold their second meeting of the month in a different town in the county. This allows county citizens the opportunity to attend a county commission meeting and to participate in county government. This would be a good suggestion for Lincoln County. The meetings start at 4 p.m. allowing people that work a chance to attend.

Resources:

Carbon County Commissioners
Carbon County Clerk Gwynn Rothenberger
P.O. Box 6
Rawlins, WY 82301
307-328-2668

Wyoming Community Foundation
Samin Dadelahi, Senior Program Officer
313 S. 2nd Street
Laramie, WY 82070
307-721-8300
www.wycf.org

Facilitator: Mary Randolph, Wyoming Rural Development Council
214 W. 15th Street
Cheyenne, WY 82002
307-777-6430
Mary.randolph@wybusiness.org

Challenge: Recreation Planning

Solution: The winters in Kemmerer can get long. So we heard many comments about things to do in the winter and in the summer. Your wonderful golf course, park responds to the needs of the community. Other activities can be developed for all ages. A comprehensive pathway system was mentioned—this would also be a safety issue. Resources for a bike, walking, and hiking trail system would be the TEAL Grant from WYDOT and Wyoming Community Foundation.

Resource: Contact the Wyoming Community Foundation for a possible source of funding to conduct these activities. This foundation is a nonprofit charitable 501(c)(3) organization that was created in 1989 by and for the people of Wyoming. With assets over $47M, the Community Foundation has developed into a valuable philanthropic resource for Wyoming.

They have an in-depth understanding of the issues, opportunities, and resources that shape the state and communities. They monitor all areas of community need - including human services, education, the environment, healthcare, the arts, and economic development. They invest in the long term and bring people and organizations together, convening diverse voices to address local issues and opportunities. Their business is building communities.

Wyoming Community Foundation
Samin Dadelahi, Senior Program Officer
313 S. 2nd Street
Laramie, WY 82070
307-721-8300
www.wycf.org

Wyoming DOT, Office of Local Government Coordinator, TEAL
C.J. Brown
5300 Bishop Blvd.
Cheyenne, WY 82002
307-777-4179
cj.brown@dot.state.wy.us

Theme: Community Marketing & Promotion

Challenge: Destination Activities/More Cultural Events

Solution:

The cultural events can be planned and led by talented community members. Plan around your existing successful events (i.e. Oyster Ridge Music Festival). Perhaps bring in concerts that would appeal to all ages and add revenues to the town. Expand the length of another event in Kemmerer to help accommodate the above-mentioned concert idea. Check with Cheyenne Frontier Days Committee Chairmen for ideas and

planning information. Wyoming Travel and Tourism could possibly provide aid in events that could attract to Kemmerer.

Possibly a new business could be established in Kemmerer by finding a niche in offering outings to tourists (domestic and international) with specific hobbies and interests, not just the general public. An example is to have a package program that includes a tour of local historical sites and a program to further educate and entertain the tourists. These packages could be established for each of the specific areas that Kemmerer has to attract tourists in (state parks/historic sites as examples).

Resources:

> **Wyoming Travel and Tourism's In-State Development Program** provides assistance to local destinations in tourism, product, and service development as well as managing the turnouts and signage program dollars. Projects involving turnout construction and signage needs require an application to access the funds. You can download the program brochure to learn about what projects qualify for nomination to the annual grant program. Nomination packets are available in July of each year.

Contact:
Leslie Kedelty
Industry Services Manager
(307) 777-2839 or (307) 214-0465
Email: Leslie.Kedelty@visitwyo.gov

Event and concert information:
Cheyenne Frontier Days
Pat Moffett, Chairman of Contract Acts .
David Miller, Chairman of Public Relations
www.cfdrodeo.com

USDA-RD Community Development Program Publication. As a strategy for economic development, tourism and festivals can be very useful. http://www.nal.usda.gov/ric/ricpubs/tourism.html

Challenge: Identity/Tourism

Solution: Begin defining your community. Does the geography of your community play an important part of what your community is? Do the various types of people and their different occupations funnel into the whole of your community? Does your community end at the town's boundaries? Are the community's needs answered by what is available? The citizens of Kemmerer seem to realize that more needs to be done to develop cooperation in bringing the town to a level of regional worth rather than just a pass-through community on the way to Yellowstone. Capacity building in several areas (human, organizational, financial, and infrastructure) will help to identify the community.

Read The ABCs of Development - It's About Building Capacity by Linda Swalling Fettig, www.Authorhouse.com, 1-800-839-8640

Issue: Economic Development

Challenge: Retail Business with diversity

Solution: Attracting and keeping viable businesses in a community is a long-time planning effort by members of the town council, real estate community, and residents. We heard many comments about the need for business diversity. The Business and Industry section of the Wyoming Business Council, along with your WBC Regional Director can point you in the right direction for study and action to this problem. The Business Council has access to many tools to jump start this effort: SBDC, Marketing Research, Wyoming Women's Business Center and others. For available business spaces contact local realtors.

Resources:

Brandon Marshall
Business Retention & Entrepreneurship Program Manager
Wyoming Business Council
307-777-2820
Brandon.marshall@wybusiness.org

Annie Wood, Sr. Mktg. & Attraction Specialist
Wyoming Business Council
307-777-2844
annie.wood@wybusiness.org

Challenge: Retail Business

Solution: 2011 Employer Seminars

Running a business can be a daunting task. Fortunately, there is help for employers. The Wyoming Department of Employment is sponsoring the 2010 Employer Seminars, coming to a town near you. The seminars provide information about workers' compensation, unemployment insurance, workplace safety, labor standards, and labor market information. Check on upcoming seminars on the link below. Register online at http://doe.state.wy.us/employerseminars.

Challenge: Retail Businesses

During the assessment it was evident residents are frustrated at the lack of diversity in businesses in the community and lack of employment opportunities. Small businesses provide the majority of new job creation in a community. Starting a new business is risky and the business will not survive without the support of the community. The population of a town will determine the development of retail. USDA Rural Development has several business development programs in addition to their Business and Industry (B&I) Guarantee Loan program. The Rural Business Opportunity Grant (RBOG) program promotes sustainable economic development in rural communities with exceptional needs through provision of training and technical assistance for business development, entrepreneurs and economic development officials and assists with economic development planning. The Rural Business Enterprise Grant (RBEG) program provides grants for rural projects that finance and facilitate development of small and emerging rural businesses. The B&I Guarantee Loan

program assists rural lenders in making loans to their clients and USDA guarantees up to 90% of that lenders loan.

Resource:

USDA Rural Development – Business and Cooperatives Programs, Nancy Veras Clarke, Program Director, 100 East "B" Street, Federal Building, Room 1005, Casper, WY 82601 Phone 307-233-6700
nancy.clarke@wy.usda.gov

Kemmerer Community Assessment Resource Team Member Report
Eric G. Decker (Coordinator for the Big Horn Basin RC&D Council)
eric.decker@wy.usda.gov
307-347-3946

Introduction

First, I would like to thank Jo Ferguson with the Wyoming Rural Development Council (WRDC) for letting me work on another community assessment; long hours but a very beneficial process. I thoroughly enjoyed working with the other Resource Team Members (Jeanie Anderson, Scott Wisniewski, Becky Cox and Jennifer Georges) and wish them all well in their respective careers. All the resource team members were very knowledgeable and dedicated to helping Kemmerer and its residents identify the issues, strengths and potential projects for the community.

The Kemmerer Community Assessment would not have been possible without Mayor Zem Hopkin's formal request to the WRDC. Thanks to the Mayor for allowing the assessment process to happen, and the great meeting we had in his high school classroom with his wonderful students.

City Administrator Mike Archibald was a splendid host for the resource team members, and I would like to thank Mike for all his initial efforts prior to the assessment and his presence with the team members throughout the process. Mike's cumulative efforts provided the recipe for the success of the community assessment process for Kemmerer. His area tour was enlightening and his knowledge of the area and city was off the chart. Thanks again Mike!

Another key person was Elaina Zempel, Regional Director for the Wyoming Business Council. Elaina was another community cornerstone that enriched the experience for all. Thanks Elaina for all of your efforts as well.

Special thanks to all the wonderful people in Kemmerer and surrounding area who participated in the assessment process. I think a community's greatest strength is its residents and especially those that help their neighbors and work together during difficult times.

It was quite apparent from many of the public comments and personal observations that the residents of Kemmerer are the best of what this country is all about!

Personal perspective

To put my report in context, I have considerable interest and experience in helping communities in northwest Wyoming understand their true tourism potential along with developing partnerships to address economic opportunity issues. I have worked closely with the U.S. Forest Service, BLM, Wyoming Travel & Tourism and other agencies and organizations to provide awareness of what Wyoming truly has to offer in remote but accessible portions of the state.

I also have worked in partnership with oil/gas companies and their support companies to address community issues. Lastly, I understand transportation issues in Wyoming and how a good transportation system is more

often than not the foundation for economic development opportunity. The following are my recommendations and potential resources on the major themes identified in the Kemmerer Community Assessment.

Business and Economic Development

Introduction

Based on the public comments at many of the meetings, Kemmerer is experiencing an economic decline in a Wyoming boom and bust cycle. Economic decline indicators include a decaying downtown business center (Main Street Revitalization sub-theme), loss of one food shopping store and no real restaurant that serves food early in the morning and late at night to feed workers in the mineral industry (Diversification of Businesses and restaurants sub-themes).

Recommendations to address the "Business and Economic Development" theme

Kemmerer was selected as an "Aspiring Community" by the Wyoming Main Street program, and a citizen's committee will address a number of downtown issues. That effort will be good and will produce some results, but I think a lot more needs to happen to truly revitalize business that will then drive a different direction for downtown Kemmerer.

My primary recommendation is that Kemmerer residents need to decide if their community should be an "industry support" community that compliments the coal, gas, oil and other mineral industries within a reasonable driving distance of Kemmerer. The decision is extremely important because it drives everything else. The process to make a decision could be done by a survey of community residents and/or through elected officials who want the town to grow and prosper.

If Kemmerer decides it should be an "industry support" community, than the next step is for municipal officials (in both Kemmerer and Diamondville) to further enhance and develop partnerships with mineral industry representatives. Municipal officials should work with industry representatives to determine specifically what could be enhanced in the Kemmerer/Diamondville area to have mineral industry workers and their families actually move to and live in the Kemmerer area. With a growing population base, the private sector will start new businesses and the downtown and other business sectors of Kemmerer/Diamondville will begin to evolve into a more healthy, economic climate.

In order for Kemmerer to move in the "industry support" direction, it may have to offer incentives to industry representatives to more favorably attract an industry-base presence in the community.

Incentives may include reduced pricing of city land for industry support purposes, reduced taxes for so many years, etc. The location of Kemmerer relative to mineral extraction activities and its railroad/airport resources are key bargaining chips when dealing with industry reps.

There are likely other bargaining chips the community can cash in on to help achieve long-term economic prosperity. After discussions with industry representatives, there may also be the opportunity for some type of manufacturing or processing facility that relates to mineral resources that the Kemmerer area can accommodate. All options should be fully explored to more fully develop a diverse business climate – with planned growth - that makes sense for the area. The resources are the mineral industry representatives – invite them to Kemmerer!

