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 Steering Committee representing the six partner groups. The Steering Committee as well as the Council membership has 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:

Mary Randolph, Executive Director
Wyoming Rural Development Council
214 West 15th Street
Cheyenne, WY 82002
307-777-6430
307-777-2935 (fax)
Mary.randolph@wybusiness.org
www.wyomingrural.org

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Five-Year Follow Up Community Assessment
August 23-25, 2010

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Any recommendations contained herein are not mandatory. The Wyoming Rural Development Council has not endorsed any recommendations and opinions contained herein. Neither the WRDC, nor any of its employees, contract labor, committee chairs, and/or members makes any warranty, express or implied, including warranties of merchantability and fitness for a

particular purpose, or assumes any legal liability for the accuracy, completeness, or usefulness of this report or any information, recommendations, or opinions contained herein.

PROCESS FOR THE DEVELOPMENT OF THIS REPORT

The Wyoming Rural Development Council (WRDC) has provided a Resource Team to assist the Town of Star Valley Ranch, Wyoming, in evaluating the community assets and liabilities, and in developing suggestions for improving the future for social, economic and environmental growth of Town of Star Valley Ranch.

The Town of Star Valley Ranch requested a five-year follow up community assessment from the Wyoming Rural Development Council. The Town of Star Valley Ranch, the Star Valley Ranch Association, and local town leaders served as the community contact and took the lead in agenda development, logistics, and publicity for the assessment. Resource Team members were selected to visit, interview citizens, business, and community leaders to develop a plan of recommended action for Town of Star Valley Ranch. The team members were carefully selected based on their fields of expertise that the Town of Star Valley Ranch officials indicated would be needed to respond to the problem areas identified. It should be noted that the original Resource Team of 2006 was invited back to do the 2010 assessment.

The Resource Team toured the town and interviewed over 250 people in 11 listening sessions and town meeting over a three-day period from August 23-25, 2010. The team received over 50 written responses. The team interviewed representatives from the following segments of the community: Town of Star Valley Ranch Town Council, Directors of the Star Valley Ranch Association, employees of both the town and the association, county officials, public safety group, Star Valley Chamber of Commerce, seniors and youth.

Many of these people had reviewed the questions with their respective businesses or organizations and were representing many people at the listening sessions. Each participant was 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 Town of Star Valley Ranch?
What do you think are the major strengths and assets in Town of Star Valley Ranch?
What projects would you like to see implemented in 2, 5, 10, or 20 years in Town of Star Valley Ranch?

Upon completion of the interviews, the team met to compare notes and share comments following two days of intense study. The team then agreed that each team member would carefully analyze the things said, synthesize what they heard with their knowledge of programs and resources, prepare their notes and suggestions, and then forward these items to be combined into WRDC's final report to the Town of Star Valley Ranch.

The oral report was presented to the officials of Town of Star Valley Ranch on August 25, 2010, and many citizens who participated were in attendance. Following the oral report, this formal written report is presented to the Town of Star Valley Ranch.

EXECUTIVE SUMMARY

On behalf of the Town of Star Valley Ranch Community Assessment Resource Team, I would like to thank the Town of Star Valley Ranch, the Star Valley Ranch Association and the community members and town leaders who worked so hard to coordinate the Town of Star Valley Ranch Five-year Follow Up Community Assessment. This report contains an abundance of information that will hopefully be used by the people of Town of Star Valley Ranch to better the community and reach its goals.

While reading this report, you will find a variety of recommendations made by the team members on the issues that were identified during the listening sessions. This report has recommendations for the town, the Star Valley Ranch Association, and some joint ideas. We encourage both the town and SVRA to use these recommendations to build a plan for the future of Town of Star Valley Ranch. So much has been accomplished in Town of Star Valley Ranch and many of the concerns expressed are already being worked upon. You are to be commended!

Anything is possible if everyone works together to achieve a common goal, as the community-minded citizens of Town of Star Valley Ranch already know as shown by the ambitious efforts to obtain efficient and attractive town council offices and meeting room along with the progress made on roads and water issues. Town of Star Valley Ranch knows the important values for living. Your energetic citizens and city leaders who organized this assessment are to be commended--thank you Al Redlin of Town of Star Valley Ranch, Kathy Daulton, Star Valley Ranch Association, and Mayor for conducting our tour. Every step, no matter how small, is a movement in the right direction toward achieving Town of Star Valley Ranch's goals. It can be done. What you do with the recommendations is your choice and will be accomplished by the dedicated citizens of Town of Star Valley Ranch.

Members of our team will return to Town of Star Valley Ranch to facilitate a follow-up meeting later. The meeting will help determine the priorities and develop strategies for implementation in Town of Star Valley Ranch. We encourage everyone from the community to attend this meeting, even if they were unable to attend the community assessment. This follow-up goal setting meeting will identify both short-term and long-term goals for Town of Star Valley Ranch and should help with other planning efforts currently going on in your town.

On behalf of the Town of Star Valley Ranch Resource Assessment Team, let me express our gratitude for the hospitality shown us during our time in your community. Good luck on your challenges and visions.

Sincerely,

Jo Ferguson
Team Leader

Star Valley RMP Opportunity Gap - Retail Stores 2009

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	21,257,778	10,973,914	10,283,864
Motor Vehicle and Parts Dealers	3,310,406	2,197,275	1,113,131
Automotive Dealers	2,734,619	1,908,692	825,927
Other Motor Vehicle Dealers	267,553	0	267,553
Automotive Parts/Accessories, Tire Stores	308,234	288,583	19,651
Furniture and Home Furnishings Stores	489,310	106,257	383,053
Furniture Stores	258,698	0	258,698
Home Furnishing Stores	230,612	106,257	124,355
Electronics and Appliance Stores	537,892	18,926	518,966
Appliances, TVs, Electronics Stores	404,247	18,926	385,321
Household Appliances Stores-	96,829	10,244	86,585
Radio, Television, Electronics Stores	307,418	8,682	298,736
Computer and Software Stores	110,372	0	110,372
Camera and Photographic Equipment Stores	23,273	0	23,273
Building Material, Garden Equip Stores	2,583,481	4,263,351	(1,679,870)
Building Material and Supply Dealers	2,383,612	4,136,080	(1,752,468)
Home Centers	978,589	0	978,589
Paint and Wallpaper Stores	55,299	0	55,299
Hardware Stores	205,936	1,745,755	(1,539,819)
Other Building Materials Dealers	1,143,788	2,390,325	(1,246,537)
Building Materials, Lumberyards	447,400	935,132	(487,732)
Lawn, Garden Equipment, Supplies Stores	199,869	127,271	72,598
Outdoor Power Equipment Stores	29,984	486	29,498
Nursery and Garden Centers	169,885	126,785	43,100
Food and Beverage Stores	2,716,188	278,321	2,437,867
Grocery Stores	2,486,130	181,158	2,304,972
Supermarkets, Grocery (Ex Conv) Stores	2,363,062	181,158	2,181,904
Convenience Stores	123,068	0	123,068
Specialty Food Stores	73,254	0	73,254
Beer, Wine and Liquor Stores	156,804	97,163	59,641
Health and Personal Care Stores	1,153,806	0	1,153,806
Pharmancies and Drug Stores	992,771	0	992,771
Cosmetics, Beauty Supplies, Perfume Stores	41,549	0	41,549
Optical Goods Stores	44,657	0	44,657
Other Health and Personal Care Stores	74,829	0	74,829
Gasoline Stations	2,431,241	3,234,799	(803,558)
Gasoline Stations With Conv Stores	1,819,609	1,928,867	(109,258)
Other Gasoline Stations	611,632	1,305,932	(694,300)
Clothing and Clothing Accessories Stores	893,174	91,280	801,894
Clothing Stores	632,855	91,280	541,575
Men's Clothing Stores	41,336	195	41,141

Women's Clothing Stores	154,285	0	154,285
Childrens, Infants Clothing Stores	35,197	1	35,196
Family Clothing Stores	344,699	91,085	253,614
Clothing Accessories Stores	15,300	0	15,300
Other Clothing Stores	42,038	0	42,038
Shoe Stores	115,936	0	115,936
Jewelry, Luggage, Leather Goods Stores	144,383	0	144,383
Jewelry Stores	132,976	0	132,976
Luggage and Leather Goods Stores	11,407	0	11,407
Sporting Goods, Hobby, Book, Music Stores	442,888	40,995	401,893
Sporting Goods, Hobby, Musical Inst Stores	313,551	31,707	281,844
Sporting Goods Stores	162,146	30,778	131,368
Hobby, Toys and Games Stores	96,408	0	96,408
Sew/Needlework/Piece Goods Stores	26,769	0	26,769
Musical Instrument and Supplies Stores	28,228	929	27,299
Book, Periodical and Music Stores	129,337	9,288	120,049
Book Stores and News Dealers	87,664	0	87,664
Book Stores	82,953	0	82,953
News Dealers and Newsstands	4,711	0	4,711
Prerecorded Tapes, CDs, Record Stores	41,673	9,288	32,385
General Merchandise Stores	2,839,170	152,501	2,686,669
Department Stores Excl Leased Depts	1,369,575	0	1,369,575
Other General Merchandise Stores	1,469,595	152,501	1,317,094
Miscellaneous Store Retailers	529,044	23,604	505,440
Florists	43,091	0	43,091
Office Supplies, Stationery, Gift Stores	226,712	3,750	222,962
Office Supplies and Stationery Stores	128,569	0	128,569
Gift, Novelty and Souvenir Stores	98,143	3,750	94,393
Used Merchandise Stores	47,407	1,651	45,756
Other Miscellaneous Store Retailers	211,834	18,203	193,631
Non-Store Retailers	1,391,959	100,626	1,291,333
Foodservice and Drinking Places	1,939,219	465,979	1,473,240
Full-Service Restaurants	860,557	263,087	597,470
Limited-Service Eating Places	831,140	0	831,140
Special Foodservices	166,885	0	166,885
Drinking Places -Alcoholic Beverages	80,637	202,892	(122,255)
GAFO *	5,429,146	413,709	5,015,437
General Merchandise Stores	2,839,170	152,501	2,686,669
Clothing and Clothing Accessories Stores	893,174	91,280	801,894
Furniture and Home Furnishings Stores	489,310	106,257	383,053
Electronics and Appliance Stores	537,892	18,926	518,966
Sporting Goods, Hobby, Book, Music Stores	442,888	40,995	401,893
Office Supplies, Stationery, Gift Stores	226,712	3,750	222,962

*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
TOWN OF STAR VALLEY RANCH, WY Five-Year Follow Up
COMMUNITY ASSESSMENT
August 23-25, 2010

Team Leader

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Al Redlin
307-883-8696
480-707-3035

TOWN OF STAR VALLEY RANCH

Community Assessment – Schedule of Listening Sessions and Activities

Date		Activity/Participants	Location
8/23 Monday	4:00 pm	Team Arrives	Town Hall
	4:30-5:30pm	Tour of Star Valley Ranch with limited Town Council and SVRA Directors	
	6:00-7:00pm	Dinner with Town Council, SVRA Directors and Spouses	Town Hall
	7:00-9:00pm	Listening Session with Town Council, SVRA Directors and Spouses	Town Hall
8/24 Tuesday		Breakfast (Continental breakfast in motel room or breakfast at restaurant of your choice)	
	8:30-9:50am	Listening Session with Town Employees	Town Hall
	10:00-11:20am	Listening Session with SVRA Employees	Town Hall
	11:30-12:20am	Lunch at restaurant of team choice	
	12:30-2:20pm	Listening Session with Senior Citizens	Town Hall
	2:30-3:50pm	Listening Session with general public	Town Hall
	4:00-5:20pm	Listening Session - Public Safety – Sherriff's office, Thayne Fire Dept. and Thayne Emergency Medical Service	Town Hall
	5:30-6:50pm	Listening Session with youth (up to 18 years old) (Pizza will be served)	Town Hall
	7:00-9:00pm	Listening Session with parents of youth up to 18 Years old and general public	Town Hall
8/25 Wednesday		Breakfast (Continental breakfast in motel room or breakfast at restaurant of your choice)	
	8:30-10:00am	Listening Session with County Commissioners, Clerk, Assessor, Candidates for Offices and other County staff	Town Hall
	10:10-11:20am	Listening Session with County Planner, Town Planning and Zoning Board and SVRA Architectural Committee	Town Hall
	11:30-12:15pm	Lunch with Star Valley Chamber of Commerce, Business and Community leaders	Town Hall
	12:15-12:30pm	Team Presentation What is a Community Assessment? How is it arranged/conducted? What are the benefits?	Town Hall
	12:30-1:30pm	Listening session with Chamber of Commerce, Business and Community Leaders	Town Hall
	1:30-4:50pm	Team prepares for Team/Town/SVRA Town Hall meeting	Town Hall
	5:00-7:00pm	Team/Town/SVRA Town Hall Meeting (everyone is invited) Snacks will be furnished	

Town of Star Valley Ranch, WY
August, 2010
FIVE-YEAR FOLLOW UP COMMUNITY ASSESSMENT

MAJOR THEMES

Infrastructure

Roads, Water, Sewer

Recreation

Year-round facility for all ages
Paths and trails
Youth activities

Economic Development

Commercial Development
Employment opportunities/training

Public Services

Town Center
Law Enforcement
Fire Suppression/Safety

Communication

Town—citizens
Citizens—SVRA Board
Town and SVRA
Between various demographics

Governance of the Community and Revisions of DCC&Rs

Team Member Recommendations

Town of Star Valley Ranch Five-year Follow Up Community Assessment

Team Leader Report

Jo Ferguson
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Our time in Town of Star Valley Ranch was very enjoyable. Thank you for your hospitality and friendliness, especially the planning effort, accommodations, and meals that made our visit very comfortable. Town of Star Valley Ranch has great attitudes and abilities to become whatever they see in their vision. Town of Star Valley Ranch is in a good place for going forward because of its progressive leadership and community cohesiveness. The Town of Star Valley Ranch website is evidence of good community outreach; it is full of information and very user-friendly. I also was impressed by the commitment, knowledge and pride that the community leaders have. Mayor Siddoway, the town council and staff show through their efforts in the community that they listen to your wants and needs. The Star Valley Ranch Association cooperation and planning is to be commended on the organization and implementation of this Community Assessment.

I would like to comment on a statement I made after one of the Listening Sessions. One SVR citizen asked me if I knew of any other Wyoming communities that had a Home Owners Association within the town. As I answered no, I was immediately thinking of other small Wyoming towns. My answer was definitely incorrect. I, myself, belong to a HOA in Cheyenne where I pay both HOA fees and my property tax. Many Wyoming communities have HOA's besides Cheyenne—Laramie and Casper for sure. I apologize for any misunderstanding this created.