On the other hand, if it is decided Kemmerer does not want to be an industry support community, than the area will likely continue to undergo economic decline or at best maintain the status quo (which seems unacceptable from many of the public comments).

Resources for the "Business and Economic Development" theme:

Elaina Zempel
Wyoming Business Council
1100 Pine Avenue; Suite 2E
Kemmerer, WY 83101
(307) 877 -2203
Email: e.z@wybusiness.org

Steve Tarpley and Bill Lozier
Colorado Interstate Gas
P.O. Box 512
Kemmerer, WY 83101
(307) 352-3822 (Steve)
(307) 352-6361 (Bill)

Jeff Lowe or Michelle Pollard
Chevron Mining Inc.
P.O. Box 950
Kemmerer, WY 83101
(307) 828-2246

Exxon Mobil
P.O. Box 1300
Kemmerer, WY 83101
(307) 276-6202

Union Pacific Railroad
2120 Carey Ave., Suite 410
Cheyenne, WY 82001
(307) 778-3359

Questar Gas
P.O. Box 460
Diamondville, WY 83116
(307) 723-0657

Community Marketing & Promotion

Introduction
Kemmerer is known as the "Fossil Capital of the World" and also has two major summer events (Fossil Fest and the Oyster Ridge Music Festival).

I've lived in Wyoming for more than 20 years but have never heard of anything related to events or activities in Kemmerer.

What I did know about the Kemmerer area prior to the community assessment is that Kemmerer is in Lincoln County and Lincoln County has some of the highest quality mule deer hunting on the planet on public land (National Forest and Bureau of Land Management lands within reasonable driving distance of Kemmerer).

Recommendation to address the Community Marketing & Promotion theme and sub-themes relating to Kemmerer being a tourism destination because of the fossil capital designation, summer events and other natural resource attractions in the surrounding area.
From my perspective, Kemmerer is a potential tourist destination hub that could be marketed to bring additional tourists to the community during all four seasons.

Before I elaborate on the year-round potential attractions that could be the basis for Kemmerer being a tourism destination, let me explain first another critical recommendation which relates to an aforementioned recommendation - whether Kemmerer wants to be a mineral industry support community.

Does Kemmerer want to be both a mineral industry support and tourism support community? That is a decision Kemmerer residents and municipal officials must make, but I think Kemmerer is well suited for both.

From a tourism perspective you already have ownership to fish fossils and the two gala summer events. Those are great assets that could be further marketed in a variety of ways with continued assistance from Wyoming Travel & Tourism (they have many programs – all should be checked out to better market Kemmerer and surrounding area).

Looking at the WY Travel & Tourism website and Local Chamber of Commerce website it looks like some things have been done but the marketing aspect on current events could be taken to the next level and potential additional tourism draws should be explored and marketed at some point. There is also the opportunity for year-round tours that could be placed on the websites.

Some seasonal examples follow:
Summer tourism (June – August)
Besides Kemmerer being a gateway community to the fish fossil quarries and Fossil Butte National Monument, Kemmerer has great local fishing in the Hams Fork River, nearby Green River and other fishing spots coveted by locals and a few other folks. The area also has high quality wildlife viewing for birds, moose, deer, elk, and other species that could be marketed as well. Seedskadee National Wildlife Refuge is another outstanding wildlife/fishing area.

Kemmerer also has the potential to market itself to the lesser used areas of the Bridger Teton National Forest in the wildlife-rich pristine country of the Wyoming Range and Salt River Range areas. Focusing on the Salt Lake City and even Denver markets could benefit the Kemmerer economy given the nearby population centers with I-80 as the primary access. With higher gas prices folks still want to travel but will travel less distances and that is why the Utah and Colorado markets are still good bets to draw tourists to Kemmerer and adjacent public lands.

Greater publicity regarding the Training and Events Center (TEC) could draw tourists if seasonal interpretive displays (on wheels for greater mobility) were located at the facility. The TEC is basically a multi-use facility that could also serve as a year-round interpretive center.

Summer interpretive displays could focus on the nearby fish fossil resources and surrounding public lands with fishing, camping, hiking and wildlife viewing opportunities explained.

Fall tourism (September-November)
Fall in Wyoming is hunting season along with underutilized prime stream, river and reservoir fishing. The City of Kemmerer could host a "hunter-fest" type festival to kick-off the hunting season with local Forest Service, BLM and Game & Fish staff giving information to the hunting public on all sorts of outdoor topics. Best time to do this type of festival is just before the start of the deer season in the local area (October 1st is opening day of deer season in the Kemmerer area so a good date for a "hunter-fest" would be September 29 or September 30). A good resource for this type of event is the Worland-Tensleep Chamber of Commerce who does this type of event every year (contact person is Terry Sutherland in Worland at 347-3226).
Any type of outdoor-related business could potentially benefit from the "hunter-fest" festival along with businesses that cater to travelers (restaurants, motels, gas stations, food store, etc.).

One benefit of this type of event is for hunters to learn about hunting areas they don't know about and will come back in another year or two based on the information they learned in Kemmerer.

Winter tourism (December- March)
Kemmerer could again take advantage of its Training and Events Center (TEC) and host a "winter-fest" carnival that highlight local places to go snowmobiling, cross-country skiing, wildlife viewing, predator hunting and ice fishing. Western Wyoming has world-class underutilized snowmobiling in parts of the Bridger Teton National Forest and BLM lands. Wintering feedgrounds for elk in the Star Valley area and Jackson area attract numerous tourists and again many travelers have to go through Kemmerer so why not give them a reason to stop and maybe spend a night.

Kemmerer winters can be cold and long and another opportunity is an "ice sculpture" festival that is very popular in certain communities in northern latitudes.

Marketing the Salt Lake area for winter tourism activities would be cost-effective I believe.

Spring tourism (April-May)
Bird watching is a major activity for many people and Kemmerer is well suited as a community "base camp" to venture in the outdoors and conduct this activity. The aforementioned Seedskadee National Wildlife Refuge (about an hour drive away from Kemmerer) is host to hundreds of bird species returning to Wyoming and other places. Nearby sage grouse leks (contact the local Game & Fish for accessible sage grouse lek sites) are very popular for ethical wildlife photographers.

Certain types of fishing are available in the Spring, and this is another opportunity to attract the Salt Lake and Front Range of Colorado anglers for high-quality fishing opportunities in the area.

Resources for the "Community Marketing and Promotion" theme:

Leslie Kedelty
Wyoming Travel & Tourism
1520 Etchepare Circle
Cheyenne, WY 82007
1-800-225-5996

Bridger-Teton National Forest
Kemmerer Ranger District
308 Highway 189
Kemmerer, WY 83101
(307) 877 4415

Bureau of Land Management
Kemmerer Field Office
312 Highway 189 North
Kemmerer, WY 83101
(307) 828-4539

Fossil Butte National Monument
P.O. Box 592
Kemmerer, WY 83101
(307) 877-4455

WY Game & Fish Dept.
Jackson Regional Office
420 North Cache
P.O. Box 67
Jackson, WY 83001

WY Game & Fish Dept.
Green River Regional Office
351 Astle
Green River, WY 82935
(307) 875-3223

(307) 733-2321

Seedskadee National Wildlife Refuge
P.O. Box 700
Green River, WY 82935
(307) 875-2187

Cokeville Meadows National Wildlife Refuge
P.O. Box 189
Cokeville, WY 82935
(307) 279-2800

Cooperation, Coordination and Communication

Introduction
There were a number of public comments that stated the same people volunteer for this or that committee or board (community involvement sub-theme); the close proximity of Kemmerer and Diamondville was an opportunity for consolidation of services and working more close together (Kemmerer-Diamondville sub-theme); and there could be better communication between the numerous boards, councils and committees (interdepartmental sub-theme).

Recommendation to address the Cooperation, Coordination and Communication theme
Getting a greater diversity of volunteers for all the different kinds of committees and boards is not an easy task. People are inherently busy and in small communities like Kemmerer and Diamondville it is common for the same folks to step up to the plate when asked.

One idea is to take the same committed group of volunteers and ask those folks to identify two or three of their friends who may be willing and able to volunteer for a committee, board, or other civic function. This could increase the potential pool of volunteers that are needed.

Another idea is for flyers to be developed by the organization that needs more volunteers, and then post the flyers in public places; perhaps many residents don't know about the need to volunteer for a certain committee or board.

The Kemmerer-Diamondville relationship goes way back and an outsider like myself is on thin ice addressing this issue.

The only thing I can recommend is this: as municipal budgets get tighter it may be prudent for both communities to take a hard look at what services could possibly be consolidated.

Resources for the "Cooperation, Coordination and Communication" theme:

Mayor Zem Hopkins
Michael Archibald
City of Kemmerer
220 Wyo. Highway 233
Kemmerer, WY 83101
(307) 828-4061

Mayor Eric Backman
Town of Diamondville
20 US Hwy. 189
P.O. Box 281
Diamondville, WY 83116
(307) 877-6676

Human Services

Introduction
There were a number of comments from the younger generation there wasn't much to do in Kemmerer and the good folks at the Senior Citizens Center felt a new Center would be ideal.

Recommendation to address the Human Services theme
One idea to expand recreation opportunities in Kemmerer has to do with the eyesore BLM building that is currently in litigation. Once the litigation is over, perhaps the owner can donate the building and land (or at low cost) for a rehabilitated youth center that includes an indoor skatepark and other activity components. The Wyoming Business Council may be able to fund reconstructing the existing building under one of its program (Elaina would know the best Wyoming Business Council program once the building is unencumbered).

Another idea is to conduct a survey of youth in the schools and ask for specific examples of what is missing in Kemmerer (with detailed information what is available in the area as far as youth activities). Perhaps many teenagers are not aware of what is available in Kemmerer.

At a minimum, the City of Kemmerer should have an indoor and outdoor soccer program and a youth basketball league. All programs and leagues should be available to both girls and boys. Here again the Training and Event Center main auditorium is big enough to host soccer games and perhaps other activities. Most parents love to watch their kids play in events, and the TEC is another potential place large enough for such activities. The City of Kemmerer should waive the cost of the facility for any youth-related programs.

For the seniors, a committee should be formed to look into the feasibility of a new Senior Citizens' Center.

Again the TEC is a possibility of certain types of senior citizen activities that could be done there. A City bus could transport senior citizens from the existing center to the TEC or other facility in the interim period until another Center can be constructed.

One option to build a new Senior Citizens Center is through a USDA loan. It is my understanding the USDA Rural Development has low-interest loans for facilities like Senior Citizen and Youth Center facilities.

Another option for both Senior and Youth facilities (to partially fund a facility), is a grant through the Daniels Fund based out of Denver. The Daniels Fund funds projects in Wyoming for youth, seniors and other categories.

Resources for the "Human Services" theme:

Ann Stoeger, Area Director
USDA Rural Development
508 N. Broadway
Riverton, WY 82501
(307) 856-7524 ext. 4

Daniels Fund
Attn: Sparky Turner
101 Monroe Street
Denver, CO 80206
(303) 393-7220

Elaina Zempel
WY Business Council
1100 Pine Ave.; Suite 2E
Kemmerer, WY 83101
(307) 877-2203

Infrastructure

Introduction
Kemmerer has a new water treatment plant that will be operational by Fall 2011 but has a major issue with aging water/sewer lines and local roads (an identified sub-theme). Another identified sub-theme was the need for more affordable housing and even higher cost housing for higher income households.

Recommendation to address the Infrastructure theme
Communities as I understand it have the option to further tax themselves for infrastructure projects through a tax financing initiative that is placed on the ballot. If this option is considered, then municipal officials and others have to make a strong case that such infrastructure is critical for the long-term benefit of the community. Voters will then decide.

Another alternative is for the City of Kemmerer to further work with the Wyoming Business Council to obtain funding under the Community Development Block Grant Program that can be used for public improvements such as the extension of roads, water and sewer lines. The Office of State Lands & Investments, Wyoming Water Development Office and the Wyoming Department of Transportation are other options to obtain funding for infrastructure through a variety of programs.

In regards to new home construction, the private sector will do this if it perceives Kemmerer is moving in the right direction to strengthen and diversify its economy. Once families and new businesses begin moving into Kemmerer and creating a tighter housing market, entrepreneurial contractors will follow and address the housing issue. The City of Kemmerer can provide contractors with a variety of incentives to entice them to begin new house construction.

I'm confident the City of Kemmerer and its fine residents will make the right decisions and move the community forward to make progress on all the identified community assessment themes. EGD

Resources for the "Infrastructure" theme:

Elaina Zempel
Wyoming Business Council
1100 Pine Avenue; Suite 2E
Kemmerer, WY 83101
(307) 877-2203

Office of State Lands & Investments
122 West 25th Street
Cheyenne, WY 82002-0600
(307) 777-7331

Michael Purcell, Director
Wyoming Water Development Office
6920 Yellowtail Road
Cheyenne, WY 82002
(307) 777-7626

Wyoming Department of Transportation
5300 Bishop Blvd.
Cheyenne, WY 82009-3340
(307) 777-4375

Thanks to everyone who participated in the Kemmerer Community Assessment!

Kemmerer Town Assessment

January 2011

Team Member

Jennifer Georges
The Last Tangle Hair Salon
123 Western Hills, Blvd.
Cheyenne, Wy. 82009
307-632-5678

Thank you to the Citizens of Kemmerer and Mike Archibald for being so kind and informative during the assessment process for Kemmerer. I was impressed with what the small community of Kemmerer has to offer its citizens. Community pride was expressed at every listening session and most people agreed they enjoyed living in Kemmerer. One student said it all." He likes living there because his mother did not always worry where he was at and what he was doing."

Listening to over two hundred people's comments about Kemmerer, really gave me a great perspective of what is to be enjoyed in this community, what is wanted and needed for this community and what the future dreams and wishes for this community are

Business & Economic Development

Main Street Revitalization

Blending the past and bringing it to the future is hard when generational families remember what Kemmerer was and where it is now. Some buildings downtown may have a true historical value while other buildings are financially draining and an eyesore. The community will always be divided on what should be saved and what should be torn down.

The building of the new bank is a start for making a long-range plan of what the Triangle could be. Evaluate what is really historical and what really needs to go and blend the two together.

Contact the State Historical Preservation Board for guidance and help in making this determination. 307-777-7697

The owners of existing, empty buildings really need to step up efforts to offer incentives for small mom and pop operations to rent from them. As a city I would recommend brainstorming meetings between the owners of these buildings to possibly offer very reduced rent in the start-up year of business. The more small businesses that are close together, the more prospective customers an area will draw.

The Chamber of Commerce in Kemmerer needs to have a mentoring sister city. You need to get your chamber on track. Once this is accomplished it becomes the liaison between Kemmerer businesses. The Chamber needs to help promote Kemmerer to the people who live there and promote tourism to anyone visiting.

Local merchants could really benefit from organizing a merchants' group. The merchants of Torrington, WY, along with its local bank offered at Christmas time a drawing for all purchases during the Christmas season. The way it works was: anyone purchasing an item was given copies of their purchases. The customer would write their name and phone number on their receipt. One copy was deposited with the merchant, and the other copy was taken to the bank and placed in a drawing at the bank. Every Saturday the merchant would draw a receipt and reimburse the winner with a coupon that matched the price of the purchase--which in turn could be applied toward another purchase at that establishment. The Bank would also draw several receipts every Saturday. The winner would receive the total pay back of the amount of their purchase. It was a win-win situation. For more information contact the Torrington/Goshen Chamber of Commerce.

Also offering rebates off of purchases is a great way to get people back into your door for more business. Menards (a home do-it-yourself type business) has a great rebate program. For merchants in Kemmerer it would be beneficial to look at what Menard's is doing.

Ninety-eight percent (98%) of the population is traveling out of Kemmerer to shop. You have to create a fun, exciting atmosphere to get people to shop downtown. Drawings and give-a-ways are easy ways to attract people. Have contests, hold drawings, and offer free lunch, free tickets to cultural events.

The merchants need to reconnect with the people of Kemmerer. The population is small in Kemmerer; mom-and-pop businesses is what is needed for the downtown.

Restaurants-

Most restaurants in Kemmerer are mom and pop operations. Franchised food operations really don't exist because of the small population. It was stated that the hours of operation are the biggest complaint amongst the community.

The city could connect with all the restaurateurs and discuss what was heard at our sessions. Keeping a restaurant open for breakfast, lunch and dinner can be an exhausting adventure for a mom and pop operation. A suggestion for the restaurants is to specialize for only two meal times--breakfast and lunch or lunch and dinner. Keep longer hours and be consistent. The owners of these restaurants need to know what the public's needs are. At the listening sessions, we heard a strong need for earlier and later hours. If the owners could get together and understand what is needed, they could easily accomplish what the citizens need.

Community Marketing & Promotion

Tourism and Destination

Kemmerer really has a nice area where the golf course is located. An RV Park in this area would be a nice addition. I would suggest to do some advertising in the idea that Kemmerer would be a great place to spend the summer months. Include that you have a wonderful medical facility, located close to many state parks, outdoor recreation, the Fossil digs, etc. Make the list very appealing to draw people. The Wyoming Lodging and Restaurant Association would be helpful.

Lynn Birleffi
Wyoming Lodging and Restaurant Assn.
PO Box 1003
Cheyenne, Wyoming 82003
307-634-8816, Extension 207
307-632-0249--Fax
E-mail:lynn@wlra.org

Another Idea that would be great if the State of Wyoming would make a " traveling CD" that people could play in their vehicles while traveling. The CD would cover all major highlights of our state, where to stop to see attractions and what to do in the area. This would possibly draw people to areas that they would miss because they don't have the information of a particular area.

Keep encouraging events that draw people to the area, but also do several events for the community that lives there. A great way to get the community to meet one another is to possibly hold a bunco night at the events center. I think you already have a ladies bunco club. Get them on board and have them have a fundraiser to benefit a new senior citizens center. Bunco really mixes everyone up, and when the evening is finished you have pretty much met everyone. Collect some fun prizes new and old; really push the idea that Kemmerer needs a new senior citizens' center. This event would get the seniors on board. Set out a realistic plan that the people of Kemmerer can find and fund a new senior citizens center.

Have a teen night, do a High tech night. Teenagers love gadgets. Have Verizon, or Union telephone, or Microsoft, etc. do an event to show how all the latest gadgets work. Hands on. You could also get the teens involved with a fun raiser for the seniors, do a bunco night just for them. Bring a rock concert to the events center. The purpose of holding it at the events center is two-fold. It would show the community that the event center is for them and something to be proud of.

If you want young families to support what you have, you have to constantly think of things to bring to the events center that would entice them, i.e. A toy sale, children's book sale, a learning discovery event.

A building trades event that would teach men and women how to build or repair their homes. Get your local lumberyard to do an event.

The 3 C's: Cooperation, Coordination, and Communication

Community Involvement

In the listening sessions we heard that the same people are the ones that get involved and do most of the work. This is true of every town and city. Many more people would get involve if they knew they were needed. At your next town meeting have each person bring in three names of people that might possibly volunteer. Send direct letters to these people asking them if they could possibly take on a certain volunteer job. Get a plan of what the town of Kemmerer is wanting to do and get your new volunteers to bring in new people. Constantly recruit on a personal basis.

Coordination between the Town of Kemmerer and the Town of Diamondville

It would be nice to become one town, but probably would never happen because the generational families that live in these towns. Feelings run deep. Get the two towns on the same page. Hold at least two town meetings together once a month. This would bring new ideas from each town. It would open the window for communication between each other. Plan a social event together. Take the best of what each town has to offer and capitalize on that.

Communication

Interdepartmental communication is a must. Get email lists of everyone and text message numbers of everyone on staff. Each time an event happens, or "for your information," happens, send it out. Keep everyone informed. It can be annoying to get e-mails all the time, but that is how people are communicating right now. Use these tools and get everyone on board
.

Human Services

Y**outh/Teens**

The teens in Kemmerer have a lot of recreational opportunities. Golf, Swimming, Hiking, Sports, etc. The schools offer a lot of programs that the children can participate in. The track needs to be updated so events can be held there. If the track was updated Kemmerer could host track events thus bring revenue into the city. Also soccer would be a great addition for many children who do not play football and basketball. Soccer is an upcoming sport. It involves many more children and parent participation. This would help Kemmerer compete for many activities that would bring people to the area.

Infrastructure

Aging

We heard at our listening session that Kemmerer has an aging population. Get ready for it. The senior citizens' building needs to be addressed. Again community try fundraisers; once you get a fund started many times the state can offer matching funds. Housing for seniors--consider a new development with apartments that fit the needs of downsizing and convenience. Many older people need a smaller place--bedroom, living room, kitchen and bath, storage.

Kemmerer has a beautiful area near the golf course. You have an uncompleted building. I would use this area as a starting point for possibly completing the building as a senior citizen center and locating senior housing around it. The large building could be multiple-use. Again Community involvement and fundraising is important. We understand that liens are in place on the building, possibly a deal could be worked out to reduce the liens.

Kemmerer has addressed the problem of a new water treatment plant. In everyone's mind they know this was a necessity. Paying for it is hard to swallow, but they also know that they have to pay for it. The town is moving in the right direction with updating the water treatment facility.

Sewer

At some point the sewer problems will have to be addressed. Time will be the element here. Hopefully the sewer will hold until the water treatment plant is paid for.

Roads

The winter is very hard on roads. Kemmerer has had ice most of the winter. The ice brakes up the roads. There is just no solution for fixing the roads in the winter. Usually this is a big complaint of every town in Wyoming. When summer arrives road patching and repair work will begin.