TOWN REPORT

Theme: Economic Development

Challenge: Retail Business

Solution: 2010 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. Upcoming seminars are scheduled for 2010; one in Cheyenne is scheduled for October 21, 2010. Review schedule online at http://doe.state.wy.us/employerseminars

Challenge: Retail Business

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 recruiting businesses to the area. Town of Star Valley Ranch and its residents have a vision for new businesses that will make available services and products to them. 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. The Wyoming Business Council has access to many tools to jump start this effort: SBDC, Marketing Research, Wyoming Women's Business Center and others. The groups listed above are housed at the University of Wyoming in Laramie and have great tools.

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

Elaina Zemple, Southwest Regional Director
307-877-2203
Wyoming Business Council
Elaina.Zemple@wybusiness.org

Solution: CDBG (Community Development Block Grant Program) funding for downtown development/community enhancement.

a) **Economic Development** - Has eight grant categories with most grants requiring job creation: Infrastructure Grants, Job Training Grants, Planning Only Grants, Technical Assistance Grants, Downtown Development Grants, Convertible Loans, Float Loans and Section 108 Loans.

Contact:
Julie Kozlowski
Economic Development Program Manager
(307) 777-2812

b) **Business Ready Community Grant and Loan Program**
This program offers three types of funding:

Business Committed Projects - Businesses committed to locate or expand in the community. Applications are accepted at any time. Maximum award is $3 million.

Community Readiness Projects - No specific business is committed to expand or locate in the community. The community wants to build facilities to ready itself for new business development under

a specific strategy or plan of action. A community must demonstrate that appropriate planning has been conducted and capacity exists to accommodate new business development. Maximum award is $1.5 million.

Community Enhancement Projects - An applicant wants to improve the community's aesthetic character or quality of life through such activities as landscaping, recreational or convention facilities in order to make itself more attractive for business development under a specific strategy or plan of action. No specific business is committed to expand or locate in the applicant's community. Maximum award is $500,000.

Contact:
Molly Davies
Business Ready Community Program Manager
WY Business Council
(307) 777-2811
http://www.wyomingbusiness.org/community/brc_program.aspx

Challenge: Niche Business & Tourism

Challenge: The Town of Star Valley Ranch has many things for tourists; and continued promotion of the activities available will possibly reach the goal of the tourist staying in the area of the Town of Star Valley Ranch any extra day or two. Listening to community members during the Assessment these were some of the things mentioned that Town of Star Valley Ranch offers the tourist: recreational activities, and location. The challenge is how to make coming to the Town of Star Valley Ranch a high priority place for tourists interested in these activities.

Solutions: The Town of SVR website has a wealth of information. Possibly a new business could be established in Town of Star Valley Ranch 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 Town of Star Valley Ranch has to attract tourists.

Resources:

Star Valley Chamber of Commerce
150 S. Washington
Afton, WY 83110

307-885-2759 | 800-426-8833
info@starvalleychamber.com
www.starvalleychamber.com
Melanie S. Wilkes, Executive Director

- **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

ASSOCIATION REPORT

Theme: Coordination for youth activities.

Solution: "Play for adults is recreation - the renewal of life; for children it is growth - the gaining of life." Possibly by connecting with some other recreation programs in the region and the state you might find ways to leverage the funding you have available for recreational projects. The City of Sheridan does not have a rec center but they team up with the schools; are funded by the City of Sheridan; and the School District Mill levy and have a staff of seven. That staff includes a Director and both sports and recreation specialists.

The Town of Elk Mountain's Library includes several computers. Their little library is a hub of activity after school. Perhaps SRVA could pursue acquiring computers for kids, installing them in one of your much used meeting/activity spaces, and have it monitored by volunteers. There are several websites available for information—one is www.computers4kids.net

Resources: Sheridan Recreational District
Richard Wright, Director
307-674-6421
www.sheridanrecreation.com

Town of Elk Mountain, WY
Clerk/Treasurer Judy Christopher son
307-348-7721
Contact: Linda Runyan
townofelkmountain@union-tel.com

JOINT REPORT

Theme: Communication and resource directory

Solution: As a community, Town of Star Valley Ranch has concerned and caring citizens. There is a strong spirit of community service and volunteerism. Unfortunately, the many programs and services available in Town of Star Valley Ranch are not listed in a one-stop kind of publication. Possibly business, government, non-

profit, and other sectors within Town of Star Valley Ranch could work together to create an umbrella type of easily-edited publication or on-line link to keep the community up to date on all activities and available resources. Perhaps one of the civic organizations could take the lead on this. Website postings are also very helpful.

Also coming soon to Wyoming is the 2-1-1 program. 2-1-1 provides free and confidential information and referral. Call 2-1-1 for help with food, housing, employment, health care, counseling and more.

Resources:
Parker, Colorado - http://www.parkercolorado.net/
and http://www.i-neighbors.org/

Learn more about 2-1-1 by visiting www.211us.org or call Cindy Pomeroy, Coordinator for Wyoming 2-1-1 in Cheyenne, 307-632-5253

Theme: Recreation

Challenge: A year-round recreation center

Solution: This has been a desire/goal of many communities in Wyoming. One way to acquire the funding for a Recreation Center would be for the Town of Star Valley Ranch to tax themselves so this funding could be used to partner with other state and/or federal agencies to complete the project. Many Wyoming have built recreation centers by utilizing the Capital Facilities Optional 1% tax, which is imposed on sales and use and is in addition to the state 4%. The citizens of Town of Star Valley Ranch or the county would have to vote on this tax which must be used for a specific project. The tax is in existence until the needed money has been collected. In other communities, this has been a successful way to raise money for high dollar projects that could otherwise not be built.

Studies are already being completed in SVR on the feasibility of renovating the silo. Continue to review and consider all aspects to determine the best solution. SVRA working with the town may be able to come up with a viable solution.

Local Option Sales Tax and Specific Purpose Tax Information:

Resource:

City of Laramie
Jodi Guerin, Mayor
P.O. Box C
Laramie, WY 82073
307-721-5200
jguerin@ci.laramie.wy.us

MISCELLEANOUS

The Town of Star Valley and SRVA are going through change. The Change Curve Model represents a starting point and a desired ending point. The beginning of change includes many efforts that may seem uncomfortable but are in the long run correct. As we traverse along the path, we encounter obstacles—but we still continue to take the correct (and sometimes continual, long-term) path by following the prescribed initial ideas. We often reach a point of frustration—that point is called the Valley of Despair. At this point, we have a chance to deter our hopefully upward progress by completely quitting the elements of our once-perceived, correct journey—**OR** we can continue with the right stuff that takes hard work, some steps back, courage, cooperation and determination to reach that final goal.

I truly believe the current players in the Town of Star Valley Ranch and the SVRA are ready to continue with the right stuff. More layers of progress will emerge as you and all the citizens of SVR rally to make your beautiful spot the best town ever!

Town of Star Valley Ranch, WY
Star Valley Ranch Association
Joint
Recommendations

Town of Star Valley Ranch	Star Valley Ranch Association	Joint-Town of Star Valley Ranch and Star Valley Ranch Association
• Pursue Infrastructure: roads, water, sewer • Pursue Economic Development issues: Recruiting businesses that will provide services to residents	• Investigate and expand recreational activities for all ages • Continue process to update DCC&R's • Good accountability to SRVA members on past and present financial status	• SVRA & Town need to work together on best solution for multi-purpose recreational center for all ages • Pursue joint efforts on better communication among all SRV entities—citizens, governments, association, nearby towns

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Introduction

I would like to thank the Town of Star Valley Ranch and the Star Valley Ranch Association for their hospitality while we conducted the assessment. I also want to thank Forsgren Associates who also was a sponsor of the assessment. We greatly appreciate those private businesses who realize how important it is to a community to plan their future and are willing to participate in that process.

I was very pleased that I had the opportunity to come back to Star Valley Ranch and serve on this assessment team. It is always interesting to come to communities when you have served on the first team to see and hear the changes.

It was very apparent that Star Valley Ranch has become a "Town" - you can see the changes with the new Town Hall, the Post Office, the maintenance shop, the Town entrance and the start of new businesses – the ATM machine! A great deal has happened in a very short amount of time. In addition, we "Heard" the changes. It is almost like people have had a taste of the good life and now want more. I am not saying that this is bad by any means; it is just the growing pains of a new community. I do commend the leadership in both the Town and the Association for continuing to tackle the challenges facing you, and I hope that this assessment will give you some new ideas to continue the growth of your community.

My report is presented as requested with suggestions for the Town, and then the Association and then joint suggestions. Even though it is presented in this format, I think we all realize that you all must continue to work together to assure a bright future for the community.

TOWN OF STAR VALLEY RANCH

Theme: INFRASTRUCTURE

Challenge: Water, roads and sewer continue to be huge issues for the Ranch and should continue to be the priority for the community as this improvement assure the growth of the community and solve issues. The Sewer improvements seem like they are 10-15 years off and should be in your long-range plan.

We also heard comments concerning road improvements and as expected people are divided. Some want roads paved others want roads left as is. Those are decisions of the leadership depending on funding and priorities. The majority of people are very happy with the maintenance and the crew – kudos to the Town employees!

Solution: You are very aware of the many grants and loan funds available to you, so there is not much to add. Continue your relationship with USDA Rural Development and your Regional Wyoming Business Council Director. I would remind you that grant writing and assistance is available through RC&D (Resource Conservation and Development) and the WRDC (Wyoming Rural Development Council). For assistance from the WRDC, contact Jo Ferguson or myself.

Resources:
USDA Rural Development
Ann Stoeger, Area Director
508 N. Broadway
Riverton, WY 82501
307-856-7524 Ext. 4
Ann.stoeger@wy.usda.gov

RC&D
Coordinator: Maureen Meagher
625 S. Washington Street
P.O. Box 1761
Afton, WY 83110-1761
307-886-9412
Maureen.meagher@wy.usda.gov

Theme: RECREATION

Challenge: Recreation in various forms and activities was brought up over and over in the listening sessions. You have a very health conscious and active community and from what we heard, they want more recreational opportunities for all ages. The Town and Association have divided up duties and tried to make it very clear through an Agreement. In terms of recreation, the town is involved through "wellness." In defining wellness, paths and trails seems to come under the Town of Star Valley Ranch. However, there is still a great deal of confusion over responsibilities. As the Town grows, a top priority should be to create a recreation department, funded and administered by the Town.

Solutions and ideas: There were so many different ideas of recreation opportunities/desires in the community that I suggest you develop a recreation plan for the community. This plan could take into consideration activities, facilities and education.

Numerous people in the third question (What projects would you like to see implemented?) indicated that they wanted a year round indoor recreation facility. One person attending a session, I think, made a wise comment at least for the very near future. "Folks in SVR can take advantage of other town recreation/community centers until they can build their own. (Alpine, Thayne, Etna – all have facilities with different missions). This does not mean a facility should not be a part of your long range recreation plan; however, you do have facilities that can be utilized that are not a long distance from your community.

We also heard the desire for folks to have some pocket type parks in different locations in the community. One thought might be to talk to some long time property owners that have not built and may not build that might be willing to allow playground equipment temporarily on their property.

Another suggestion is to continue to finish the walking path on the BLM land – it is a great addition to the community!

Resources:
For recreation planning, I suggest a company by the name of Taintor Associates, based out of Massachusetts, but also works in Colorado.
Taintor & Associates
Newburyport, MA 01950
978-462-0404
info@taintorassociates.com
http://www.taintorassociates.com/who.htm

For additional consultants, I found this web site that lists several companies:
http://www.lpa.state.mn.us/pdf/MNconsultlist.pdf

Theme: PUBLIC SERVICES

Challenge: With community growth the issues of needing public services such as law enforcement and fire suppression increase. The major challenge of fire suppression is adequate equipment and dependency on other communities.

Solution: We understand that a county fire district is in the works, and suggest you continue to work with the County Commissioners to move this forward.

You have been doing a great job of obtaining equipment. Many people (especially those that work on or with the equipment) would like to see new equipment purchased. However, one young man was not sure about that since he works on the equipment and says it is job security! On a serious note, good, reliable equipment is a necessity and I suggest USDA Rural Development and their equipment programs.

For Law Enforcement, consider increasing assistance with the other communities and the Sherriff's department. Sometimes just seeing a law enforcement vehicle parked in the community can help with enforcement.

Resources:

USDA Rural Development
Ann Stoeger, Area Director
508 N. Broadway
Riverton, WY 82501
307-856-7524 Ext. 4
Ann.stoeger@wy.usda.gov

Theme: COMMUNICATION

Challenge: Communication challenges were identified between the Town and citizens; citizens and the SVR Board; the Town and Association and then between the changing demographics of the community. From observations of the first assessment to this assessment, I think you have made major strides in the communication arena. I remember our first assessment, people were communicating through CB radios! Communication can always be improved but it is also a two-way street.

Solution: Continue your email notifications – I don't live in Star Valley Ranch but I always know what is going on in Town because Jo Ferguson, as a property owner, gets the emails and shares them with me.

The following are some general suggestions for continued improvement in communications:

1. Suggest creating and supporting a Council of Governments for the Star Valley. **Councils of Governments** defined are regional planning bodies that exist throughout the United States. A typical council is defined to serve an area of several counties, and they address. It would be beneficial to all communities to meet once a month or every 2 months to discuss common issues, projects, etc. Great way to keep communications open especially with potential changes in administrations.

2. Joint meetings between Town Council and Association Board and those minutes of the meeting posted.

3. Utilize the back of water bills for community announcements. The back of bills are usually blank and a great way to share information.

4. For communication with the younger generation moving into the Ranch, consider the social media opportunities such as Face Book or Twitter for communication. There are several young people on the ranch that might be able to create a Face Book page and maintain it for you. Maybe training on social media might be great fun!

Resources:
For social media training:
Scott Baylo
WBC Marketing Director
214 W. 15th Street
Cheyenne, WY 82002
Scott.baylo@wybusiness.org

MISCELLANEOUS SUGGESTIONS:

1. Signage: The Town of Evanston just finished a great way- finding plan for the downtown community. It included signage for the community as well as a beautiful design for a community bulletin board. I was very impressed with the plan and the work completed and suggests it might be an idea down the road for Star Valley Ranch to consider. The consultant was Meyers-Anderson. Jerry Meyers is currently doing work on the Barn.