Housing

One of the biggest problems with housing in Kemmerer is lack of expert contractors. It appears that many projects had been started, but the contractors were not held accountable. The city has to have a strong zoning board and regulations board. This protects everyone. Kemmerer has ideal places for new housing starts and seems to be headed in the right direction. As the economy improves, building start-ups should improve also. Banking is starting to open up more money for new housing.

The following is lists of the agencies and contact people that should be contacted for help in all areas that are listed above in this report.

State Historical Preservation Board----307-777-7697

Clean Water State Revolving Fund (CWSRF)
Drinking Water State Revolving Fund (DWSRF)
Robert Tompkins Program Manager-307-777-6646
Rtompkin@state.wy.us

Ed Grant-307-777-6629
Todd Parfit-307 777 7555
Mike Hacket-307-777-7626

Community Service Block Grant (CSBG
Jim Wolf-307-777-8652

Social Service Block Grant
Nicky Anderson 307-777-8539
Heather Babbit-307-777-7357

Community Development Block Grant (CDBG)
Dave Haney 307-265-0603 Home Purchase

Molly Spangler,
Wyoming Business Council
307-777-2811

ARRA Nutrition Fund
Teri Green
307-777-7908

USDA Derrel Carruth-307-233-6700 State Director
Rural Housing-307-233-6117
Nancy Veres Clark-Business Project Director
307-233-6717
Alana Cannon Community Project Director
307-233-6700

Becky Cox
Rural Development Specialist
508 North Broadway
Riverton, Wyoming 82501
307-856-7524, Ext. 4
307-856-2383 Fax
RD Website: www.rurdev.usda.gov

I would like to thank Mayor Zem Hopkins, City Administrator Mike Archibald and the entire town of Kemmerer for their exceptional hospitality during our visit. The Town of Kemmerer exemplifies all that is good in small town America and your outdoor sport opportunities are unsurpassed. You are one of Wyoming's best kept secrets. I look forward to seeing your future successes.

MAJOR THEME: INFRASTRUCTURE

Challenge: Water and Sewer Line Improvements

Citizens expressed their concerns that the water line and sewer line infrastructure is aging.

Solutions:

- USDA Rural Development's Water and Environmental Program is designed to provide financial assistance to rural areas and towns of up to 10,000 people. Kemmerer would be eligible to apply for this assistance. Funds can be used to restore a deteriorating water supply, to improve, enlarge, or modify a water or waste facility. For more information, Contact: USDA Rural Development
  Ann Stoeger, Area Director
  508 N Broadway, Riverton, WY 82501
  307-856-7524 ext. 4
  ann.stoeger@wy.usda.gov

Challenge: Housing

Citizens expressed concern with lack of housing options in the area. Concerns covered a wide range.

There were those who felt that if there were more high-end houses in Kemmerer, more high income folks with families would live in Kemmerer, rather than surrounding communities.

There were those that thought that the existing housing stock was aging, in need of repairs and the prices were just too high.

Solutions:

- Unfortunately, high-end housing is market driven. Until the market demand is felt for this product it will not be readily available. The demand for high end housing will also be tied to the amenities the community is able to offer. I will present some solutions when this issue is addressed.

- For the Very Low, Low and Moderate income folks looking to buy a home in Kemmerer, there may be some options.

1. The Rural Development Section 502 Guaranteed Housing program is for low to moderate income folks. These loans are made by a commercial lending institution and guaranteed by the government. In Lincoln County, family of 1-4's household income could not exceed 75,900.00 and 5-8 person household could not exceed $100,200.00 to be eligible for this program. The borrower must have stable and dependable income, a credit history that indicates reasonable willingness to meet obligations, and repayment ability is based on ratios (PITI of 29% and TD of 41%). A down-payment is not required and there is no mortgage insurance. The cost is currently 3.5% and can be financed above appraisal.
2. The Rural Development Section 502 Direct Hosing Program is available to Low and Very Low income folks. The funding for these loans comes directly from the government and the loans are underwritten in the Area Office. Loans may be subsidized in order to make the payments affordable.

For More information on Rural Development Housing Programs contact:

USDA Rural Development
West Area Office/Riverton
Bessie Cantrell, Area Specialist
508 North Broadway Ave
Riverton, WY 82501
307-856-7524 ext. 4
bessie.cantrell@wy.usda.gov
www.rurdev.usda.gov

- Wyoming Community Development Authority has a new program called Spruce Up available for qualified individuals to purchase and repair/rehabilitate existing homes. For more information on this program and the lenders who participate in it contact:

WCDA
155 N. Beech Street
Casper, WY 82601
(307) 265-0603

MAJOR THEME: BUSINESS & ECONOMIC DEVELOPMENT

Challenge: Downtown Revitalization

Improving the look of the historic downtown, the Triangle, area was on the minds of all citizenry.

Solution:

- From what was said, the City is in possession of several studies which all have similar findings and suggestions for the Triangle. It appears that it is time for you to choose your direction and move forward. A place to start might be to get all of the owners of the vacant buildings to clear the front windows and put up some type of decorative facade.

- As not all of the empty buildings are currently owned by the City, if a special improvement district; not-for-profit organization or economic development group/corporation were established it might be possible for that organization to purchase the lots and buildings that have value to the city. The structures could be used to house businesses, restaurants and other businesses. The top floors could be apartments or condominiums. This is a concept that Green River Futures did with the historic Tomahawk Hotel building in downtown Green River. Contact Brad Sutherland at Green River Futures 307- 875-4509.

- The community was recently chosen as a Main Street Community. Working with the Wyoming Rural Development Council and the Main Street folks will be a step in the right direction. Contact: Scott Wisniewski at 307-777-2934.

Challenge: Diversification of Businesses

Another challenge echoed by all in the community was the need for more shopping opportunities in the community.

Solution:

- USDA Rural Development has a Business and Industry loan Guarantee Program. This program allows for higher loan amounts with less equity injection, lower interest rates and longer repayment terms. The benefits to Lenders are several. It allows the lender to expand their loan portfolio, improve rural communities, reduces concerns regarding collateral and appraisal issues, which often happen in smaller communities. These loans originate with your local lender, but for more information please contact:

  USDA Rural Development
  Nancy Clarke, Business Programs Director
  PO Box 11005
  Casper, WY 82602-5006
  307-233-6710

- USDA has two federal grant programs that could assist the existing businesses in Kemmerer by providing technical assistance.

- One program is the Rural Business Enterprise Program. Funds are used for the financing or development of small and emerging businesses. An example of this would be to design a brochure or a catalog, feasibility studies for a potential new business, marketing studies, business plans, training etc. Eligible applicants would be public bodies and private non-profit corporations, which include towns, counties, states, authorities, districts and Indian tribes. The applicant would apply on behalf of the business owner, also known as the Ultimate Recipient. The grant funds do not go directly to the business. This grant can also be used to establish a revolving loan fund to assist small businesses.

- USDA also has a Rural Business Opportunity Grant. The purpose of this grant is to promote sustainable economic development in rural communities with exceptional needs. This is accomplished by making grants to pay costs of providing economic planning for rural communities, technical assistance for rural businesses, or training for rural entrepreneurs or economic development officials. The applicant must be a public body, nonprofit corporation, Indian tribe, or cooperative with members that are primarily rural residents.

- You must have significant expertise in the activities you propose to carry out with the grant funds and financial strength to ensure you can accomplish the objectives. You must also be able to show that the funding will result in economic development of a rural area.

- Your project must include a basis for determining the success or failure of the project and assessing its impact. Projects eligible for RBOG funding compete based on certain grant selection criteria. Our State Office determines funding and most grants are expected to be $50,000 or less.

Contact: Ann Stoeger, Rural Development Area Director at 307-856-7524 ext. 4.

- If you were establish an economic development corporation as mentioned previously that organization would be able to establish revolving loan funds and set up business incubators. This would greatly help small businesses in the area.

MAJOR THEME: MARKETING AND BUSINESS PROMOTION

Challenge: Citizens expressed the desire for Kemmerer to be a destination place where tourists would come and spend a night. With all the attractions like Fossil Butte, the golf course, outdoor recreation opportunities, Oyster Ridge Music Festival, etc. it would be a great place for the folks from the Wasatch Front or other towns that are about 150 miles away to come to for a weekend getaway.

People also felt that more money would be spent in the community by workers in the energy industry if the business community would cater to their needs.

Solutions:

- The reality of owning/managing a service related business is that you need to be open when the clientele need your service. If you are expecting tourists to stop and spend money, businesses need to be open when the potential customers are in town. That does mean being open weekends and later at night.

- Getting people to come to your events will require marketing to your target audience. Your marketing will slowly pay off. Be persistent. Once folks come to an event and have a good time, word of mouth advertising will kick in.

Jean Anderson, RLA
City of Cheyenne Building and Development Office
2101 O'Neil Avenue, Suite 202
Cheyenne WY 82001
(307) 638-4342
janderson@cheyennecity.org

Introduction:
I would like to take this opportunity to thank the community of Kemmerer for hosting our Community Assessment Team. Visiting Kemmerer was a great experience. It seems like Kemmerer has much to offer in terms of warm and thoughtful community members as well as professional and talented community leaders. The area is loaded with opportunities for outdoor recreational activities and offers much in terms of tourist attractions. For a small town with a population of approximately 2500 people it appears that government entitlements are plentiful. In my opinion, what Kemmerer needs most are more entrepreneurs to open new businesses which would require a strong commitment from the community to shop locally whenever possible and an enthusiastic and committed Chamber of Commerce that is determined to promote tourism through sponsorship of fun, local events. The potential that your new Community Center offers for training and events is tremendous.

Theme: Business and Economic Development

Challenge: Lack of local shopping and dining establishments;

I found the following articles which speak volumes to the many challenges of opening and running an independent business. I think you will find them interesting;

You want to be a restaurateur? Expect hard work, slender profit margins
Arkansas Business, Jan 21, 2008 by Jamie Walden
THE MAGNETIC GLAMOUR of the restaurant business attracts more entrepreneurs every year, but veterans have this message of caution for wannabe restaurateurs: Think twice, because it's harder--much harder--than it looks. "It's the single hardest business there is, hands down," said Paul Novicky, president of Culinary Consultants LLC. Local restaurateur Capi Peck, co-owner and executive chef of the landmark Trio's Restaurant, advised: "Drop the idea fast unless you have unbridled passion for food, hospitality and service. Be prepared to work long and grueling hours and be realistic about your goals.... Restaurants have the largest failure rate for small-business ventures, so go into the venture with eyes wide open." The Little Rock Advertising & Promotion Commission issued 43 new restaurant licenses in 2007, up from 26 in 2006. But the failure rate still looms at about 60 percent. And the extravagant start-up costs involved in opening a restaurant mean a failed venture can be financially crippling. "From an empty shell to a fine-dining restaurant, about $200,000 to $250,000," said Mike Selig, owner of Vermillion Water Grille in downtown Little Rock. Nothing portends doom like going into the restaurant business with too little money, Novicky said: "Undercapitalization is probably the biggest reason why people fail." And it takes a long time to recoup those costs. The slender profit margin of even a successful restaurant is perhaps the most startling realization for fledgling restaurateurs, according to Novicky. "The average profit margin is about 5 percent, so there's not a lot of wiggle room to deal with mistakes," he said. Those mistakes can be small and easily overlooked.

http://findarticles.com/p/articles/mi_hb5248/is_3_25/ai_n29406237/

Indie Grocery Stores Beat Back the Bigs
Thanks to niche-marketing skills, the number of small, private groceries across the country is holding steady, even as large chains dwindle.**by Stacy Perman**

The private, family-run Ukrop's grocery store, started by Joe Ukrop nearly 70 years ago, has weathered the Depression and the arrival of large retail chains and big-box discounters. Yet the Richmond (Va.)-based business has managed to expand to 28 shops and is considered central Virginia's No. 1-rated supermarket. Ukrop's has thrived because it has been quick to innovate and stay ahead of the curve by offering services and a product selection that its competition can't, or won't, beat. Ukrop's was one of the first markets in the country to offer gourmet ready-made meals (its main kitchen cooks some 250 different items). The independent chain also operates a central bakery that supplies its stores with thousands of high-quality baked goods (both ready-to-heat and ready-to-serve). According to Joe's son, Bob Ukrop, the company's president and chief executive officer, offering a range of prepared food and extras pays off: Ukrop's salad bar drives 2.5% of all sales, while its fried chicken accounts for 1.7% of the grocer's business.