Meyers-Anderson
849 Front Street, Suite 202
Evanston, Wyoming 82930
Phone: 307-789-0934
Mailing Address:
PO Box 2340
Evanston, Wyoming 82931-2340

2. Social Services: We were presented at the listening session's information and statistics about use of the Thayne Senior Center by Star Valley Ranch community members. I am also aware that the Center has made requests to Star Valley Ranch for funding and through some earlier confusion over contracting last year, they did not receive funds and they approached the council again this year for funding and it was denied. I know that it is the right and authority for the council to make this decision, but I would suggest you continue to discuss the matter with the senior center. Through other assessments in the state, we see the great value senior centers bring to communities. It is not just a place to receive meals, but it provides social opportunities for individuals and many times information on senior services, issues facing seniors and health assistance. With the lack of a center in Star Valley Ranch, it is an opportunity to provide this service in very close proximity to citizens.

3. Economic Development training opportunity: I would like to offer a training opportunity to someone in the community that might give you some unique ideas for "growing" businesses in your community. Each year the Wyoming Main Street program offers scholarships to the National Main Street conference and state pre-trip. The 2011 trip will be to Iowa. The conference offers numerous sessions in economic development; downtown development, etc. Please contact the Wyoming Main Street program at 307-777-2934.

STAR VALLEY RANCH ASSOCIATION

Theme: RECREATION

Challenge: Recreation in the community has been divided between the Town and the Association by the Association handling all aspects of recreation and the Town's involvement is "wellness." There were numerous activities/opportunities/ideas presented to us from members of the community to diversify recreation in the community and some great ideas presented.

Solutions: I offer the same solution as presented earlier in the report for a recreation plan is developed for the Ranch. There may be some planning grants available for this type of planning and I suggest you contact USDA RD – an RBEG (Rural Business Enterprise Grant) planning grant might be available for this type of plan; or WBC (Wyoming Business Council) through your regional director.

Resources:
USDA Rural Development
Ann Stoeger, Area Director
508 N. Broadway
Riverton, WY 82501
307-856-7524 Ext. 4
Ann.stoeger@wy.usda.gov

Elaina Zempel
Wyoming Business Council
1100 Pine Ave
Kemmerer, WY 83101
307-877-2203
Elaina.zempel@wybusiness.org

Challenge: The Association has concerns about facilities that are in need of repair and the Barn – which is currently being evaluated by Jerry Meyer of Meyer – Anderson Architects. This work is being completed by a Wyoming Main Street Architect grant.

Solution: One the plan is completed, the Association might be able to obtain a Main Street Challenge Loan through the Wyoming Business Council for improvements.

Resource:
Mike Martin
Wyoming Business Council
214 W, 15th Street
Cheyenne, WY 82002
Mike.martin@wybusiness.org
Or
www.wyomingmainstreet.org

Challenge: People are looking for a variety of recreational experiences other than golf.

Solution: In the future, I highly recommended to the Town that the creation of a Town recreation department is the best solution. It would reduce confusion and not have a division of duties. In the meantime, one project people recommended was to have classes in activities such as cross-country skiing; tennis; etc. I suggest that you look at the skills you have in the people in the community and see if you can find volunteers to set up classes in these activities. A committee of the Association could set this up.

MISELLANEOUS IDEAS:

1. We heard from several people that they were missing community events – events that would bring the community together. There is one committee with the Association that seems to have taken a hiatus and is not planning events. It might be time to re-organize that committee! There is the potential to develop an annual community event (other than 4th of July) that can be a money maker for the Association. Dubois Main Street recently contracted with a company that helped them design a unique fund raising event (Day of the Cowboy) for the community. This was their first year and they netted $4,000. The contact is: Mari Mullen from Port Townsend, Washington. director@ptmainstreet.org,

2. The DCC&Rs were a hot topic at the assessment. It sounds like you are on the right track by tackling these and it is important that everyone be informed and a part of the solution. It is imperative to get them passed that you do everything you can to get hold of everyone!

3. With a change in leadership of the Association Board, it sounds like it is time to complete strategic planning. I understand there have been several attempts to complete the plan and now is the time to do it. I have volunteered to help with that strategic plan, but I also offer other folks that can help:

Mary Randolph
Wyoming Rural Development Council
Mary.randolph@wybuisness.org
307-777-6430

OR

Community Builders, Inc.
873 Esterbrook Road , Douglas, WY 82633

For Bobbe Fitzhugh
Call (307) 359-3311
Email: Bobbe@consultCBI.com

For Joe Coyne
Telephone: (307) 359-1640

Fax: (307) 358-3214
Email: Joe@consultCBI.com

3. Just a heads up: We heard concerns over the life guards at the swimming pool this summer. Those guards were not paying attention to swimmers but rather being distracted by friends. This could be a major safety issue for the Association.

BOTH – TOWN OF STAR VALLEY RANCH AND THE STAR VALLEY RANCH ASSOCIATION

Theme: GOVERNANCE OF THE COMMUNITY

Challenge: We heard over and over the confusion of responsibilities between the Town and the Association. To help us understand, we created the following chart:

Town of Star Valley Ranch	SVR Association	Joint
• Infrastructure Water-culinary Roads-snow removal/grading Safety Fire, dogs, EMT, LE Septic tank • Wellness activities (BLM land) • Ordinances/codes • Post Office • Fire wise • Communication with citizens	• Recreation Golf-irrigation Swim Tennis • Social activities Cards Swimming • House and entertainment Craft fairs Pot luck Restaurant/Bar/pro shop • DCC&R/Architectural controls • Communication • Barn and Silo	• Eminent Doman Maintenance yard 4000 Green Canyon Tank Community Assessment

Star Valley Ranch Follow-Up Community Assessment **Town Report**

Pat Robbins
South Central Regional Director
Wyoming Business Council
1400 Dewar Drive Suite 208 A
Rock Springs, Wyoming 82901
307 382 3163 307 389 0867 pat.robbins@wybusiness.org

INTRODUCTION

I would like to thank the Town of Star Valley Ranch and the Assessment Planning Team for their warm hospitality and outstanding support of the assessment process. Having been part of the original team that conducted the Assessment four years ago, I was pleased to see the great strides that the Town has taken and commend the leadership and volunteers that have worked so hard to improve the Town. It is always a pleasure to visit Star Valley Ranch, and exciting to see what hard work and dedication can accomplish!

THEME: Infrastructure

Roads

Challenge: One of the biggest concerns we heard was the need to improve the roads. While the citizens were undecided on whether they should be paved or not, everyone agreed that they need to be widened and improved.

Solution: There are a couple of local taxes that can be used for infrastructure improvements: the 5th cent (Sales and Use Tax) and the 6th Cent (Capital Facilities tax). Both require County support. Sweetwater County has effectively used these taxes to build infrastructure (Capital Facilities) and to maintain it (Sales and Use Tax).

Resources:
For information on effective use of these taxes, contact
Barry Cook, City Administrator
City of Green River
307 872 0554 bcook@cityofgreenriver.org

Tim Kaumo, Mayor of Rock Springs
307 352 1510
Tim_kaumo@rswy.net

Challenge: Water and sewer improvements

Citizens expressed concerns about the amount of funding necessary to continue to expand and update the municipal water system. There was also concern about the need to eventually go to a regional sewer system, as opposed to the current septic systems.

Solutions: Other communities in Wyoming have solved this problem using a variety of funding sources. The City of Rock Springs is expanding a water line to Reliance using SLIB funding, specifically Emergency Capital Funding and Large Capital Construction Funding. Additionally the Wyoming Business Council has some funding that will allow for the upgrade or expansion of publically owned infrastructure if it meets the program guidelines.

Resources:
Paul Kauchich
Director of Engineering and Operations
City of Rock Springs
307 352 1540 paul_kauchich@rswy.net

Julie Kozlowski, Economic Development Program Manager
Wyoming Business Council
307.777.632 2709 julie.kozlowski@wybusiness.org

Resources:
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. (Funds can be used to restore a deteriorating water supply, to improve, enlarge, or modify a water or waste facility.)
USDA Rural Development
Ann Stoeger, Area Director
508 N Broadway, Riverton, WY 82501.
307-856-7524 ext. 4
ann.stoeger@wy.usda.gov

THEME: Recreation

Year round facility for all ages (to be addressed by SVR Association-see Association report)

Paths and trails

Challenge: The citizens expressed a strong need for a series of pathways and trails to tie the community together to allow safe access to all parts of the community. While the town has started to develop paths in the newly annexed BLM land, the residents of the North side of town would like to see paths connecting their residential area to the rest of the amenities in SVR.

Solution: There are a variety of resources and programs that allow for funding for the development of pathways in communities.

The Federal Highway Administration (FHWA) provides significant funding to the States through its Recreational Trails Program (RTP). Funding might be available for planning, construction, maintenance. Grants have been awarded to governmental and non-governmental organizations.

Resources:
In Wyoming, the RTP funds are administered by:
Brad Hill, Trails Program Manager
125 Sunflower St.
PO Box 1429
Lander WY 82520
307-332-5036; Fax 307-332-3469
bhill@state.wy.us, Information about Wyoming programs on the web at: http://wyotrails.state.wy.us/index.asp

The National Park Service Rivers & Trails Program provides technical and planning assistance to states, communities and conservation organizations for a wide variety of trail, river, and greenway projects. NPS staff works cooperatively with local trail groups, conservation organizations, and state agencies on greenways, rail-trails, river corridors, publications, and workshops.
The National Park Service Rivers & Trails Program
http://www.nps.gov/ncrc/programs/rtca/

The City of Green River built an extensive system of pedestrian, as well as equestrian, trails along the river corridor utilizing several grants. A group of volunteers (the Greenbelt Task Force) spearheaded this effort which now extends all the way through Green River and connects all the City parks and schools.
Walt Bratton
Director, Green Giver Parks and Recreation
50 East 2nd North
Green River, WY 82935
Phone: 307-872-6153
wbratton@cityofgreenriver.org

TEAL (Transportation Enhancement Activities – Local) Funds are available from the Wyoming Department of Transportation. The grants require a 20% cash match. WYDOT sends information to towns and counties announcing each funding cycle. Applications are generally available after April 15 and due by June 30 of each calendar year.
Website: www.dot.state.wy.us/wydot/site/wydot.teal
C.J. Brown
TEAL Program Coordinator
5300 Bishop Blvd.
Cheyenne, WY 82009
Phone: 307-777-4179

Youth activities

Challenge: Residents identified the need to have more activities for all residents, but the youth in particular. They want recreation based in town so that the youth of the community don't have to travel into surrounding communities, especially in inclement weather.

Solution: The City of Green River has been highly successful in developing youth programs that have resulted in national attention and accreditation**.** In October 2008, the City of Green River Parks and Recreation

Department became one of only 95 agencies in the country to attain national accreditation from the Commission for Accreditation of Parks & Recreation Agencies (CAPRA) In 2009, the City of Green River demonstrated creative commitments to the cause of play, and was 1 of 93 communities across the country to be recognized as a Playful City.
Walt Bratton
CPRP, Director of Parks and Recreation
50 East 2nd North
Green River, WY 82935 (307) 872-6151
wbratton@cityofgreenriver.org

THEME: Economic Development

Commercial Development

Challenge: The community would like to see some commercial development such as a convenience store, gas station, coffee shop, or other amenities.

Solution: The Wyoming Business Council offers several programs to assist businesses with their financing and training needs-- Challenge Loan, Workforce Training Funds, Community Development Block Grants and Industrial Development Revenue Bonds. The community should work closely with their Wyoming Business Council Regional Director to identify possible target markets for recruitment and begin to market the area to appropriate entities.

Additionally business assistance is available through the WBC's partner the Wyoming Small Business Development Centers (SBDC). The SBDC helps Wyoming small businesses and entrepreneurs by providing management assistance, educational programs and helpful resources

Resource:
Elaina Zempel
Southwest Regional Director
Wyoming Business Council
307 877 2201 307 723 1510 e.z@wybusiness.org

Wyoming Small Business Development Center
http://www.wyomingentrepreneur.biz

THEME: Public Services

Town Center

Challenge: The Town would like to see the eventual development and construction of a municipal complex that would include a Town Hall, Emergency Services Facility, and Library

Solution:
Several towns and cities have effectively used the 1 cent Capital Facilities Tax to build municipal structures. While it takes County wide support to pass the tax, Carbon and Sweetwater Counties have effectively campaigned to get projects built, with a tax that sunsets once the total project costs have been satisfied. Formation of a Political Action Committee that lobbies for the tax and the associated projects are critical to the success of the projects.

Resources: (both have extensive experience in successful campaigns)
Dave Hanks, Director
Rock Springs Chamber of Commerce
Phone: 307-362-3771
rschamber@sweetwaterhsa.com

Janet Hartford, Director
Green River Chamber of Commerce
Phone: 307-875-5711
jhartford@sweetwaterhsa.com

THEME: Communication

Challenge: The challenge is how to improve communication between the Town and its residents; the residents and the Star Valley Ranch Association; the SVR Town Council and the SVR Association Board; and the various groups of residents including long time residents, new residents, seasonal residents, year round residents, retirees, and young families.

Solution: The easiest way for the Town of Star Valley Ranch to communicate with its residents is to include Town news in the month water bills that are sent out. This would reach all of the residents, including those that live there seasonally. The City of Green River does this every month, and includes City events and updates as well as local events sponsored by other entities.

Resource:
Jeffrey V. Nieters, Director of Finance
50 East 2nd North
Green River, WY 82935
Ph: (307) 872-6121
jnieters@cityofgreenriver.org

Solution: I would suggest a monthly, or quarterly, joint meeting with the Town Council and the Association Board of Directors. This meeting should take place in the evening, if possible, so that those that work during the day can attend. Minutes of these meetings could be sent out with the water bills. This might help clarify the roles and responsibilities of each to the residents as well as strengthen the working relationship between the two parties.

THEME: Governance of the Community

Challenge: How to effectively communicate the roles of the Governing Body of the Town of Star Valley Ranch and those of the Star Valley Ranch Association so that the residents of the community understand the difference between the two bodies, their respective roles, and their common interests.

Solution: The Town of Star Valley Ranch should clearly articulate their goals and objectives and share them with the residents through a variety of venues. Those goals should be posted in Town Hall in a highly visible location. They should also be included in the month water bills, and if possible included in all written correspondence to the residents. Additionally I would recommend that a town utilize social media to keep their residents informed including Facebook, Twitter, etc.

Revisions of DCC&Rs (included in Association report)

Star Valley Ranch Follow-Up Community Assessment **SVR Association Report**

Pat Robbins
South Central Regional Director
Wyoming Business Council
1400 Dewar Drive Suite 208 A
Rock Springs, Wyoming 82901
307 382 3163 307 389 0867 pat.robbins@wybusiness.org

THEME: Recreation

Challenge: The Association assets include the Barn and Silo, which are deteriorating and have limited use due to structural and ADA compliance issues. As an association, they are prohibited from apply for many financial resources that could provide them assistance in renovating and restoring the structure.

Solution: There is no easy solution to this problem but if the Association is willing to put the time into research, this might be a possible solution:

I would suggest that the Association look transferring ownership of the Barn and Silo to the Town of Star Valley Ranch. At the same time they should form a Joint Powers Board, with support of the Town of Star Valley Ranch. (This would take a majority of the Association members, so I would suggest this be done in conjunction with the DCC&R revisions.)

Once the Town owns the Barn and Silo, they can designate the building as a surplus government building and transfer it to the Joint Powers Board. The Town of Star Valley Ranch can then apply, on behalf of the Joint Powers Board, for Wyoming Business Council funding through the Business Ready Communities program for a Community Facilities Grant.

The purpose of the Community Facilities Grant program is to assist communities with grant and loan funding to construct local enhancements to a school building or facility or preserve former school and government

facilities that have existing or future community uses. Projects need to enhance the quality of life for the community. Facilities may be space for community gatherings and functions, recreational, swimming and athletic facilities for community members, particularly youth. This grant has a maximum award of $1,000,000.

The Town of Saratoga
http://www.wyomingbusiness.org/pdf/irc/Community%20Readiness/platte_valley_community_center_jpb_saratoga.pdf
used this program to build the Platte Valley Community Center utilizing an old school. Baggs currently has a community center under construction using this same program. Both communities created Joint Powers Boards that own and manage their facilities.

Resources:
Molly Davies, Community Facilities Program Manager
Wyoming Business Council
307 777 2811 molly.davies@wybusiness.org

Elaina Zempel
Southwest Regional Director
Wyoming Business Council
307 877 2201 307 723 1510 e.z@wybusiness.org

Kathi Terkla, Chairman
Valley Community Center Joint Powers Board
Box 182
Baggs, Wyoming
fireball@wyoming.com

Tom Johnson
South East Regional Director
Wyoming Business Council
307 766 5357 tom.johnson@wybusiness.org

THEME: Communication

Challenge: The challenge is how to improve communication between the Town and its residents; the residents and the Star Valley Ranch Association; the SVR Town Council and the SVR Association Board; and the various groups of residents including long time residents, new residents, seasonal residents, year round residents, retirees, and young families.

Solution: I would suggest a monthly, or quarterly, joint meeting with the Town Council and the Association Board of Directors. This meeting should take place in the evening, if possible, so that those that work during the day can attend. Minutes of these meetings could be sent out with the water bills. This might help clarify the roles and responsibilities of each to the residents as well as strengthen the working relationship between the two parties.

I would also urge the Association to utilize social media. Development of a Facebook page, Twitter account, and other social media might provide them access to members that have those resources.

THEME: Revisions of DCC&Rs

Challenge: The original DCC&Rs that were established when the development was first planned still exist, slight variations in each subsequent plat. The DCC&R's don't reflect the change in lifestyles and demographics of the residents and their needs, resulting in a significant number of violations of those covenants and restrictions. For example, the size restriction on pickup trucks needs to be increased to reflect the current models available.

Solution: Utilize the window of opportunity that will open in January of 2011 to revise and update the DCC&Rs to accurately reflect the needs and lifestyles of the residents and maintain the standards that sustain the quality of life the Association promotes.

An organized campaign needs to be organized to effectively reach each member of the Association and education them on the necessary changes that need to be implemented in the DCC&R revisions.

I would recommend that a strategic planning session be held as soon as possible to establish tasks, responsible parties, and time frames to successfully contact and educate each Association member.

Resource:
Strategic Planning Facilitator-
Mary Randolph, Executive Director
Wyoming Rural Development Council
307-777-6430 307-777-6430
214 West 15th St
Cheyenne, WY 82002
mary.randolph@wybusiness.org

Ginger Newman
Director of Communications and Training
Wyoming Association of Municipalities
315 West 27 Street
Cheyenne, WY 82001
Telephone: 307-632-03908; Fax: 307-632-1942
gnewman@wyomuni.org

It was truly my pleasure to sit on the August 2010 Rural Community Assessment team for the Town of Star Valley Ranch. The leadership in your community—the elected officials of Star Valley Ranch and the Star Valley Ranch Association—appear determined to hear and to address concerns and issues of the citizens. The residents of Star Valley Ranch are to be commended on their interest in making Wyoming's newest community one of the finest in the state. Their education, knowledge and enthusiasm are assets to be envied.

MAJOR THEMES:
INFRASTRUCTURE—RECREATION—ECONOMIC DEVELOPMENT—PUBLIC SERVICES—COMMUNICATION—GOVERNANCE OF COMMUNITY & REVISION OF DCC&R'S (DECLARATION OF COVENANTS, CONDITIONS AND RESTRICTIONS)

INFRASTRUCTURE (WATER, SEWER, ROADS):

For Star Valley Ranch, infrastructure is like a "How do you eat an elephant?" question. There is so much that could be done, and needs to be done, that the challenge can seem overwhelming. The answer, of course, is "one bite at a time" and it really works. Like other issues in Star Valley Ranch, communication is a key.

Priorities must be established. Items where there is an immediate threat to public health and safety must be addressed first (Urgent and Important). After that it is critical to focus on projects that are Important but not Urgent. There is a natural temptation to work on things that are Urgent but not Important, but that is a questionable strategy. People or groups that have a single purpose often have difficulty seeing the big picture, and try to get top priority for their projects. Those who are in position to see a broad view need to play a large role in setting the infrastructure priorities.

A different consideration is being prepared to take advantage of opportunities. Sometimes funds are available for a particular purpose (water, for example) but not for other purposes. In such a circumstance, going for a lower priority project may be a good decision if the community keeps its eye on its original priorities. It is always good to have projects of various types ready to go on short notice in case a special opportunity occurs.

When a community sees a series of small positive steps, people begin to have confidence that they can "eat their elephant" and that they can afford to wait their turn for their project. It is important to document the successes and keep that track record in people's minds all the time.

Funding Opportunities for Infrastructure may include:

Local Option Sales Taxes - both general purpose and specific purpose are a good source for all kinds of infrastructure needs.

SLIB Grants and Loans. Contact Rob Tompkins, SLIB office, 307-777-6646, rtompk@wyo.gov
Wyoming Business Council – CDBG, Business Ready Communities Program. Contact Shawn Reese, 307-777-2813, shawn.reese@wybusiness.org
USDA Rural Development, Derrel Carruth, 307-233-6700, derrel.carruth@wy.usda.gov
State Revolving Loan Funds – Drinking Water and Waste Water, Brian Mark, 307-777-6371, bmark@wyo.gov
Wyoming Water Development Commission – Water Sources, Treatment and Transmission (not distribution). Mike Purcell, mpurce@state.wy.us, 307-777-7626
US Economic Development Administration ("EDA"), Denver Regional office is at 410 17th Street, Suite 250, Denver, CO 80202. 303-844-4714, Robert Olson, Regional Director, rolson@eda.doe.gov
Bond Issues. Bret Jones, WY Government Investment Fund, 307-778-8492, jonesb@gkbaum.com; Dan Baxter, Kaiser and Company, 307-634-1547, dbaxter@kaiserinvest.com
WYDOT Urban Systems Program and TEAL Grants. Rick Douglass, 307-777-4484, rich.douglass@dot.state.wy.us

Federal Stimulus Funds (if program is continued). Richard Hawley, Senator Enzi's Grants Coordinator, Richard_Hawley@enzi.senate.gov, 307-258-9659

Indications are that Star Valley Ranch needs to develop a long range plan for the sewer and wastewater treatment system, but there are water and road projects that are more ready to go.

RECREATION: a year round facility for all ages, pathways and trails, developing youth activities.

Challenge: Regarding the year-round community facility, I will defer to some of the other representatives with a much broader knowledge of programs available. The Wyoming Business Council representatives, Pat Robbins and Elaina Zempel would be helpful in this direction.

Resources regarding energy efficiency: If the Town of SVR should at some point own a year round facility in need of energy efficiency updates, it should investigate whether it could qualify for an Energy Lease Program that WAM and the Wyoming County Commissioners Association (WCCA) jointly administer. The energy lease program offers zero interest loans for energy efficiency to cities/towns/counties. Applications are available on the WAM website at www.wyomuni.org under Member Services/ELP. The program funds zero interest leases for projects authorized under the State Energy Conservation Plan (SECP), including energy efficiency improvements to existing or new public buildings. The improvements must show a monetary savings, and, if possible, a BTU savings. The BTU savings should have verifying documentation. For additional information contact Earla Checchi at the WAM office, 307-632-0398 or checchi@wyomuni.org.

Challenge: Currently the Town of SVR doesn't have a parks and recreation department, and some services are being provided by the association. Many communities in Wyoming struggle due to the cost of recreation programs they are able to offer, but as the Town attracts more citizens, the demand for programs will continue.

Solution: I would suggest asking for volunteers from differing groups in the community, along with an elected official (or two), and town staff to form a committee to brainstorm what realistically could be accomplished and define specific time frames. Members should include differing age groups—especially including youth. A few

of the projects mentioned included ski trails around the golf course, sledding hills in differing parts of the town, an archery/shooting range, and walking/bike paths around the area. I realize the Town is in the process of planning for a pathway to include exercise stations, which I think citizens will greatly enjoy.

Resources:

1. The City of Green River's Parks and Recreation Director Walt Bratton has implemented popular and award-winning recreation programs in Green River and the City Administrator Barry Cook has said he would be glad to "loan" Walt to the Town to help in their recreation efforts. Walt can be contacted by calling 307-872-6153, or by email at wbratton@cityofgreenriver.org. He can also refer the town to others who could help in kick-starting these efforts. He has recently worked with the Town of Cokeville and was successful in getting a university intern to help develop some long-range plans.

2. I would suggest contacting the *National Park Service, Rivers, Trails and Conservation Assistance Program ("RTCA")* for assistance in moving ideas into reality. The deadline for technical assistance grants is due August 1 of each year, and their mission statement *"is to assist community-led natural resource conservation and outdoor recreation initiatives. RTCA staff provide guidance to communities so they can conserve waterways, preserve open space, and develop trails and greenways."*
   Contacts and information are on their website at http://www.nps/gov/ncrc/programs

   I would also suggest looking at the **Community Tool Box** link on the NPS website as it gives valuable suggestions on where to start the process of visioning and the logistics of making that vision happen.

   Joy Lujan from their office has been helpful and can be reached at (303) 969-2853 or by email at joy_lujan@nps.gov. Their regional office serving Wyoming and Colorado is National Park Service, Rivers, Trails, and Conservation Assistance, P.O. Box 25287, Denver, CO 80225-0287.

ECONOMIC DEVELOPMENT: commercial development; employment opportunities/training.

This is an area where the Business Council, the Small Business Administration, the Department of Workforce Services, and WEDA will have the advice and information.

PUBLIC SERVICES

The creation of a town center belonging to the town and including law enforcement, fire suppression/safety.

Challenge: *The creation of a physical town center can best be left to Business Council staff. Regarding some of the other aspects mentioned during the listening sessions, read on.*

Challenge: Exploration of establishing a law enforcement presence.

Resources: When contemplating the idea of establishing a police presence in SVR, a visit with Bryon Oedekoven, Executive Director of the WY Association of Sheriffs and Chiefs of Police, could be helpful. He

can be reached by calling 1-307-682-8949 or by email at byrono@direcway.com. He can also be contacted through WASCP, PO Box 605, Gillette, WY 82717-0605.

Challenge: Fire suppression

Solutions: There seemed to be many SVR citizens concerned about potential fire issues. It also was mentioned that some citizens had a background with fire safety. Consider recruiting some of these citizens to investigate the following resources and report back to the town their findings and suggestions.

Resources:
Teton Interagency Fire, PO Box 170, Moose, WY 83012, 307-739-3630
http://gacc.nifc.gov/egbc/dispatch/wy-tdc/education-prevention.html

Firewise Communities, http://www.firewise.org/usa/wyoming.htm

Terri Potter, Alpine Fire Chief
307-654-7581, alpinefireemsdept@hotmail.com

Fremont County Firewise Community, http://www.fremontcountyfirewise.com/links.htm
Criag Haslam, District Chief Fremont County Fire Protection
307-857-3030, chaslam@wyoming.com

Miscellaneous challenge: A town map. During the listening sessions someone mentioned how challenging it was to get around SVR and the need for a town map.

Resources available: A very easy to read town map of SVR exists on the Lincoln County website under Lincoln County/Planning/GIS/Basic Road Map. The link to the map is:
http://www.lcwy.org/documents/NorthLincolnCntyroadsmap3.pdf

COMMUNICATION:
Challenge: To enhance communication between the town and the citizens; the citizens and the association board; the town and the association; and between various demographic groups in the community.

Solutions: One of the comments we heard included the statement that *"growth is emotional for a community."* As SVR and the SVRA have been tied so closely in the past, and as much as it has been explained over and over, more communication would benefit your citizens. A brochure explaining the services of the town, *who* to contact for questions or concerns, and *how* could be developed. This brochure would be sent to all current residents, and after it has been distributed once, be given with each new water hook up, and copies available at town hall.

Additionally to help citizens understand the difference between the Town of SVR and the SVR Association, I would suggest one or two easy-to-read brochures noting who does what.

The Town could do a brochure emphasizing the services they provide, with a *notation* of what the Association provides; and the Association could do a separate brochure emphasizing what they provide to their members. One brochure could also be produced with bullet points showing the differing roles and responsibilities of the Town and the Association. If you decide on one brochure I would suggest making the points of who does what very simple to understand, and to divide those points into separate sections of the brochure.

Resources: I would be glad to help anyone set up such a brochure. I can be reached by emailing gnewman@wyomuni.org or by calling 307-632-0398.

Miscellaneous regarding communications:

As many people expressed frustration of paying for services they do not use, it would be beneficial for the association to note what the membership fee covers. It is also helpful to provide a reminder that in the long run everyone in a community benefits from improved community services and facilities, even those who are not immediate direct beneficiaries.

Star Valley Ranch is a beautiful area with great potential – which will become reality only if all of the community accepts some responsibility to support the common good.

One suggestion was made to have a marquee at the entrance by Town Hall listing a schedule of activities available. A marquee may not be in the budget, but a simple one-page calendar may be.

If town staff had a specific deadline of when the information was due at town hall, it would not be a huge amount of work to make this calendar or schedule and enclose it in water bills. I would limit the calendar to the activity name, dates and contact person until you get an idea of how much time is spent putting this together. Better yet if you can get a volunteer to put something together, perhaps the town could make copies to put in the bills without undue cost and staff time.