And several locations feature the in-store restaurant Ukrop's Grill & Café. More than half of the chain's stores have pharmacies, and a growing number are rolling out the First Market Bank, a full-service bank with crossover benefits like a points program where customers can earn $50 worth of groceries every quarter. Last year, the company earned an estimated $613 million in sales. "There's a lot more competition out there," says Bob Ukrop. "We used to be a traditional grocer selling ingredients, now we sell more than just ingredients."

NEW OPPORTUNITIES

At a time when the grocery industry, known for its razor-thin margins, is being squeezed in every direction by giants such as Wal-Mart (WMT) as well as large discount warehouses such as Costco (COS), the proliferation of upscale chains such as Whole Foods (WFMI), drug stores that stock food, and mini-marts at gas stations, agile independent grocers are finding that rather than being crushed by the competition, they're in a position to grab a successful chunk of America's food and convenience dollars.

Thanks in large part to their ability to be flexible, introduce new offerings quickly, and engage on a more personal level with their customers, independent grocers have been able to create new opportunities where the large chains have faltered (see BusinessWeek.com, 11/3/06, "Wall Street Sours on Whole Foods"). According to industry publication *Progressive Grocer,* last year total-industry grocery sales were $478.9 billion. Of that amount, the independent stores took in about $45.7 billion, less than 10% of all supermarket revenue. However, unlike independent bookstores—which are fast disappearing in the shadow of big-box competitors such as Barnes & Noble (BKS) and Borders (BGP) (see BusinessWeek.com, 6/2/05, "Indie Bookstores' Survival Stories")—the number of small, private groceries across the country is holding steady around 8,160, while the number of large chain stores is dwindling. Slow to move on trends and hit hard by Wal-Mart and other new, heavy-handed players in the industry, the big supermarket chains have seen a wave of restructuring, consolidations, and mergers.

AIMING UPSCALE
Another area that independents profitably use to their advantage is their emphasis of community and customer relationships. In addition to sponsoring sports teams and charitable-giving programs, many have found

innovative ways to further create a connection in a way that their larger competitors can't or don't. For example, Gardner's Market, a four-store specialty grocer based in Miami, supports local farmers by sponsoring a farmer's market in front of its Pinecrest location on Sunday mornings from January to April.
Serving a specialty market is another way that independents have differentiated themselves from the big chains. Draeger's, a three-store northern California company, caters to the upscale shopper. A veritable Epicurean center, it offers a gourmet selection of meats, cheeses, and produce, as well as a wine shop featuring over 3,000 varieties. In addition, two of Draeger's locations feature a housewares department offering topnotch cookware from all over the world, as well as over 5,000 cookbooks. Its adjacent cooking school brings in renowned chefs (Jacques Pépin and Charlie Trotter have taught there), and its classes sell out regularly. In addition to the Bistro Café at its Menlo Park location, Draeger's introduced Viognier, an upscale restaurant in its San Mateo store that has earned nods from food critics at publications including *Gourmet Magazine* and the *The New York Times.*
Says grocery veteran Joe Ancona, co-owner of Ancona's Market, an 86-year-old independent market in Ridgefield, Conn.: "There have been an awful lot of changes in the last 50 years. There's modern technology, but the business remains the same—basically, it's taking care of customers. Give them what they want to buy at an honest price." That could be the recipe for success for many independent grocers.

NICHE CARVING

Last year, the once-humongous Southern chain Winn-Dixie (WNDXQ), based in Jacksonville, Fla., filed for bankruptcy, and shuttered hundreds of its stores, pulling out of the Midwest entirely. Faltering Boise-based national chain Albertson's was sold off to grocery giant Supervalu (SV), based in Eden Prairie, Minn.
"Lately, grocery stores in the middle have suffered the most with a lack of differentiation," says Lorrie Griffith, editor of*The Shelby Report*, an industry trade publication based in Gainesville, Ga. "Wal-Mart has had an effect on all grocery operators, and all chains and independents have suffered." However, she says, many independents have been able to bounce back. "Those that keep customer service high and carve out a niche can be just as strong as anybody."

Riesbeck Food Markets, a 15-store independent chain based in Columbus, Ohio, is one of the only independent grocers left standing in the 100-mile radius where it operates, after a Wal-Mart Super Center entered the picture about five years ago. Ten years ago, Richard Riesbeck, who runs the 80-year-old business that was started by his grandmother, says there were probably 10 independents and another 10 to 12 supermarkets in his area, but they're no longer operating.

"SIGNATURE ITEMS"

"We have learned to coexist by trying to further improve on our strengths," says Riesbeck, "but not to match them on price item for item." While Riesbeck says that typically he can see a drop of between 20% to 25% in sales for a full six to 12 months after a Wal-Mart opens near one of his stores, business tends to rebound.
That's because Riesbeck's emphasizes the store's customer service (groceries are carried to customers cars—no tips required), cleanliness, fast checkouts, and high-quality products. "As customers' tastes and trends have evolved, we have reacted," he says. For instance, the company improved their perishable departments and raised the quality and standards of its produce and developed a private-label department in its butcher, deli, and bakery departments. "We have a number of what we consider signature items that we manufacture on site that our competitors can't duplicate," he says.

One of the things successful independents do to compete is leverage what makes them unique and reinforce that in the minds of their customers. "Local markets can create niches," says Tim Hammonds, president and CEO of the Food Marketing Institute, a Washington (D.C.)-based industry trade group. "It's difficult for the larger chains to duplicate that. And they can't take on a Wal-Mart on low price but they can find a unique market niche like the perishables, or an ethnic market in order to insulate themselves better."

Solution:
Since all cities and towns economic recovery and sustainable growth is largely dependent on the success of small businesses, entrepreneurial training is an important key to having a healthy economy.

Given the challenges that both of these articles suggest I would encourage you to organize some entrepreneurial training courses. Could the Chamber, the school district, local and state government and even local energy companies' partner in offering these courses? The new community center might provide the perfect setting for evening and/or weekend training. Small, independent businesses offer not only economic benefits but offer entry level work opportunities for young people in the community which in turn offers indirect training in life skills for them as well. There are organizations as well as private firms that offer great entrepreneurial training.

Resources:
FastTrac Entrepreneurial Training, http://www.entrepreneurship.org/en/resource-center/fasttrac-leading-to-startups-and-job-creation-across-the-nation.aspx

Wyoming Economic Development Association, http://www.wyomingeda.org/scholarships.htm

University of Wyoming, Small Business Development Council, http://uwadmnweb.uwyo.edu/SBDC/

Theme: Business and Economic Development

Challenge: Lack of local shopping and dining establishments

Solution:
Given the difficulties and challenges in owning and managing a small, independent business in a small town it is necessary to encourage community members to commit to investing in their community. Many people give little consideration to the choice between a locally owned store and a chain when deciding where to shop. They are unaware of the benefits to the local economy and do not think about the personal connections. While Wal-Mart's and Best Buys offer good prices they are not typically your friends and neighbors and while they like to advertise their involvement in a community they are not the people who volunteer to coach the local soccer team or function as the Cub Scout leader in your community. I believe people don't think about these connections often enough. Broadening awareness of the consequences of our shopping choices is therefore an essential strategy in changing people's thinking and rebuilding a local economy. I would encourage you to consider implementing a "Buy Local Campaign." These programs have been implemented in many places with great success and the resources I recommend can provide how-to guides as well as templates to get you started.

One more thought, does the community center offer movie nights or could movies be shown in a local park during the summer? There is a little town in Colorado called Nederland that has included a small movie theater in their community center. For a minimal investment, it has encouraged people to stay in town rather than

travel the short, 20 mile distance to Boulder for their entertainment. It keeps dollars local. The City of Cheyenne, Parks and Recreation Department offers movies in the park during the summer as well.

Resources:

Big Box Tool Kit, A Project of the Institute of Local Self Reliance www.bigboxtoolkit.com

American Independent Business Alliance, www.amiba.net

Business Alliance for Local Living Economics, www.livingeconomies.org

Theme: Community Marketing and Promotion-Tourism

Challenge: To promote local tourist attractions such as outdoor recreational opportunities and fossil quarries.

Solution:
Tourism generates a significant amount of spending in small cities and towns. Imported dollars can provide added revenue needed for local business to remain financially viable. Tourism generates jobs, incomes and tax revenues within a community. Tourism strengthens a community's retail base. Communities that sell to tourists have significantly more retail establishments and a greater diversity of products and services. The University of Wyoming, Small Business Development Center has a great article, in a PDF format, which addresses the attracting of tourist.

It seems to me, after checking out the Chamber of Commerce website that much more commitment to a high quality and up to date website is absolutely necessary. People do so much research on line these days and your website does little to spark interest in the area. The following is a portion of an article I found to aid in new thinking for your website. I would highly recommend the full article to address a thorough website presentation.

Promoting Tourism to the Local "Stay-cation" Audience
by Anya Codack (2008 Issue)

Attracting Tourists to Smaller Communities

Tourism can transform the economic health of small communities. There are increasing opportunities today for communities of all sizes to build a local tourism industry. This trend has come about for a couple of reasons. One is that tourists are becoming more demographically diverse and more interested in new kinds of tourism experiences, especially those that don't require a big cash outlay. Many tourists are looking for an authentic "rural" experience. This could take the form of exploring the countryside, organized tours, experiencing local culture and heritage, hiking, biking, walking. Small municipalities can develop a surprisingly broad range of attractions through culinary tourism, agri-tourism, festivals, events and other niche opportunities (see "New Ideas for Tourism Niches," published May 12).

Tourist attraction has evolved into a web-based activity.

Another reason why small communities have growing opportunities to become tourist destinations is that tourism has evolved into a web-based industry in the past decade. The majority of travel-related business transactions take place on the web. And the web is a relatively low-cost marketing medium, so smaller communities are not hindered from marketing their tourism products by a lack of funds for expensive advertising and promotions.