GOVERNANCE OF THE COMMUNITY AND REVISIONS OF THE DCC&R'S.

This is politically a very sensitive area. The process cannot be rushed and there must be intense communication efforts. Legal expertise is essential in the process. It may be very helpful to have a trained facilitator to assist in the process – someone who has no stake in the outcome. The UW Cooperative Extension Service may have such a person on staff. Your area rep is Mary Martin, Teton County Extension office in Jackson. 307-733-3087 or mmartin@tetonwyo.org.

Using interest-based negotiation processes may be the most viable alternative. It is quite likely that people who have staked out opposing positions on certain issues actually have very similar interests and can come to consensus quite easily once they develop the habit of understanding what the various interests are.

Jay L. Dunbar
US Forest Service (Retired)
P.O. Box 1526
Afton, WY 83110
(307) 885-2214
Jaydunbar@silverstar.com

Introduction:

The follow-up community assessment, conducted August 23 – 25, gave me the opportunity to witness first-hand the progress made in a number of areas identified as priorities in 2006. You are to be commended for your achievements!

Star Valley Ranch citizens certainly show a great deal of commitment to achieving their goals. The enthusiasm and personal involvement is unmatched as evidenced by the outstanding turnout and thoughtful comments we observed.

Thank you for your hospitality.

Theme: Community Safety and Health

Challenge: The safety and health of Star valley Ranch residents is of critical importance. Fire Protection, EMS and emergency preparedness are the essential to meet the needs of the community. In reality, the expectations of people are often greater than what can reasonably be provided. Rapid response, competent staff and good equipment take funding and time to assemble. The first step is to form a local emergency, safety and health committee.

Solution: The second step in solving community safety and health issues is to develop/promote a public awareness of safety issues. The issues common to most communities are hazardous materials, fire hazards, EMS delivery and management, law enforcement and accident prevention/education. Awareness is needed in order to gain commitment to subsequent actions.

The Committees Tasks will be to:

- Promote Cooperative Partnerships between the State of Wyoming, USDA Forest Service and surrounding communities for fire, EMS and law enforcement.
- Determine the steps needed to establish or become a member of a Fire District and mutual aid agreements and make recommendations to Town Council
- Support and sponsorship of educational and training programs.
- Develop and review (regularly) contingency and evacuation plans for forest fire and hazardous material incidents.
- Develop and present for approval cooperative agreements with Lincoln County Sheriff and Thayne VFD & EMT services.

- Development of a Disaster Preparedness Plan. In order to prioritize and assess the levels of "need" in the community, a compilation of statistics of records will be helpful.

It will also be necessary to develop a method for public safety communication separate from other e-mails, fliers or notices in order to maintain a focus on health and safety issues.

In order to address law enforcement issues such as speeding, dogs running at large, domestic violence and burglary etc. SVR needs to assess issues as to priority. Law enforcement education of SVR citizens is also an important aspect to consider. With this in mind, it is recommended that a permanent, deputized local law enforcement individual be assigned to the town as soon as possible.

Fire hazards related to defensible space and fuel build-up were a major issue with a number of individuals. As a way to deal with forest/brush fire hazards it may be possible to include the need of landowners to reduce fuel through the DCC&R's by requiring a certain level of abatement on a regular basis.

Additionally, the Forest Service needs to address the fuel loading within the Wildland/ Urban Interface. Any agreement should include a timetable to reduce fuels.

Assignment of coordinator/liaison to fulfill requirement is also recommended.

An immediate safety issue dealing with conflicts between motor vehicles and pedestrians, bikes and golf cars can be alleviated by creating specific paths outside the roadway. This is being dealt with and will be a major need for sometime, naturally safe access to recreation facilities will also become more critical as traffic increases and as commuter and school bus ridership grows.

Team Member Recommendations

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SC Commission for Minority Affairs
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Benjaminjwjr@aol.com

Introduction: Since the initial Community Assessment was completed in 2006, the Town of Star Valley Ranch has fully incorporated, continued to grow, and begun a process of project implementation to address its community needs. As a first time participant on the Assessment Team, I was impressed with the quality of the people, local leadership from Town officials, and the willingness of the Star Valley Ranch (SVR) Association leadership to forge mutual areas of collaboration on both Town and community needs.

Major Themes

INFRASTRUCTURE

Water and Sewer Infrastructure – a recurring challenge to the Town is the provision and maintenance of sufficient water and sewer infrastructure. Since the Town's incorporation, the leadership has pursued an aggressive effort to address current issues related to the Town's current aging water infrastructure, while simultaneously balancing the need to expand the current water system to better serve the needs of a more permanent year round population. An initial review of the demographic data of the Town reveals that while the overall Town population is slightly older (42.5 years is 2010) that the future population appears to be younger (41.8 years by 2015). These trends need to be examined in conjunction with the Town's future plans for the expansion of water and sewer services.

The age of the current water and sewer system also has an immediate impact on the costs of making the necessary repairs to ensure that current Town residents have access to culinary and sanitary water and sewer services year round. These repairs and costs should be articulated and communicated to residents in a transparent manner by Town officials. In addition, the proper marketing of the infrastructure expansion can aid the Town in ensuring residents that future costs will be spread out to minimize the impact on working families.

Road Infrastructure – a major challenge brought forth during the Community listening sessions are the changing needs and uses for the present system of roads within the Town. Town officials again are grappling with questions of how to best maintain the current roads from the elements in a cost-efficient and cost effective manner (from rain and winter snow), while also accounting for new demands placed on it by both year round residents, retired seasonal visitors, recreational vehicle use, and working families. Also important is the need for Town officials to address the competing needs and uses of the road system for normal traffic and develop an expansion plan.

Solution: Simply stated, road, water and sewer infrastructure costs continue to escalate. One asset that the Town has is visionary people who care about the future direction of the Town, and its ability to garner resources to meet the infrastructure needs of the population. Town officials can explore the following programs below to help address water and sewer infrastructure needs. An important first step will be to undertake an examination of the current demographic characteristics of the Town to identify more clearly who lives in Star Valley Ranch. This would focus on permanent versus seasonal residents, working families, recreational vehicle usage, and other visitors to the community.

Resources:

Contact(s) For Demographic and Related Community Studies:
Lincoln County Government Planning and Public Works Divisions
John Woodward, Planning Director
Office of Planning and Development
Phone (307) 885-3106
www.lcwy.org

Contact For Water and Sewer Infrastructure: USDA Rural Development Programs:

(1) Water and Waste Disposal Direct and Guaranteed Loans
(2) Water and Waste Water Grants

Ann Stoeger – USDA West Area Office Area Director
508 North Broadway, Riverton, WY 82501
Phone (307) 856-7524 Ext. 4
Ann.Stoeger@wy.usda.gov

Wyoming Water Development Commission (WWDC): The WWDC has grants available for Water supply projects including project construction and rehabilitation. Typical grants range from 50 percent to 75 percent of project costs. For further information contact:

Lawrence (Mike) Besson
122 W. 25th Street
Herschler Building, 4th Floor West
Cheyenne, WY 82002
Phone (307) 777-7626
lbesson@state.wy.us

The Drinking Water State Revolving Funds Program (SRF) is available to assist with water and wastewater system improvements. Loans through this program may be made for up to 20 years at an interest rate determined by the State Loan and Investment Board, which is currently established as 2.5%. A loan origination fee of one-half of one percent (0.5%) of the loan amount is collected.

For further information contact:
DEQ/WQD:
Brian Mark at 307-777-6371
bmark@state.wy.us

Road Infrastructure – Safe and well maintained roads infrastructure is also vital to the continued enhanced beauty of the Town. During the listening session, a repeated concern pertaining to road infrastructure was the need to keep the roads well maintained throughout the year, while also recognizing the need for multiple uses of existing roads. The determination of uses of the roads will require the Town officials to coordinate its efforts with county and state agencies to look at a broad comprehensive transportation plan for the Town. A component of the plan would look at immediate and future transportation needs with a primary focus on general safety and road maintenance, and recreational uses of the existing system of roads. A second component would examine future transportation needs closely linked to attracting seasonal visitors to the community as well as transportation needs related to commercial, business and economic development.

Solution: The state of Wyoming has state programs that can provide funding alternatives to the Town in order to both maintain the current system of roads, while enabling Town officials to seek grant and/or low interest loan funding to expand the Town's road system over the long term (next ten to twenty years). Any long term road infrastructure expansion for the Town should be considered in conjunction with working out amicable solutions with the surrounding Towns of Afton, Thayne along with assistance from Lincoln County.

Contacts for Road Infrastructure:

The Wyoming Business Council (WBC) administers the Community Development Block Grant Program. For further information contact

Elaine Zempel, Southwest Regional Director.
Wyoming Business Council
Phone: (307) 877-2203
e.z@wybusiness.org

The Office of State Lands and Investments: This agency provides grants and loans for infrastructure projects. Specifically, the agency features three programs that could assist the Town in maintaining and expanding its road infrastructure:

Office of State Lands & Investments
Mineral Royalty Grant Program
122 West 25th Street, Herschler Bldg. 3rd Floor West
Cheyenne, NY 82001
Phone (307) 777-7331

Office of State Lands & Investments
Transportation Enterprise Grant and Loan Program
122 West 25th Street, Herschler Bldg. 3rd Floor West
Cheyenne, NY 82001
Phone (307) 777-7331

Office of State Lands & Investments
Wyoming Joint Powers Act Loan Program
122 West 25th Street, Herschler Bldg. 3rd Floor West

Cheyenne, NY 82001
Phone (307) 777-7331

The Office of State Lands and Investments have several agency contacts within its Grants and Loan Division and Mineral Royalty Division.

Time Frame(s) for Implementation

Water and Sewer Infrastructure – The prioritization of minimizing the fiscal cost impacts of the existing water system repairs will need to continue over the next two years while Town officials continue to identify and secure grant and low interest loan funding to expand the current water and sewer systems over the next five to ten years.

Town officials will also want to take into consideration the comments provided during the listening sessions regarding the various types of projects desired by Town residents. This input can be used to obtain engineering expertise on much current and future capacity the Town's water and proposed sewer system would need to be. The proposed system of culinary water and sanitary sewer should feature engineering recommendations, time lines and preliminary cost and use estimates regarding how the system can operate on its own, as well as what the future costs to residents would be if a county or regional water and sewer system is proposed.

Road Infrastructure – The development of a sufficient road infrastructure for the Town of Star Valley Ranch is tied to current county and state planning and zoning regulations on one hand and the prioritization of road projects by types of use on the other. Both the Town of Star Valley Ranch and the Association leadership should work together to obtaining input from residents. Each side can use this information and feedback to give to transportation planners. This will help to determine how to best develop a system of roads to meet competing residential, recreational, commercial business and economic development needs.

In order to maintain the current beauty and property values of the Town's residential community, the Town officials and SVR Association should work to complete a comprehensive plan (with road, water and sewer infrastructure components) within the next two to three years. Input could be provided through the Lincoln County Planning Department and state Transportation Agency.

The chart below summarizes individual and joint roles and responsibilities pertaining to water, sewer, and road infrastructure project initiatives.

Recommended Roles and Responsibilities:
Infrastructure for the Town of Star Valley Ranch, WY

Town of Star Valley Ranch	Star Valley Ranch Association	Joint-Town of Star Valley Ranch and Star Valley Ranch Association
• Continue to seek grant and low interest loans for current water system expansion. • Work with Lincoln County Planning relevant WY state agencies on comprehensive plan with water and sewer components (2 to 5 years). • Identify short term grant funding list of projects for two to five years to maintain current and expand system. • Communicate costs plan to SVR Residents (in partnership with SVR Association Leadership. • Work with SVR Association and Town residents to develop short term (2-5 year), intermediate (6-10 year), and long term (11-20 year) infrastructure project list (based on Survey).	• Work with Town Leadership on revising DCC&R's by 2011. • Examine how DCC&R's can impact expansion of infrastructure for intermediate and long term projects. • Administer survey to SVR Association members (and town residents) to identify short term (2 to 5 years), intermediate (6 to 10 years), and long term (11 to 20 years) projects that could impact infrastructure use (recreational roads), Barn and Silo other projects year (round). • Communicate survey results to permanent SVR Association members; assist town with marketing, communication to community residents.	• Work with Town Leadership on revising DCC&R's by 2011. • Work together to prioritize infrastructure projects related to a comprehensive plan to install, maintain and expand road, water and sewer infrastructure projects. • Develop joint communication information on infrastructure uses and needs: Town-Municipal needs for town residents. • Star Valley Ranch Association – focus on needs specific to SRVA; recreational seasonal, tourism and other special events. • Disseminate and provide specific information to Town residents. • Develop mutually agreeable funding and in-kind services agreement(s) for funding match for roads, water and sewer projects to secure needed infrastructure projects.

Town officials and the SVR Association leadership may also want to jointly consider studying the impact that the update of the 2011 DCC&R's will have on the provisional development of property, allowable uses of the property, and how property restrictions could impact the expansion of road infrastructure to encompass future recreational, commercial and business development opportunities.

Equally important to expanding the road infrastructure is what rights of way, zoning changes and other impacts would need to occur in regards to the provision of water and sewer infrastructure. Input from residents on the need(s) pertaining to road infrastructure, water and sewer expansion can be obtained by way of surveys and information meetings. Findings can be presented to the residents as a part of the Town's (and SVR Association's) Communication Strategy. Road infrastructure expansion and maintenance projects can be shared with the community in public meetings with priorities and projects displayed by short term (2 to 5 years), intermediate (ten years) and long term (20 years), as well as information provided to residents on sources of funding and their share of the costs.

ECONOMIC, WORKFORCE AND BUSINESS DEVELOPMENT

Since the last Community Assessment was completed, the Town of Star Valley Ranch has continued to remain somewhat insulated from broad fluctuations and downturns in the national economy. Because the immediate SVR community has remained as a higher income retirement community in comparison to the surrounding Valley towns of Thayne, Afton, Etna, and less so, Alpine, it has yet to experience the full economic impact of the current recession.

The Town of Star Valley Ranch is presently at a point in time in which the Town leadership and the Star Valley Ranch Association will need to consider the development of a comprehensive economic development strategy. This strategy will need to incorporate a minimum of three components:

(1) A workforce development, job training and entrepreneurial business strategy for newly arrived and year round existing working families.

(2) A commercial development, business recruitment and business retention strategy to [re-] capture local consumer and household expenditures and expand the Town's tax base, and

(3) An economic development strategy, which capitalizes off of the Town's natural resource amenities, seasonal recreational assets (golf, tennis), as well as the identification of spin-off activities which can bring in a mix of seasonal and permanent residents.

Challenges: The Town of Star Valley Ranch's future economic viability and sustainability is tied to how well the leadership can capitalize off of its multiple assets of strong leaders, a multitude of talented individuals with former business, workforce, and economic development skills.

Town officials will need to work closely with the SVR Association leadership to establish a consensus on the Town and community's direction. A clear delineation of responsibilities and roles should be identified as the Town works together with the Association to build consensus on each of the three economic development components of workforce development, commercial business recruitment and retention, and the economic

development strategy. Communication of the strategy components to Town and Community residents will also be essential to the overall success of any strategy efforts.

Workforce Development and Working Families: Two of the problems and challenges facing the Town and the Association is the increase in number of working families with children and the lack of available, higher wage job and income earning opportunities within close proximity to the Town of Star Valley Ranch. A related issue of more importance to Town officials deserving future consideration is not only where families work, but also where do they make the majority of their consumption purchases.

While Wyoming as a state and selected communities in Western Wyoming may fare well overall, the current economic downturn nationally has resulted in the availability of fewer higher wage job opportunities and longer term unemployment for individuals with lower levels of education or years of work experience. In addition, while not uncommon, those Star Valley Ranch residents who are currently employed often travel long distances (up to 50 miles or more) to work within Lincoln County or even the short distance into Idaho. Without securing job training, retraining and other related workforce development opportunities, working families may feel permanently trapped with limited employment options. More importantly, without current information, Town officials and the Star Valley Ranch Association leadership may experience some difficulty in documenting the extent of this problem and its impact on serving the needs of Community residents. Residents in turn, cannot contribute to the local tax base through consumption expenditures and other tax payments such as the Fifth (5^{th}) Penny Tax.

Solution: The development of workforce development, job training, and job assistance solutions for Town residents will require some validation of the total number of working families in the Town (and surrounding community) their residence status (year round versus seasonal or other) and their specific training needs. As a part of the Town and Star Valley Ranch Association's communication efforts, the Town can develop and publish its own Residential or Community Directory. Included in this Directory is a returnable survey that identifies workforce skills, job training, as well as entrepreneurial interests. The Directory can be published once per year. [However] The survey can be administered twice yearly. This survey information can be returned locally by residents to the Town Hall Offices. The Association leaders may also want to use Community youth to help complete the Survey. Funding can be set aside by the Town and fees from the Association utilized to have youth conduct phone interviews or contact family members and friends who represent seasonal residents who live out of town. Information can be published and used by both Town officials and the SVR Leadership. Both can utilize the information to identify workforce training grants and eventual employment opportunities for residents.

Resources:

Training and Workforce Development assistance is available through Wyoming's Community College System of seven Community Colleges. For more information, contact:
Western Wyoming Community College (WWCC)
Professional Technical and Community Education Department
Phone (307) 875-2778 Ext. 326
www.wwcc.wy.edu/cont_ed/

Wyoming Business Council: Community Facilities Grant
USDA Loan Program Rural Development Community Facilities Program:
The USDA Community Facilities Grant and Loan Program enable units of government and non-profit entities to seek funding to construct facilities for multiple uses. The Town of Star Valley Ranch and the SVR Association should consider jointly applying to USDA to construct a Workforce and Business Development Training Center. An alternative project would be to apply jointly with the Town(s) of Afton (and Thayne) to convert the Elementary School or a portion of the School into a Workforce Development and Business Training Center.

Contact: USDA Rural Development – West Area Office
Ann Stoeger, Area Director
508 North Broadway
Riverton, WY 82501
Phone (307) 856-7524 Ext. 4
Ann.stoeger@wy.usda.gov

Contact: Wyoming Business Council
Community Facilities Grant and Loan Program
Phone: (307) 262-4326
Wyomingbusiness.org/community_assistance/
Wyomingbusiness.org

The Wyoming Business Council also has other community based programs geared toward enhancing the growth of the Town of Star Valley and the surrounding community in order to attract new businesses, or facilitate related types of development activities.

Commercial Development, Business Recruitment and Business Retention Strategy

Challenges: The leadership of the Town of Star Valley Ranch is faced with a key set of decisions. Do we want the Town to be only a retirement destination community? Do we or can we grow the Town and meet the current consumption and related need of residents through the attraction of new businesses to the Town? What will business attraction mean in regards to the provision of increased municipal services? What relationship and role can the Star Valley Ranch Association play in working together with the Town leaders in attracting businesses to the Town? What strategic alliances should be formed with neighboring municipalities? Each of these questions poses a challenge to Town, the SVR Association and its current leadership.

The challenges posed by each question however, provides a unique set of opportunities for both sets of leadership to focus individually and jointly on formulating a business attraction, recruitment and retention strategy.

Solution: The feedback from Community residents during the listening sessions identified two key types of businesses needed for the Town: (1) Commercial business to provide goods and services for year round residents and working families, and (2) New businesses in close proximity to the Town (and surrounding communities) which pay livable wages, and can employ residents close-by without lengthy out-commuting distances to work.

The recent Community Evaluation completed by Town Staff, and the SVR Association leadership provided an initial set of data relative to the availability and access by Town residents to needed goods and services provided by businesses. Feedback during the listening session by residents also gave some information on the types of businesses desired to meet immediate demands. This data can be used along with the general feedback on specific types of businesses requested by community residents to identify and target specific businesses. Business can be targeted by size of retail (or commercial) establishment or service provided for individuals and families, and services provided to serve various segments of the community (youth, seniors, working families, cultural and recreational). A strategy can be devised by both Town and SVR Association leadership to attract businesses to the area over a two to five year period.

Resources:

Contact: **Wyoming Business Council-Business Ready Community Programs.** The Wyoming Business Council has several programs under the Business Ready Community's Initiative. These include **(1) the Community Readiness, (2) Downtown Development, (3) Community Enhancement, and (4) Child Care/Senior Care Programs.**

Wyoming Business Council - Business Ready Community Programs
Phone: (307) 777-2800 or (800) 262-3425
www.wyomingbusiness.org/community/

In addition to the community assistance provided through the Wyoming Business Council, it is recommended that the Leadership of the Town and Association survey residents at least once yearly to identify what specific business and services they would like to see located in their community. This information can be used to formulate the Town and SVR Association joint business recruitment strategy. Where possible, Town officials may also want to work with county and regional officials of the Wyoming Business Council.

Community, Asset Based Economic Development Strategy

Challenges: The listening sessions provided the leadership of the Town and SVR Association with information on competing demands by Town residents for the enhanced growth of the community through commercial business and economic development. Feedback by residents, as well as admissions and comments from the leadership reiterated the abundance of natural and scenic beauty, enhanced recreational opportunities, and the challenges of recruiting business and economic development opportunities to the area. These opportunities can allow community residents, Association members and Town officials the opportunity to benefit from future development. This will require that leadership focus on a business and economic strategy. The business and economic development strategy should include these suggested components.

(1) Infrastructure Growth and Maintenance Strategy – this would include a prioritized listing of infrastructure and tax base enhancing projects. Short term, intermediate and long term projects can be developed based on respective timelines of two to five year, ten year, and twenty year projects.

(2) Tourism Retirement Destination and Recreation Strategy – this would include a strategy and prioritized listing of project initiatives to target seasonal and year round residents with interests in golf, skiing, hunting and off road sports.

(3) <u>Family, Youth and Related Business Activities</u> – this would include any activities strategically targeting programs and business activities of working families, youth and seniors. It would also suggest business and entrepreneurial activities for these special populations.

<u>Solution</u>: **The Wyoming Business Council (WBC)** provides project assistance in two areas (1) Community Readiness – which aids communities in building the infrastructure to ready itself based on its strategy or action plan, and (2) Community Enhancement Projects – which assists the community in enhancing the community's aesthetic characteristics.

<u>Resources:</u>

Contact:
Elaine Zempel – Southwest Regional Director
Wyoming Business Council
1100 Pine Avenue, Suite 3F
Kemmerer, WY 83101
Phone (307) 877-2203
www.wyomingbusiness.ort
e.z@wybusiness.org

Typically, the development of a business and economic development strategy involves some strategic planning. The WBC, through the Community Development Block Grant Program provides Planning Only Grants, Job Training and Technical Assistance Grants for Economic Development purposes. The WBC also has the Main Street Program administered through the Wyoming Association of Municipalities. The state requires that a county government serve as the lead applicant. However, local municipal governments can serve as a joint applicant.

Contacts:
John Woodward – Planning Director
Lincoln County Government Phone: (307) 885-3106
www.lcwy.org

CDBG Economic Development Grant Program
CDBG Economic Development Program Manager
Phone: (307) 777-2821

Also, where possible, the leadership group from the Town of Star Valley Ranch and the Star Valley Ranch Association will want to continue to work with Wyoming Rural Development Council and the current Assessment Team.

<u>Solution: Tourism, Retirement Destination and Recreation Strategy</u> – In some cases, leaders may not view the incorporation of tourism and retirement as a viable economic development and business strategy. During the feedback obtained from the Community listening sessions, it was mentioned several times about the need to identify Star Valley Ranch as a tourism and retirement destination. A strategy with this focus can increase opportunities in growing the community. In this regard, some attention should be given by leadership to

approaches that can enhance the community as a vacation, tourist destination or retirement location. Technical assistance and marketing expertise can be provided through the Wyoming Department of Travel and Tourism.

Resources:

Contact:
Alan Dubberly, Deputy Director
Wyoming Travel and Tourism (WTT)
Phone: (307) 777-8561
Alan.Dubberly@visitwyo.gov

Prior to contacting the Wyoming Travel and Tourism (WTT) Division, Town Officials and Star Valley Ranch Association may want to facilitate one or more meetings with community residents. These meetings could gather informal and survey input regarding the types of recreational and tourism activities viewed as important by community residents. This input and findings can be shared with WTT staff to obtain technical assistance, develop materials and receive marketing advice to promote the Town as a recreation and retirement destination.

Solution: Family, Youth and Related Business Activities – While the Town officials can work closely with the SVR Association leadership on a joint Economic Development and Business Strategy, another key area of activities can focus on the identification of programs and activities for each of the Towns major populations: youth, working families, and seniors.

The Wyoming Business Council provides local governments with a range of programs to build community infrastructure, provide incentives to attract businesses and potential industry, as well as train the existing labor force for new jobs.

Another untapped or sometimes overlooked resource within communities is local and Community Foundations. Community Foundations often provide funding for specific program activities, while also serving specialized needs at the community level.

Foundation funding can also help leverage existing federal and state funding dollars which normally are limited to traditional brick and mortar infrastructure and building facilities projects.

Information provided during the listening sessions highlighted the need for the Town and SVR Association leadership to provide more activities for youth and working families. Community and Business specific Foundations can help fill a specialized niche throughout the year. Foundation activities involving youth, working families and seniors focus in several areas including general and specialized job education, character education, workforce development, entrepreneurship, health, and public and community service.

Resources:

Contact:
Wyoming Community Foundations
Community Foundation of Jackson Hole
Katherine Conover, President
PO Box 554 – 225 East Simpson Street

Jackson, WY 83001-0574
Phone: (307) 739-1026
KConover@cfjacksonhole.org
Website: http://www.cfjacksonhole.org

Contact:
Wyoming Foundations, Grant and Funding Opportunities
Wyoming State Library
WYLD Library Consortium
www-wsl.state.wy.us/sls/grants

The Wyoming State Library System provides links to state grant funding sources. These include the Cooperating Foundation Center libraries (http://fdncenter.org/collections.index.html), and Wyoming's Foundation Directory. The Website also provides links to other website with grant and program information that can assist both the Town and Association Leadership with identifying grants programs for youth and working families as well as potential non-government funded business and entrepreneurship programs.

In addition to Community Foundations another major advantage that Town and Association officials have are access to state grant and loan programs closely linked to Wyoming's natural and mineral resources.

Contact:
Wyoming State Forestry Division
Community Forestry Program
1100 West 22nd Street
Cheyenne, WY 82002
Phone (307) 797-7586

The state of Wyoming Community Forestry Division has two small Forestry Education Grant programs that provide general education on Forestry, and tree planting to preserve and protect the community.

Resources:

Contact:
University of Wyoming Cooperative Extension
Lincoln County Extension Office
Afton Office
150 South Washington Street
PO Box 309
Afton, WY 83110-0309
Phone (307) 885-3132

In addition to the traditional youth and 4-H Development Programs, Cooperative Extension collaborates with communities on issues related to families, youth, households, nutrition, health and safety.

The Wyoming Business Council and the Wyoming Small Business Development Center also has several business assistance and loan programs for existing, as well as start-up, women's and veterans' businesses.

Contact: **WyomingEntreprenuer.Biz** – **WyomingEntreprenuer.Biz** consists of the Wyoming Small Business Development Center, the Procurement Technical Assistance Center, and the Wyoming Market Research Center. This consortium of small business entities can provide technical assistance to individuals interested in starting a new business, marketing an existing business or related technical assistance needs for individual companies, women and veterans.

Mark Atkinson – Regional Director
WyomingEntreprenuer.Biz
Small Business Development Center
1400 Dewer Drive – Suite 205B
Rock Springs, WY 82901
MAtkins2@uwyo.edu
http://www.wyomingentrepreneur.biz

Contact:
Elaine Zempel – Southwest Regional Director
Wyoming Business Council
1100 Pine Avenue, Suite 3F
Kemmerer, WY 83101
Phone (307) 877-2203
www.wyomingbusiness.ort
e.z@wybusiness.org

Time Frame(s) for Implementation

Workforce Development and Job Training – the Town leadership of Star Valley Ranch should work closely with the Association to identify the total number of families who represent working families as well as some general characteristics of these families. Efforts could be made to conduct a focus group or other effective survey with year round residents over the next year. Information on seasonal or out-of-town residents who are property owners could take longer. For planning and economic development purposes, this effort should be completed within a two year period. Data findings could be communicated back to the residents as part of the Town Communication and Information plan. These findings can also help inform the process of development of local entrepreneurs that can add businesses and new jobs to the Town and community.

Commercial Development, Business Recruitment and Retention Strategy – Implementation of a business recruitment and retention strategy represents an on-going process with the nurturing and development of collaborations at the local, county and state levels. Given the Town and Association's current leadership, a minimum time frame of two to five years to develop and implement an initial strategy is possible. This strategy should focus on business recruitment and local leadership development. Where possible, citizens input will need to be an integral part of the process. Assistance from the Wyoming Business and Rural Development Council will need to be maintained on an on-going basis.