The web is a local tourism enabler, but to use it successfully communities need to adopt the trends and tactics of modern destination-marketing organizations (DMOs).

First of all, a small community's tourism website must be competitive with those of other communities, regardless of their size. The web is a fiercely competitive place for destination marketing but also a great leveler. With the right tactics you can draw eyes to your site first. Your top initial priority should be to create a strategy to bring traffic to your tourism site through traditional and online marketing tactics, including e-mail, advertising and social media campaigns.

Converting web visitors to tourists.

Equally important, however, is that once you have drawn people to your tourism site you must be sure that they will stay there and make decisions that lead to action – a visit to your community.

That's not simple. The role of a DMO, and of a destination marketing website, has shifted from simple transactions to trip research, planning and packaging.

Today's travelers use destination marketing websites to learn about travel destinations, service providers, and pricing options to inform and make their purchases. They generate their own content and exchange information via blogs, social networks, Twitter, and other modes of interactive social media. Research by PhoCusWright, a US-based international travel research firm, has found that consumers are as active on DMO websites after they book their travel as they are when planning and shopping for their trip. "The key focus for DMOs is to understand how today's consumer wants to interact on the web when it comes to travel planning and research," senior analyst Joe Buhler says in a recent report. "DMOs will have a great opportunity to capitalize if they evaluate their web presence and better integrate next-generation tools." Small communities need to keep this in mind when developing their tourism strategy and particularly their website design. Once someone is on your site, offer the information they need to plan their trip quickly and easily. That includes:

Searchable attractions
Searchable event calendar
Searchable tourism business directory
Maps, tours, events, special promotions
Suggested and personal itineraries

Is this costly and difficult? No. Small communities, just as large ones, can now afford to convert website visitors to tourists by using smart website tools.

Resources:

Promoting Tourism to the Local "Stay-cation" Audience, by Anya Codack (2008 Issue)
http://www.ecdevjournal.com/index.php?option=com_content&view=article&id=359:promoting-tourism-to-the-local-stay-cation-audience&catid=8:tourism&Itemid=8

University of Wyoming Small Business Development Center
http://uwadmnweb.uwyo.edu/sbdc/market_a_business/tourism.html

Tourism and Retail Development, U.W. Extension
http://uwadmnweb.uwyo.edu/sbdc/market_a_business/Attracting_the_tourist_market.pdf

Anya Petersen-Frey**,** Regional Director, Wyoming Entrepreneur
1400 E College Drive, Cheyenne, Wyoming 82007
307.632.6141, apeter35@uwyo.edu

Scott Wisniewski
Wyoming Main Street
214 W. 15th Street
Cheyenne, WY 82002
307-777-2934

Theme: Downtown Revitalization

Introduction: I consider myself lucky to have been invited to be a part of Kemmerer's community assessment update. It was a pleasure to get to your know your community better, and I hope you will find some of the following information or resources useful. Those of us on the Assessment Team were thoroughly pleased that so many of you took the time to share your thoughts, hopes, and frustrations with us. My thanks to the citizens and officials of Kemmerer and especially all those that participated in our listening sessions.
The five major themes encapsulate the comments most frequently repeated during those sessions. We hope that the organization of the *issues* and *hopes* you conveyed will help recalibrate the existing community development efforts in Kemmerer. The purpose of my section is to focus specifically on thematic challenges within the historic downtown commercial district.

> Main Street: The trademarked Main Street Four Point Approach to downtown revitalization is a historic-preservation based, economic development program that was founded by the National Trust for Historic Preservation. If you ask most people what their favorite part of being downtown is, most will tell you it is the historic buildings and the 'feel' of the downtown environment. If you ask most people what they think their downtown could benefit from the most, many will say business/economic development. Main Street recognized our affection for historic elements, the power of economic development strategy, and a scarcity of resources available to most small downtowns; and created a locally-adoptable framework for downtown revitalization. Main Street is: ORGANIZATION, ECONOMIC RESTRUCTURING, DESIGN, and PROMOTION.

Challenge: Community involvement/participation

Solution: Kemmerer is one of the newest communities in Wyoming's State Main Street program and is currently classified as an Aspiring Wyoming Main Street Program. Because Aspiring programs typically lack a full time Manager and a source of funding to support their overhead, ORGANIZATION could understandably be seen as the most important.
It was mentioned several times that it was difficult to find new people to get involved in downtown activities. Some respondents claimed that it was always the same group of volunteers that showed up to support various events, and are continually assigned to the various committees/boards. Organizing requires actively pursuing new volunteers so drafting a volunteer recruitment plan would be a worthwhile undertaking. This plan would start by mapping your volunteer needs according to your annual work, and event plans, and then brainstorming on potential supporters.

Also consider incorporating passive varieties of volunteer recruitment in order to conserve resources. Sometimes a basic activity that positively impacts community relations and encourages neighborly interaction will build community pride and tempt new volunteers to come forward.

Resources:
National Trust Main Street Center: www.mainstreet.org

National Trust for Historic Preservation Mountains/Plains Office-Denver, CO: mpro@nthp.org
Barbara Pahl, Director (p) 303-623-1504

Wyoming Main Street Office-Cheyenne, WY: www.wyomingmainstreet.org
Mary Randolph, Executive Director (p) 307-777-6430, mary.randolph@wybusiness.org
Scott Wisniewski, Senior Specialist (p)307-777-2934, scott.wisniewski@wybusiness.org

Promoting neighborly behavior can strengthen community ties and lead to new volunteer recruitment. The article below suggests seven ways to encourage interaction while improving your neighborhood:
1)Plant Something, 2) Pick up litter, 3)Get to know your neighbors, 4)Find out who your government representatives are, 5)If you see something, say something, 6)Shop locally, 7)Go for a walk.
www.grist.org/article/2010-12-24-seven-new-years-resolutions-to-make-your-neighbrohood-a-better-p

Book: The Volunteer Recruitment (and Membership Development) Book, Susan Ellis, Energize Inc. 2004, 3rd edition, 144 pages, ISBN 094057618X

Challenge: Retail vacancies, lack of new businesses, high start-up costs, lack of retail/restaurant/shopping options, support of existing businesses, hours of operation

Solution: The collection of information is the first step to devising any economic strategies. First you must collect information and gain an understanding of the current active market(s) downtown. Second, you must identify and quantify the share of the existing market not being captured locally. And lastly, you can concentrate on creating a market that doesn't currently exist but for which there is a need.

The Market Research Center operates in partnership with the University of Wyoming and can assist with free baseline economic information for the community. Also your local government should be able to help access sales tax data from the locality. Existing sales tax data could provide the baseline against which you compare the public benefits of an expanded downtown retail sector. Beyond baseline data, it is important for a Main Street/downtown representative to initiate a door-to-door business survey to extract details not readily available elsewhere. Face-to-face contact is appreciated by most downtown shops/businesses and will allow you to collect information like, the number of their employees, monthly rent and utilities, and their intentions to adjust their hours/move/expand/close. These elements should, and may already, be a part of the ongoing "Building/Business Inventory" that Kemmerer Main Street initiated with its 2010 Wyoming Main Street technical assistance grant.

Kemmerer may consider pursuing nontraditional forms of business/economic development to activate some of the storefronts in the downtown at a low cost to new tenants. It was mentioned that there are a plethora of home businesses operating throughout Kemmerer. These businesses should be inventoried, if they are not already, so that it can be determined which portions of the home industry sector might be ripe for relocation downtown. One subdivided storefront for example could provide additional or improved studio space for several artists. A modest commercial space split informally into individual office areas could present an opportunity for a

managed "co-work" environment where renters gain access to shared amenities (internet, fax, copier, coffee, office furniture, etc.) that would otherwise require a considerable buy-in.

If existing retail/restaurant hours of operation don't satisfy portions of the market consider creating a retail cooperation committee/forum where market information can be presented and considered. Local businesses should be encouraged to come together to agree on how to collectively redefine their roles. This unified effort is important because, to attract and sustain the most customers possible, it must appear that the whole of downtown is open for business.

Resources:
U.S. Small Business Administration: www.sba.gov

Organizations that support independent or cooperative businesses:
American Independent Business Alliance www.amiba.net
National Cooperative Business Association www.ncba.coop

Wyoming Market Research Center provides even the smallest Wyoming business with unique access to sophisticated market research including basic market research, marketing lists, business-to-business contacts, competitive intelligence, demographics and psychographics, GIS analysis and mapping, site selection assistance, customer profiling, marketing material evaluation and original research. Contact your Wyoming Business Council Regional Director:
Elaina Zempel - (p) 307.877.2203, e.z@wybusiness.org

With some tweaking for the local market, this example of "coworking" could have some relevance.
Article: www.newurbannetwork.com/article/when-coworking-comes-town-13950

Challenge: Loss of historic buildings, historic buildings that require intervention, empty lots

Solution: We heard several emotional comments regarding historic buildings in the downtown that had been torn down. Conflicting accounts of those tear-downs abound, and the following questions still remain: Should they have been torn down or could they have been saved? At what point should we have intervened to save the building? Several resources already exist to help Wyoming community leaders and local property owners answer these questions. Property owners and nonprofits are eligible to apply to the Wyoming Historic Architecture Assistance Fund, which is supported jointly by Wyoming Main Street and the State Historic Preservation Office. These grants usually qualify in the $1000-$5000 range and are aimed specifically at providing initial consulting services that can: determine the current structural resilience of a building, provide a straight forward intervention recommendation, or even provide initial rehabilitation renderings. Kemmerer is also certified by the State Historic Preservation Office as a Certified Local Government (CLG)which qualifies your local preservation organization for grants that can be utilized in a variety of ways that even allows for occasional approved "bricks and mortar" stabilization projects.

Ignoring empty lots around the triangle or otherwise within the downtown district sends a discouraging message to residents and visitors regarding the capacity of the local economy and the future of town development. As these lots sit empty, the local government and property owners should collaborate to propose both short- and long-term solutions for the utilization of that space. Conversations regarding the long-term utilization of the

space should include desirable building form and style (especially around the triangle) and should reference active and proposed market investment. It is desirable but difficult to pass an entire set of design guidelines or overlay district for the downtown. But instituting a few simple guidelines for infill projects can go a long way towards preserving historic integrity and downtown character. If a proposed building is 1) situated similarly on its site as adjacent historic buildings, and 2) retains a similar height and 3) transparency (window placement and size); that is often enough to appease most critics.

A new infill building project is not likely possible in all lot locations and while economic realities constrain their feasibility. However, the need to utilize those spaces always persists in the eyes of the public and finding alternative short-term solutions are important to the overall health of the downtown. Short-term utilization strategies for empty lots should therefore also be a high priority for downtown caretakers. Initial steps should include public brainstorming sessions regarding potential uses of dead spaces. And early consideration of the type of property owners involved will also help guide the style of later proposals, presentations (is he/she: an absentee owner?, an inheritor?, an entrepreneur?, a retiree?, etc)
Some communities will pursue permanent non-building uses such as a 'pocket park' that features attractive vegetation, seating, a water feature, restrooms and other desirable public amenities. This would likely require acquisition of the property, or a very cheap and long lease deal, but if infill building development ceases to be a viable long-term solution, and if there is a shortage of park space then this alternative could be worth exploring.