Economic Development Strategy – The implementation of the economic development strategy is equally important to the future development of the town as a recreation or retirement destination. This implementation

may require a longer period of time to refine and implement. Agreement by both leadership teams as to the future direction of Star Valley Ranch will need to be clearly worked on by both sides. This will require some strategic planning and visioning. This process will also need to incorporate clearly delineated roles and responsibilities to ensure that the Town, the Association and the surrounding community can attract its share of desired business and economic activities, while not creating misunderstanding with other towns in the County.

The chart on the next page summarizes individual and joint roles and responsibilities pertaining to economic and business development.

Recommended Roles and Responsibilities: Economic Development for the Town of Star Valley Ranch, WY

Town of Star Valley Ranch	Star Valley Ranch Association	Joint-Town of Star Valley Ranch and Star Valley Ranch Association
• Develop a five to ten-year economic and business development strategy with a local leadership and youth component. • Develop priority list of economic development projects based on community input. Projects should focus in these areas: 1. Workforce Development 2. Small Business Development/Entrepreneurship 3. Recreational Retirement Location • Work with county, regional and state entities on an economic and business development strategy. Strategy would target business recruitment, retention and expansion (2 to 5 year strategy then on-going implementation). • Seek and apply for economic development and Business assistance grants to target businesses into or near the Town and community (2 to 5 years, then on-going). • Apply for grants to expand infrastructure and construct facilities based on the economic and business development strategy.	• Survey Association members and the community twice annually to identify permanent versus seasonal residents and visitors. Include survey questions to identify needs of working families, youth and seniors: 1. Empowerment and training issues 2. Interest in starting own businesses 3. Business recruitment to the Town to meet consumer purchase needs • Where possible, examine ways to utilize Association fees to serve as matching funds for grants that target business development and job creation relative to areas of interest to the SVR Association (recreation, tourism, youth and senior programs). • Work with the Town Leadership to market the Town as a retirement, tourism and recreational destination. • Identify specific programs to serve youth, adults and seniors based on Survey of Association membership.	• Work together to publish Town Directory. Communicate survey results on 1. Working families and training opportunities. 2. Town specific business recruitment efforts. • Develop joint marketing and branding of Town as a recreation and retirement destination. • Apply for foundation grants for programs to address community needs impacting working families, youth and seniors. 1. UWY Cooperative Extension 2. Wyoming Community Foundation 3. USDA 4. BLM/Forestry 5. Other Foundations • Work together to help recruit businesses and jobs to the community and Town. • Identify community based projects and work with surrounding Towns on mutually beneficial projects: 1. Youth and Seniors 2. Working Families

What are the Problems & Challenges in Your Community?

TOWN OF STAR VALLEY RANCH PROBLEMS & CHALLENGES

Problems and Challenges

- Roads – need improvement
- Aging leadership
- Water
- Rules and regulations needing enforcement
- Lack of Businesses
- Lack of footpaths
- Barn and silo
- Aging leadership
- Year round community building
- Roads – paved or better maintained
- Year round businesses and businesses into the town
- Prioritization – so many things to do what do we do first
- Getting in tune with what the needs of the community are...I.e. younger people with kids – do we need more parks?
- Transition from summer resort to full fledge town is a challenge
- Fire and safety
- Community development and commercial business development
- Bringing community together (hard to melt young and old community members)
- Separate and joint master plans
- Association has to be as active as the town
- As we grow, the lack of town land for future growth (fire station, library)
- Water
- Roads
- Commercial businesses, lack of
- Roads
- Water
- Commercial development
- Roads
- Complete what we start is a major challenge
- Water and road projects completed
- Ability to communicate with absentee property owners
- Ditto

- Roads
- Financing of everything we want to do
- Community center
- Figuring out what we should do for our youth
- "If it is for the kids it is good for the community"
- Bringing the community together
- Roads
- Bringing the community together
- Fire protection
- Ditto
- Ditto
- Ditto
- Year round faculty
- Something for youth in the community
- No emergency communication system – work with town
- Ditto
- Roads
- Fire protection
- Communication
- Ditto
- Year round facility
- Fire protection
- When we grow up do we want to be a bedroom community or destination community? We need to think about that
- No sewer system (municipal sewer treatment facility)
- Making everyone happy at the same time with 30 miles of graveled roads
- Citizens and not enough money
- Citizens do not have enough to do so they call and complain about everything at any time
- Squeaky wheel gets the grease here – people that are here for 3 months get priority treatment
- People don't pay attention to information – read a first line of a bill or information and complain or think before they understand the situation or information – don't think something through
- We have residents that have a block in their mind between town and association – don't know we are 2 separate entities
- Ditto
- Lack of law enforcement presence on the Ranch
- Lack of money for better equipment – in the long run better equipment would save us money
- Ditto
- Ditto – buy equipment that does not do the job
- Lack of adequate staff on board to cover emergencies

- Lack of funding to pay adequate wages
- Ditto
- Budget in relation to equipment and not being able to serve the people with poor equipment
- Old water lines and causing leaks
- Need a vehicle to keep citizens informed – lack of ongoing communication
- Communication – problem is getting community to listen to information we are putting out
- Wages and benefits are too low
- Ditto
- Not enough staff to do all the work required
- Ditto
- Communicating to the people that we are still a growing town and we can't solve things overnight
- Ditto
- Ditto
- Ditto
- Ditto
- Low wages and communication
- Wages and short handed
- Communication with employees and staff of town – need two way communication

(Association)

- Marketing the ranch – signage is an issue. 3 miles off main highway, but need more signage to get people up here
- Restrictions in DCC&Rs
- Communication with the membership – confusion between town and association
- Changing demographics
- Ditto – in a state of flux with so many different opinions
- Clear defined plan to move forward
- Get younger generation involved
- Ditto
- It is no longer a summer place and our facilities are single season use only
- Attracting new businesses into Star Valley Ranch – Association is largest employer at this time
- Lack of marketing
- No amenities in Star Valley Ranch – no services here yet
- Ditto – it would be nice to go down the street to get a gallon of milk
- Ditto
- Don't have facilities to be a destination facility
- Lacking in choices of motel facilities – diminish opportunities
- Lack of small businesses
- Closest airport is Jackson so that becomes the destination
- National economy – driving everything

- Lack of marketing to make Star Valley Ranch a destination
- Confusion on who is who – Town and Association – identify roles of each and who pays for who
- Association has not been good at defining goal and mission of association and articulating that
- Lack of ability of association staff to get input from association members
- Association is squeaky wheel form of management – changing demographics has made it difficult for us to communicate with
- Hate the name "Star Valley Ranch" as a town – causes confusion – and makes people wonder why they have to pay for anything on the ranch
- Lack of respect for any rules here in SVR from visitors
- Member participation is terrible (voting, decision making)
- Safety issue with speeding, kids driving, etc.
- Perception of Star Valley Ranch (fighting, law suits, etc)
- Association: We keeping asking ourselves: Are we trying to make money or give service to our members?
- In a community like this, someone always has something they want to do so it gets moved forward and then everyone has to pay for it.
- Don't want to see any street lights
- Homeowners leaving lots looking abandoned
- Speeding and no enforcement
- Diverse community with young families as well as senior – don't think young people are living here for recreation
- Dust control is a problem
- Ditto
- Ditto
- Ditto
- Ditto
- Combining of community members has caused difficulty (young and old and want they want out of the community)
- Ditto
- Roads are improperly taken care of
- Communication is problem since everyone doesn't have a problem
- Attitude that we are wealthy community and everyone can afford to do all the activities and that we don't need any help
- Ditto
- Lack of law enforcement (kids driving arts and golf carts)
- Ditto
- Vacant lots (north side) have large tree falling over and no maintenance – creating fire hazard
- Reluctance of town to dabble in anything other than roads and water and assert themselves as the sole governing body
- Unity amount youth

- Ditto
- Ditto
- Difficulty of operation between town and association
- Ditto
- Ditto
- Ditto
- SVR and association are competing through taxation and assessment causing double cost i.e. when town formed roads and water costs were transferred to town and association costs were not reduced
- Elderly people living alone with reduced abilities and lack of services for them (meals, call, etc)
- Repair barn and silo into a year round facility
- Not street legal vehicles driving around with kids as drivers
- Snow machines and 4 wheelers going too fast
- Two entities running town
- Ditto
- Ditto
- Ditto
- Ditto
- Ditto
- Money put into roads, cheaper to pave
- Snow removal
- Public access to golf courses rather than through property
- Water freezing in homes in the winter
- Dealing with diversity of community – social and economic
- Ditto
- Lack of community support of senior center in Thayne
- Difficulty of meeting needs of those working and those not working
- Lack of recreation facilities for younger families
- Ditto
- Ditto
- Ditto
- Fire danger with empty lots – need direction on how to clear timber in wooded areas
- Lack of recreation opportunities for kids in the north end of town – huge amount of kids up there
- Lack of understanding of difference between town and association
- Problem with town council going paperless – can't see screen and writing is too small
- Re-think egress and ingress into BLM land (going to be an accident some day)
- Speeding on the roads
- Motorcycles
- Town assume association responsibilities

- Dogs – barking
- Ditto
- Swimming pool costs too much
- Ditto
- Barking dogs and dogs that bite – we now carry clubs
- Dogs
- Town does not support Thayne senior center – could do more to support
- Enforcement of the DCCR rules
- Ditto
- Ditto
- Ditto
- Consistency in enforcement of the DCC&R rules
- Double fees for building
- Transportation for seniors into town
- Water system
- What do I get for my $300 in assessments?
- Brand new town and going through growing pains and have been interesting
- Because of growing pains, the duality of two leaderships cause numerous problems
- Not like a regular town and have a lot of property available for new business so our revenue stream is not much which limits us
- Perceptions of needs and wants – newer families are opposed to older people who have been here and of course negative perceptions of SVR in the valley
- A community divided – Town and Association and don't seem to be coming together – too many association law suits going on
- Ditto
- Wyoming isn't familiar with an association and if you have not lived in one, you think we have 2 rulers – lack of understanding that they are two separate entities
- Seems to be the concept that we have 2 forms of government – both town and association. The Association is separate business. It needs to be made clear by the association
- This is an unusual town – boundaries are the same for the association and town – town needs to have a recreation department
- Problem with the Association – during election candidates said the association was a recreation facilitator- our fee did not go down when Town took over association duties
- Ditto
- Town is growing and will have tracks that are not part of the association
- Is it appropriate to have something in your town
- Association – given them $2M to buy ground we have already bought. Association should go away and be a town only
- Apathy – younger people don't have time to participate and don't feel their voice is heard

- Lack of traffic laws
- 909 homes here, 400+ are left empty when snowbirds leave. More than ½ of members are not Wyoming residents. Town is piggy bank to support Association
- Threat of fire
- Don't have arrest powers so scope of authority ends abruptly
- Can't give moving violation
- Property owners are not a problem, but visitors are
- Finding people's addresses on their houses
- We live on north end and no recreation area for us, no bike paths or no way to access it
- Roads – after it rains everything washes out and it is like a jackhammer to get up
- Pot holes on roads – the town tries to fix the holes and they just keep coming back
- When we do try to create our recreational activities we get yelled out by the rule enforcers i.e. sledding on a scarcely used road and she yelled at us and there was no kind interaction. We had people posted watching the road.
- Pool – life guard staff is not adequate (lifeguards just watch – overhear mothers talking about problems at pool
- Up at the north end, we try to build jumps and get in trouble – need a bike jump area
- Signage is lacking for Town amenities
- Not many job opportunities on the ranch for kids – have to drive to Jackson
- Rule enforcer does not warn us, just yells at us
- Lifeguards do not pay attention – boyfriends are down there and there is a lack of attention
- Speeding
- Lived here all our lives – sledding since we have been born and none of neighbors have complained
- Building something new for golfers – they could put the money into building something for the kids that is recreational
- Getting the rest of the community at the table – doesn't matter if it is association or town meeting – very little community involvement
- Two organizations taking a lot of money and providing few services for that money
- Ditto
- Getting reliable, permanent water service to the town
- Started at a retirement golf community – people here a long time they want to put everything back into the golf course and not the rest of the community and other interests
- Community doesn't know what the role of the association is vs role of the Town
- Communication in general – never seem to have enough or doing it the right way
- Distinct or presumed differences in the makeup of the community – snowbird and full time folks and they are different groups with different needs and ideas
- Don't seem to be reaching out to the families and working people of the community – lot of families here and not placing any emphasis on them
- Want to do more for the youth – better understanding of what the youth want

- With the 2 different organizations not sure who you should go to build something
- Fire threat
- Working families are busy with children that we don't get any volunteerism from that portion of the community
- How to reach out to young families and how to engage them in a conversation
- When the sign goes up that 55 and older live here we are gone – we get a lot of joy out of seeing children and young people – concern of lack of understanding in the generations
- Ditto
- Hard to have a community when you don't have town structure – other than town hall. No ball parks, no schools, etc.
- Negative perception in the valley of the people that live here – some is earned – but there are great people here.
- Ditto
- Activities and facilities in the north end – lack of and a safer way for them to get to the recreation facilities
- Maybe we aren't projecting a positive image of the ranch
- I get positive and negative responses about the ranch
- Lack of communication with Town government, lack of communication with Association, meetings being held in the middle of the day so you can't expect input from those of that are working
- Lack of new business and old business are going out and that is effecting all the communities in the Valley
- Ditto
- Area that has experienced rapid growth, development brings challenges, takes a while to bring infrastructure up with needs. Growth is emotional for a community
- Ditto
- Some people that have moved to Ranch expect it to be a Town, but there is still a transition between Ranch and Association, so it has caused problems with the rules of the Association (i.e. paying dues). Transition of melting the association and Town.
- Ditto
- Ditto
- Association/town dual government – Town has opportunity to address covenants in 2011
- No fences or structures – it is our property and we should be able to do as we please
- Star Valley Ranch constable harassed us on numerous occasions for things that we don't think is very serious, i.e. people parking road during a yard sale.
- The same short, medium and long-term goals are still on the table for recreation, such as tennis,
- Meet needs of changing demographics in the community
- When we have rapid change you need to commit to on-going review of community plans
- Codes have stayed the same – people have come from different places and it is hard to get people to comply with codes
- Ditto
- Trying to determine how much additional regulation we should put on activities