Some examples of temporary uses include:

- A community garden. This could be desirable to some respondents that complained about local food prices.
- A playground. Some respondents expressed a desire for more child-friendly activities downtown.
- An event-overflow space. One lot could provide a semi-enclosed 2nd stage area, or perhaps concessions area during the Oyster Ridge Music Festival. The purpose of the secondary event space could compliment the nearby businesses, and combine marketing efforts with them. For example: outdoor movies(adjacent the Victory theater), farmers market (adjacent the Grocery), outdoorsmen gear demonstration(adjacent hunting supply).

Resources:

State Historic Preservation Office(SHPO): http://wyoshpo.state.wy.us/
2301 Central Avenue, Cheyenne, WY 82002 (p) 307-777-7697
CLG grant guidelines: www.wyoshpo.state.wy.us/pdf/CLGPart4.pdf

Wyoming Main Street/SHPO Historic Architecture Fund – Policies and application
www.wyomingmainstreet.org/jan_2011_historic_architecture_assistance_fund_application1_distributed.pdf

The Town of Wheatland has a well-furnished pocket park. Also the City of Rawlins just began designing a new pocket park. The following contacts are active in the local organizations responsible for those projects.
Dan Brecht, Platte County Economic Development (p)307-322-3414, dcbrecht1951@gmail.com
Pam Thayer, Rawlins DDA/Main Street (p)307-328-2099, rawlinsmainstreeted@rawlins-wyoming.com
article: "How to Make Vacant Properties Disappear"
www.planetizen.com/node/42018

WHAT WAS SAID IN THE INTERVIEWS

The Resource Team spent two days interviewing the local residents to hear what they had to say. Those being interviewed were directed to answer three questions:

- ✓ What are the major problems/challenges in the community?
- ✓ What are the major strengths/assets of the community?
- ✓ What projects would you like to see implemented in your community in the next two, five, ten, or twenty years?

Listed below, without comment, is what was heard from those who volunteered to be interviewed.

KEMMERER 5-YEAR FOLLOW UP
PROBLEMS & CHALLENGES

Kemmerer PROBLEMS

- **Recreation center for seniors**
- **No new business in town *****
- **Water rates too high******
- **Power company**** (no local representation)**
- **City financials***
- **Lack of manufacturing commerce**
- **More dances**
- **Water treatment plant incomplete**
- **City officials missed NYE dance**
- **Another grocery store**
- **Ice and snow removal inadequate**
- **Better water system****
- **Better facilities for senior center*****
- **Youth activities under age 10**
- **Lack of local shopping**
- **Inadequate funding resources for the city**
- **Housing is still an issue especially newer construction, need for good contractors**
- **Maintaining businesses***
- **Regulation by state and federal agencies***
- **Cost of water treatment facilities**
- **Recruiting technically qualified and retaining employees***
- **Two communities that could consolidate***
- **Community involvement ***
- **Federal rules and regs regarding grazing, mining**
- **Vacant buildings**
- **Lack restaurants that are open for tourists****
- **Not enough restaurants that stay open for extended hours**
- **Cooperation, or lack of, between Kemmerer and Diamondville**

- **Lack of publicity and advertising of events-Marketing**
- **Winter!! > problems with tourism.**
- **Boom and bust**
- **Restaurants that are open consistently**
- **Dwindling population, low enrollment for schools, severe cuts in funding**
- **Few electives for high school students**
- **A lot of municipalities within one county, funding spread too thin**
- **Lack of communication between Boards**
- **Business Loss**
- **Dwindling population**
- **Lack of resources**
- **Need more services**
- **Lack of volunteers**
- **Lack of promotion**
- **Retail businesses should promote themselves more**
- **Chamber of Commerce needs to update their website**
- **Find out what our best asset is, think it is fossils, focus on this**
- **Retention of young people****
- **Leakage of spendable income to outside communities**
- **Need to get highways fixed**
- **Need to retain workers currently driving to other communities**
- **Need to stop residents from relocating****
- **Keep money in Kemmerer**
- **Downtown dilapidation. Vacant buildings need new businesses, or treat windows, etc in the mean time*****
- **Transient population (industry workers are short term)**
- **Need more business in combination with a reliable retention plan**
- **BLM building**
- **Need more for kids to do**
- **Put shoppers downtown**
- **Lack of commitment to continually pursuing city projects**
- **Food and restaurants for after and before business hours**
- **We are pricing people out** (ie. housing, events center rates,)**
- **Lack of community pride and support, and resulting loss of good events & facilities**
- **Buildings downtown need repairs that are too expensive to fix. And resulting lost of history****
- **To know what services or businesses are available (including home-operated businesses)**
- **Lack of "buy local" emphasis**
- **Size**
- **Location**
- **Infrastructure** & areas to locate**
- **Kemmerer is flat—no growth**
- **No office space available**
- **Funding for infrastructure**
- **No restaurants for late meals*****

- **Still need more rooms for workers**
- **Travelers could be stranded late at night**
- **Celebrations lacking food and lodging**
- **Market Fossil Butte**
- **Deer**
- **Atrocious water rates**
- **A second grocery store (to compete with Jubilee)**
- **Community involvement & volunteerism***
- **Housing affordability**
- **Job prospects, employment opportunities**
- **Cyclical nature of industry and its effects on city services, etc.**
- **Missing businesses: grocery(only 1),**
- **Local shopping too expensive**
- **Bad follow-through on public initiatives/services**
- **Streets are in poor shape. Bad maintenance. Some not paved. Plowed badly.**
- **Diamondville & Kemmerer can't work together. And people can't let go of the conflict.**
- **Resistance to change**
- **Elderly Population**
- **Old buildings that were knocked down that should have been saved**
- **Sometimes, proximity to wildlife**
- **Impacts of the influx of industry and industry workers**
- **Keeping employees in the area (due to adequate housing, etc…)**
- **Activities for kids to do**
- **Opportunities for young people to keep them here**
- **Lack of specialized health services (ie. Physical therapy)**
- **Poor follow-up after community meetings**
- **More businesses, services, and shopping options*****
- **It's a "payroll community"; make money here but live, and shop, etc elsewhere**
- **Poor completion and monitoring of existing public projects**
- **Getting people to stay here*****
- **Opportunities for teens**
- **Poor public participation**
- **Housing****
- **Restaurants****
- **Grocery store**
- **Lack of local skilled trades (ie home repairmen, contractors…)*****
- **We advertise shop local, but existing retailers discourage local competition****
- **Utilities are too high**
- **Not a lot to do (for teens)*****
- **Need more stores/shopping***
- **Too far away from other cities, and lots of people****
- **Roads are falling apart. Not enough reconstruction/maintenance.bad snow removal*****
- **Entertainment far away. Isolated from fun stuff**
- **No public transportation**

- **"Too much local drama" (everybody knows each other's business)***
- **Weather. It's too cold**
- **Nothing to do especially in the winter time**
- **Cell phone service**
- **Not enough good restaurants***
- **Regulations on antler gathering.**
- **BLM regulations on access to public lands***
- **Too much wildlife**
- **Schools too small. And don't have enough students parking**
- **There is no competition in sports**
- **Lack of confidentiality (because of small town)**
- **Smarter teachers**
- **Losing businesses**
- **Kids participating in activities**
- **Loss of citizens**
- **Culture here is to into drinking* drinking problem***
- **Maintain the employment base**
- **People leave to do their shopping***
- **Economic development**
- **Not enough for young people to do**
- **Not enough people**
- **More activities**
- **Business closures**
- **More parental support for education**
- **More shopping**
- **Does not place a high value on education* need more appreciation of education**
- **People work here. Live elsewhere****
- **People don't feel included**
- **Work ethic of the youth**
- **Students are sedentary. Not active enough**
- **Poor participation of youth**
- **Economic diversity**
- **Need more cooperation with Diamondville**
- **Lack of growth**
- **Lack of housing**
- **Lack of qualified employees**
- **Water system**
- **Main Street businesses are vacant***
- **Recession**
- **Schooling lack access to college**
- **Closing of shops, lack of recreation for kids**
- **Drugs, alcohol**
- **Not enough planning for future growth**
- **Workers' families do not live here**

- **Coal mine/black lung issue**
- **Limited health resource in pulmonology**
- **Isolation makes accident treatment hard**
- **Infrastructure for potential growth**
- **Funding**
- **Lack of school growth**
- **Same ten people do everything**
- **Involve new people**
- **People do not reinvest in own businesses**
- **Isolation**
- **Service industry—hard to hire and keep because of better paying mining and oil jobs**
- **Elite political clique**
- **Lack of vision**
- **Joint Powers Board (no professionals (+cost)**
- **Lack of affordable housing**
- **Resistance to development**
- **Lack of encouragement for new businesses**
- **Street maintenance and clearance**

KEMMERER 5-YEAR FOLLOW UP
STRENGTHS & ASSETS

Kemmerer STRENGTHS

- **Medical facilities********
- **The people*******
- **Tax structure and business support by state**
- **This is paradise****
- **Good Rec center**
- **Strip mine, gas plant, power plant…utility/industry companies***
- **Fossils**
- **Civic center**
- **Size of the community**
- **Geographical location relative to the coal and gas industries**
- **Quality education for the youth**
- **Special districts**
- **Outdoor activities***
- **Hospital and clinic**
- **Golf courses**
- **Parks and Recreation Dept.**
- **Oyster ridge**
- **Low crime rate***
- **Historic Buildings and history of Kemmerer**
- **Main Street improvement**
- **Diversity**
- **Friendly**
- **Schools****
- **Good Library**
- **Stability, good jobs**
- **Unique area with fossils**
- **Hunting, fishing, camping**
- **Small is good**
- **Safe and close knit community**
- **The weather is a strength**
- **Four seasons**
- **Great volunteers**
- **Good, tough people**
- **Service organizations, rotary,Llions club**
- **Small town atmosphere**
- **Distance from large communities is an asset**
- **Vibrant, energetic people**
- **Recreational facilities**
- **Good industry, good tax base**
- **J.C. Penney!!**

- **Stable economy, stable companies**
- **Training and Events Center**
- **Safe*****
- **Good place to raise kids**
- **Recreation opportunities and good rec dept****
- **Neighborly feel (people say hello, people help each other…)**
- **City administration works hard to make a better place**
- **Loyal customers (few, but loyal)**
- **Good education and teachers**
- **Businesses refer business to each other (to keep business in town)**
- **Industry**
- **Existing businesses**
- **Quiet, friendly**
- **Outdoor activities**
- **Good tax base**
- **Rec Center**
- **Golf Course**
- **Outdoor Pool**
- **Two-hours from major airport**
- **Great skiing**
- **People***
- **Recreation**
- **Summer events are great**
- **Bluegrass Festival**
- **Fossil Capital of the world**
- **If you grow up here, you want to stay here**
- **Business owners**
- **Industry very supportive**
- **Schools have small class size**
- **No gangs**
- **Boces**
- **WWCC Outreach**
- **US 30**
- **Event/Training Center**
- **The People**
- **Only two stoplights**
- **Pretty good rec center**
- **Good events center**
- **Good boards that initiate things ("those 20 people that volunteer are working hard")**
- **People care about each other. They are welcoming.**
- **Oyster Ridge Music Festival (the event grows, and brings people back, every year)**
- **Elderly population (their knowledge of the community history….**
- **People are starting to see the value of the entertainment/training center**
- **Proximity to wildlife**

- **A lot of natural resources and minerals**
- **The people are an asset***** (your neighbor will help you, people know each other. "You can dial the wrong number here and talk for a half hour")**
- **Great hospital and medical staff**
- **Great police department**
- **Citizens generally want to find the right solution and avoid conflicts**
- **Safe. Low crime rate**
- **Great place to raise your family**
- **Hunting and fishing is great here**
- **Art class is really good**
- **Support of neighbors and people**
- **Easy to get around***
- **Hunting and fishing** camping** access to snowmobiling*** mudboggin**
- **Wildlife viewing**
- **You know everybody****
- **Opportunity to play sports**
- **Everybody is friendly its safe** don't have to lock doors***
- **There are jobs here**
- **We know where everything is at.**
- **Not big. Not crowded***
- **My mom's not on my case because the town is small and it feels safe**
- **Its quiet**
- **You can buy your four wheelers in town**
- **Our industry**
- **Caring folks that want to teach their kids**
- **Good jobs**
- **Our great natural resources***
- **Community very caring – willing to help kids**
- **Schools*****
- **Nice parks and opportunites for events**
- **No crime**
- **Hunting and fishing**
- **Excellent access to public lands**
- **Strong religious connections**
- **Small**
- **Know and care for one another**
- **Core group of involved people**
- **Historically Kemmerer is a good place to come to and live**
- **Fossil Capital of the world**
- **Hospital is a great facility with a full-range of services**
- **People rally around each other**
- **Dream place to live—lack of population, outdoor and lifestyle**
- **Well-kept secret**
- **Educational system—all around with music and art, sports**

- **Resourcefulness of residents**
- **Friendly**
- **Opportunity to ranch**
- **Library system**
- **Cheap electric**
- **Events Center**
- **Senior Center**
- **Rec Center**
- **Little Chicago newspaper**
- **Homeland Security Office**
- **Sheriff & Police**

KEMMERER 5-YEAR FOLLOW UP
GOALS & PROJECTS

Kemmerer GOALS & PROJECTS

- **A new senior center**********
- **With parking, new kitchen, indoor pool(w/ classes)**
- **Reduction of water rates after water plant completed**
- **More concerts plays, art, crafts lesson. And more affordable*****
- **Change South Lincoln econ dev person to go to Salt Lake to recruit new business**
- **Historic downtown renovations**
- **More family-oriented things-to-do**
- **Public indoor pool***
- **Overhaul of sewer**
- **Advisory boards to current boards to provide expertise**
- **Snow removal needs improvement**
- **Renew or remove empty buildings**
- **Revitalize downtown with main stream folks**
- **Soccer activities**
- **Master plan to revitalize downtown**
- **Landfill solution**
- **BLM, Inc. building demolition or renovation**
- **New business, industry and manufacturing sites****
- **Nurturing existing businesses**
- **More coordination with in county as well as city**
- **Shop at home drive/projects**
- **Green Belt area**
- **Winter Festival**
- **Passenger Train Service**
- **Collaboration between private quarry operators to increase tourism**
- **Improve housing all categories..VL, Low Mod & High**
- **Downtown revitalized**
- **New light posts**
- **Clean downtown up**
- **Fill up the downtown buildings**
- **Diamondville and Kemmerer should combine**
- **Promote tourism**
- **Winter Tourism**
- **Get taxes from internet purchases to go to community**
- **Get people to shop locally**
- **Increase teacher salaries**
- **Transportation infrastructure (ie. old promise 30 to a 4-lane highway, other widenings)**
- **Communication infrastructure (i.e. fiber optic, cell service distribution)**
- **More even state-wide distribution of state resources**

- **Regional marketing of local talents, skills, and resources**
- **Seven studies of downtown in 20 years need implementation process and steps (not more plans!)**
- **Make downtown more attractive (esp while things sit vacant. Do not wait for a tenant)******
- **Need realistic growth strategy and incentives*****
- **Better snow removal plan and services**
- **Bring out more of Kemmerer's history. Preserve structures (and act while they sit before they get too bad)**
- **Need more knowledge of resources outside of the typical city funding (grants, state-level, etc)**
- **Program that donate hunting licenses or excess kills to feed the needy**
- **Kemmerer should be like SLC Gateway Mall with apts. And business**
- **Active businesses with good availability in the Triangle**
- **Offer some specialty businesses**
- **Four-lane highways particularly east for safety issues**
- **Businesses that can support businesses**
- **Diversify businesses**
- **Get people who work in this area, live in this area**
- **Housing**
- **Recreation**
- **Jobs**
- **Improve look of down town**
- **More stores in down town area**
- **No big box stores**
- **Affordable retail space to lure home-based businesses**
- **Renovate old town hall**
- **Funding opportunities**
- **Love to see the Main Street program work like Evanston's**
- **Want to see progress to show citizens that things can get done**
- **Get private industry to buy city-owned lots for businesses**
- **See one or two projects actually happen**
- **Community Pride Award continue**
- **Continue flower baskets and Christmas greens**
- **18-hole golf course**
- **Dwellings maybe in downtown; low-income housing**
- **Walking paths extended**
- **New Senior Center**
- **Reduction of water and sewer rates once the treatment plant is done**
- **We need to make Kemmerer a place people want to go to. A destination. Not a drive-thru**
- **More choices of shopping**
- **Bring the downtown back. Make the triangle active again.**
- **More motels. With better hours.**
- **More restaurants. With better hours.**
- **A place for old people. Assisted living.**
- **Assisted living for adults with disabilities too**
- **More things for teens to do (note: the old teen center was taken over by bad teens. Then closed)**

- **School improvements**
- **More jobs for teens just out of high school**
- **Develop the business district.*****
- **Develop the housing.**
- **Grow the community**
- **Keep the small town atmosphere but get better places to shop, etc**
- **Continue to bring more events and entertainment**
- **Like the county police structure**
- **We need a Walmart****
- **Focus on the activities we already have. And continue to support them (ie the training events center, golf course…) don't push them aside for ne projects/activities**
- **See the water treatment plant finished**
- **To grow carefully. Maintain safety**
- **Promote nearby recreation even though out of state (ie. Pinecreek ski area)**
- **All entities volunteers/boards/etc should coordinate on event planning.**
- **More businesses and shopping options.**
- **A Walmart.*****
- **Indoor skatepark**
- **Stuff should be cheaper**
- **More basketball courts**
- **A shopping mall**
- **A "club" for teens (dancing, music..)**
- **Better football field. Better lights and seating.**
- **A new running track** (regulation indoor)**
- **Better roads & maintenance****
- **More jobs for teenagers**
- **More sports practice fields**
- **A feeding ground for elk**
- **Lower gas prices**
- **A better movie theatre****
- **More public land (more designated for public use)**
- **Movie theater w/ bowling alley (like Big Piney)**
- **Bigger rec center**
- **Soccer at the high school****
- **More people and more stuff**
- **Access to car parts**
- **A dog park**
- **A better car wash**
- **Baseball team and softball for older kids**
- **More teen activites**
- **Better senior center**
- **Affordable housing for startup families***
- **Downtown development******
- **Small business incubators**

- **Water plant completion with lower rates**
- **Economic diversity**
- **Recreational activities***
- **Another grocery store***
- **Parents getting involved with kids**
- **More people to stop here; beautification element**
- **More youth sport programs**
- **Upgrade on electrical infrastructure**
- **More industrial employment**
- **Partnerships between high school and local industry/business**
- **Complete culinary water system/funding**
- **Basement finished 20-year plan**
- **Downtown revitalization***
- **Something to spur economic growth**
- **Population increase to accomplish many projects, strengthen schools**
- **Second supermarket**
- **Hotel and training center should bring in conferences and trainings**
- **18 hole golf course with housing development**
- **More availability of contractors, electric, plumbing, HVAC etc.**
- **New water plant**
- **Develop natural gas field**
- **Better academic standards for local teachers and students**
- **Theater added to Events Center**
- **Affordable and other housing expanded**
- **Job training available for high school students**
- **Junior College**
- **Kemmerer and Diamondville one town with no duplicated services**
- **Professional, licenses water board members**

20 CLUES TO RURAL COMMUNITY SURVIVAL

1. Evidence of Community Pride:
Successful communities are often showplaces of care, attention, history and heritage.

2. Emphasis on Quality in Business and Community Life:
People believe that something worth doing is worth doing right.

3. Willingness to Invest in the Future:
In addition to the brick-and-mortar investments, all decisions are made with an outlook on the future.

4. Participatory Approach to Community Decision Making:
Even the most powerful of opinion leaders seem to work toward building consensus.

5. Cooperative Community Spirit:
The stress is on working together toward a common goal, and the focus is on positive results.

6. Realistic Appraisal of Future Opportunities:
Successful communities have learned how to build on strengths and minimize weaknesses.

7. Awareness of Competitive Positioning:
Local loyalty is emphasized, but thriving communities know who their competitors are and position themselves accordingly.

8. Knowledge of the Physical Environment:
Relative location and available natural resources underscore decision-making.

9. Active Economic Development Program:
There is an organized, public/private approach to economic development.

10. Deliberate Transition of Power to a Younger Generation of Leaders:
People under 40 regularly hold key positions in civic and business affairs.

11. Acceptance of Women in Leadership Roles:
Women are elected officials, plant managers, and entrepreneurial developers.

12. Strong Belief in and Support for Education: Good schools are the norm and centers of community activity.

13. Problem-Solving Approach to Providing Health Care: Health care is considered essential, and smart strategies are in place for diverse methods of delivery.

14. Strong Multi-Generational Family Orientation:
The definition of family is broad, and activities include younger as well as older generations.

15. Strong Presence of Traditional Institutions that are Integral to Community Life:
Churches, schools and service clubs are strong influences on community development and social activities.

16. Sound and Well-Maintained Infrastructure:
Leaders work hard to maintain and improve streets, sidewalks, water systems, and sewage facilities.

17. Careful Use of Fiscal Resources:
Frugality is a way of life and expenditures are considered investments in the future.

18. Sophisticated Use of Information Resources:
Leaders access information that is beyond the knowledge base available in the community.

19. Willingness to Seek Help from the Outside:
People seek outside help for community needs, and many compete for government grants and contracts for economic and social programs.

20. Conviction that, in the Long Run, You Have to Do It Yourself:
Thriving rural communities believe their destiny is in their own hands. Making their communities good places is a pro-active assignment, and they willingly accept it.

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