- Ditto
- With changes in DCC&R – need a community that is working together and not spreading apart
- Fire suppression in forest and on property itself
- Adjusting to growing pains and changes in the town from planning and building standpoint – interesting proposition to put standards in an area that has been wild west
- Putting good standards into place that will enhance safety and quality of life
- Law enforcement is going to be a growing need in this area, whether to increase county resources or joint efforts with other communities
- Tax situation is a challenge for communities – industrial activities in the south – north reaps the benefits – this are retraction activities and coal is more and more unreliable – natural gas is trendy, but runs out quicker than coal – long term big picture issue. If tax base diminishes and we have to make with our own taxes, we will have tough choices.
- So many needs and wants and so little time and money to get it done
- Ditto
- Planning for recreation and recreational activities is a challenge
- Water
- Commercial property
- Ditto
- Employment opportunities
- Ditto
- Ditto
- Ditto
- Ditto
- Ditto
- Squeaky wheel gets the grease
- Major gathering area
- Lack of amenities i.e. gas
- Economic development
- Lack of commercial property
- Lack of jobs
- Planned recreational activities
- Lack of qualified employees
- Communities working together
- Community unification
- Communication
- No gas station
- Economic diversification
- Water and roads
- Ditto

- Training opportunities
- Infrastructure
- Ditto
- Fire suppression
- NO parks and recreation
- Lack of higher education opportunities
- Ditto
- Ditto
- Ditto
- Communication
- Ditto
- Ditto
- Lack of funds
- Commercial services – 10 of one thing but not 10 different things
- Ditto
- Ditto
- Schools – concentrated on southern end of valley
- There is no 24/7 security. Once in a while one might see a sheriff's truck. Four tracs and golf carts have been stolen and taken for joy rides, trucks driving across greens and tearing up the surface. Underage drivers on our streets.
- There are no ordinances for shooting firearms on the ranch. Fireworks and open fires are all that is in place. We have lots of children on the Ranch and no firearm ordinance.
- Our SVR infrastructure is near the end of its life. No funding assessments are in place to rebuild our infrastructure.
- The swimming pool, playground is way too small for our growing population and are in the wrong location. The hazards of the adjacent golf course are an accident, waiting to happen and a subsequent law suit.
- The same short, medium and long term goals are still on the table for recreation such as tennis, pickle ball, athletic fields, hiking trails, etc.
- No roads have been paved
- The water meter system did not take in lawn watering and the lawns will be brown now because of low pressure and the expense of the water usage is not good
- Noise (motorcycles, dogs, fireworks, gunfire, diesel trucks and screaming kids
- Money, roads, sewers, Association
- Lincoln County Commissioners do not help the Ranch Town as they should
- Group at odds with Association. People don't aide by covenants we pay $100 year to store son's pick up and small flat bed trailers, yet there are 5th wheels all over ranch. We resent that.
- The major problem is two administrations Town of SVR and SVRA. SVRA needs to turn all facilities over to the Town and disband
- Traffic, speed control on streets/highways

- Kids driving golf carts at high speeds
- Weed control
- Loud mufflers on cars and motorcycles
- Modernization/change of orientation/vision of SVRA from "elite" golf resort to mountain community
- SVR Road crew is modifying roads, therefore building roads, they are not experts and in many cases create problems where none existed before modification was done
- The town of Star Valley Ranch and Star Valley Ranch Association are tow "Governing" entities which complicates the process of providing a well balanced community meeting needs of citizens. The need for the Association is obsolete.
- Lack of leadership for the House an entertainment Committee
- Water aerobics class for women should not pay a fee – the assessment is enough
- People who do not follow the DCCR's – allow under age drivers on golf carts, ATV, dirt bikes, on our roads, run stop signs, talk on the phone while driving, speeding
- Barking dogs
- Communication (lack of) – need better communication between town and residents, association and residents and way for residents to communicate with each other (online, bulletin board) listing yard sales, trades, services, activities.
- It has become a bedroom community for Jackson, WY. You have mixed use in permanent and part-time residents. Both parties need to be included in decisions; many homes are not taken care of.
- We think there are far too many dogs and are particularly annoyed by the ones left home all day while owners are gone (probably at work).. They (or many of them) just bark and bark and bark.
- It doesn't seem like the DCCRs are being enforced – sizes of buildings, RVs on lots, speeding, fireworks on ranch
- Some of the roads got so bad that we had to drive into the barrow pits to avoid the horrible holes.
- Lack of road repair
- Lack of leadership
- The Association should be dismantled now that we are a town
- Need of a new water system – we have every low pressure and nothing can be done until a new, larger main line is installed
- DCCRs and the Association of old golfers
- 2 governing bodies – let's just have a Town
- We would like to see the DCCRs eliminated totally. The Association should be strictly recreation (golf) as a "country club".
- The town should be responsible for all the rest as in other towns
- 2 organizations managing the ranch
- 2 taxes from organizations managing the ranch – why not just one
- Nowhere for children to ride motorized vehicles, i.e. track, etc.
- No approval yet to fence in backyard
- No decent playground

- Road conditions – potholes, dirt roads
- No need to have an association – we are a town
- Water system
- No zoning and building codes
- Unlawful use of ATVs/snowmobiles on streets, especially underage users
- Rusty water pipes
- Pot holes in paved roads
- Town wants to become fancy city town, people don't want that, moved here to get away from that
- Maintain communication with the SVR Association
- Improvement/maintenance of water system and roads
- Water systems
- Relationship between the SVR and SVRA
- Both SVR and SVRA have building committees
- Getting outdated DCCRs changed to accommodate modern times and requirements. Overcome voter apathy so we can get the necessary 70% of voting membership
- SVR has negative image due to problems with SVRA excessive membership dues, overzealous DCCRs and an Association that is largely out of touch with the membership. This greatly affects the sale ability of property here.
- Lack of shopping in the area and excessive prices in the stores that are available.
- SVR association and town are competing to meet needs of diverse community thru taxation and assessment thereby creating a "double cost" to town residents and association members who are one and the same.
- The Association does not recognize the diversity of community it represents. Total community wishes and needs are not being heeded.
- Road erosion
- Water pressure
- Interactions with the enforcement officer here have been negative and confrontational. This poses a problem for my children to be respectful and have a positive attitude toward law enforcement
- The willingness of the leadership of the town to acknowledge and participate in programs like the senior center in Thayne.
- The town and Association leadership needs to realize how the economic downturn in Lincoln County is affecting many families and get rid of the elitist attitude that everyone is rich who lives on the Ranch.
- It is cheaper to take children and grandchildren to the RV pool to swim rather than go to the SVR pool.

What are the major strengths and assets of your community?

TOWN OF STAR VALLEY RANCH STRENGTHS & ASSETS

Strengths and assets

- Volunteers that come together to clean up community
- Retired community of folks that have good skills and willing to volunteer
- Ditto
- Volunteers
- Good team to get things in the town to get things where they are today
- Ditto
- Ditto
- One team heading the same direction – both town and association
- Community leaders worked hard to get grant writing
- Beautiful area that people like and people are willing to contribute to it
- For a town that is 4 years old – heading in the right direction
- Define Star Valley Ranch– sense of community & people in the Valley know where we are
- Team of council – pull the town together and achieved so much so far
- Natural resources
- Natural beauty and the four seasons
- Can't change the natural beauty of this area – you can change the council
- Can't change the influx of people coming here due to the natural beauty
- Volunteerism
- Proximity to natural beauty and recreation
- Leadership flexibility – willing to change and modify the direction and achieve what you need to achieve
- Ditto
- Great physical assets – water, green areas, National Forest – able to use those assets to build a better recreation program and quality of life
- Foresight on the town, association and with that foresight building plans to go forward
- Access to the surrounding area
- Ability to network with so many different people
- Natural recreation
- Nice clear air, except when we have Forest fire
- Beauty of area
- Town and association live on volunteers – pretty proud of where we are today (cut and plagiarized but they are pretty darn good)
- How many people get an opportunity to walk out your back door and see a moose and the natural beauty
- Leadership – aggressive leadership on both town and association side

- 4 seasons – remoteness
- Intellectual assets – pool of knowledge we have to draw on
- Low crime
- Council fully utilizes what is at their disposable – they have learned and moved forward
- Financial strength
- Leadership of both council and association
- Youth of association board is an asset
- Being in Wyoming is an asset – small population state with mineral resources
- Feel safe in this community because of the people
- 5th penny passed – gives community some stability and meet objectives
- Lack of businesses gives the community the opportunity to figure out what it really needs before business come in
- Town is a great model for the association
- Being a new town, we have been able to learn from mistakes of other towns and do it better
- Slow moving town – allowing us to do it right the first time
- Proud of Town staff – love the people that are here
- Forest and scenery
- Great place to raise a family
- Lived in Star Valley my whole life, never see me leaving it is a great place
- Active Mayor and Council – supportive and helpful
- Proud to say I work for Star Valley Ranch – council and mayor are always out there getting $ and grants
- Mayor, Council and staff – great people to work with
- Most of the citizens are great
- We have started something – it is going to take a lot to finish it – hope our Mayor and Council will be around long enough to keep moving in that direction
- Pretty place to live – citizens are nice
- Beautiful place to work – so much challenge here for road work – pallet or canvas to work on
- Accomplishments we have done in 4-5 years – when we get complaints we can act on them
- Workers – never had a job I enjoy more than this one
- Community is great – 99% of people are cordial and great
- Wherever you go in the Valley people think it is great you work at Star Valley – people enjoy coming to work here
- The way community finds ways of getting things done and how quick town acts on it
- Amenities – golf courses, pools
- Ditto
- Friendly people – not like folks in the city – people know that we are workers put them first
- I use to carry a gun for a living and now I only have to carry it once in a while
- Beautiful place to live
- Ditto

- People are in awe of the beauty when they visit
- Golf courses (2 great courses)
- Hunting opportunities
- National Forest
- Access to National Forest
- Backcountry skiing
- Huge asset is the National Forest and we need to push it
- Swimming pool
- Mountains, valleys and scenery and seasons – atmosphere-outdoor activities-hard to beat any place in the county
- Uniqueness of the Ranch – terrain, nestled in the mountains – great new perspective for new home owners
- Beautiful places I have ever seen
- Summer climate
- Water source – great asset now but it could be a problem in the future
- Snowmobile trail
- Not crowded, especially in the winter
- Great place to raise a family
- Safe except maybe for a golf ball once in a while
- The fact that we have become a town is a major asset
- Wildlife - migration corridor
- Good working relationship with the Town – cash fund that needs to be invested- could be an asset in the future if invested correctly
- Good horse country and everything is here to create some type of business
- Quality employees at the association that are not utilized enough or thanked enough (recognition)
- Recreational opportunities and affordability of housing available compared to other areas in western Wyoming
- Good climate
- Major assets – the more we do here we provide job opportunities
- Senior center in Thayne – meals are delivered
- Senior center in Thayne – many services – meals are fantastic
- We are in Wyoming
- Great people that give of their time
- Beauty of the area
- Friendliness
- Talent and well educated and experienced people on the ranch and need to reach out
- Ditto
- Ditto
- Ditto
- Recreation resources

- Formation of the Town
- We are trying to improve as a town and association
- Lucky to get out in the winter time – snowplowing is great
- Clean air and keep it that way!
- Mayor and Council that are making positive changes
- Ditto
- Moving on with town
- Unlimited potential
- Becoming a town
- 27 holes of golf, tennis, swimming and lots of recreation
- Ditto
- We have it all!
- Cooperative efforts between SRA and town
- It is beautiful
- Availability of senior center
- People and natural beauty
- Clean air and water
- In Wyoming
- Response to concerns immediately
- Working together SVRA and town
- Willing to get together and cooperate and get something done
- Ditto
- Ditto
- Ditto
- Talented and educated people
- Low taxes of Wyoming
- Smart enough to get WRDC involved and do assessment
- Volunteers
- Warren – great asset
- Can do quick way of getting things done – go for something
- Maintenance crew
- Keeping roads plowed in winter
- Ditto
- Low cost of recreation facilities
- All of the people that want to improve our community
- Responsiveness of maintenance people
- Quality of leadership
- A community where they are families

- Ditto
- Ditto
- The nice use of this building
- Mayor and council – strong group that work well together for our
- Glad I don't have to travel to Thayne to get mail
- Friendly town office staff
- Working with town on building –super bunch of people
- Diverse ages
- Work that leadership has done to secure grants
- No crime – crime free
- We are in Wyoming
- Town is moving forward
- Beautiful scenery
- No crowds
- Diverse population of all ages, variety of talents and abilities and want to make this community better
- Beauty of area – winter and summer
- Excellent leaders
- STP – same ten people volunteering but that is a strength because those people care
- Environment
- Unique community with a vast pool of knowledge and skills and willing to share
- We are the envy of surrounding town because of the knowledge and volunteerism
- Winters – love them! Summers are a welcome surprise
- Strengths are the same as weaknesses: remote, secluded, and diversified
- Proximity to where this community is to everything else around here: mountains, fishing, etc.
- Town maintenance crew – they come when you need help
- Water quality – I've lived all over this country and this is the only place that water has tasted like water!
- Younger community – don't utilize them well
- Unity of Town and Mayor and the time they spend together to reach goals and keep good records on what they have accomplished and what they have not – good records
- Association and Town Council cooperation – don't see negativity a few years ago
- Education level of the majority of people is high but they still work hard – quality people
- Most citizens are law abiding and want to comply with ordinances if they know about them
- When Lincoln county responds they do a great job
- Health emergencies – they get here quick and do a great job
- Great place to live – you know your neighbors and know the deer that hang out in your yard
- Mayor and Council are doing a great job
- Volunteers for fire department – people willing to volunteer

- Everybody is willing to work with you and understand problems – people are very understanding, i.e. water break
- Community comes together and work well together – cohesive and want to help the whole town
- Ditto
- Community is tight knit, setting aside problems between Town and Association – usually not such a divided place
- Nice neighbors
- People help each other out a lot
- Everyone is really friendly – golfers stop and talk to you, sometimes longer than you would like
- Well organized, nice that is has meetings like this
- Try and fill in the pot holes – they do their best
- We have a ditch we play in and they let us play in that (that is because they can't see us)
- Golf courses are well taken care of
- Safe place to live and play
- Friends are obsessed by the mountains
- Tight knit community
- Keep it really nice – not dirty
- Bike trail – Ranch did a great job
- Soccer field
- Sledding area – build a hill we can sled on – no way for the kids on the north to get to it
- Friends – have friends, make friends
- Came here to retire and love the community and the people in this community – Wyoming is a welcoming state
- The crowd we were running around with live here, so we moved here
- Winter activities and access to those activities
- Great people
- Day recreation activities – pool, driving range, chipping greens, up the canyons – lots of access without loading up 3 kids – you can go out your back door
- I built a spec house – could afford to build one. Liked the area so much we kept the spec house.
- Affordability of lots and location of lot with a great view and great neighbors
- Great neighbors – know everyone and a great mix of people
- Our neighbors are only there a couple of weekends a year – so they are great neighbors!
- Great central location in the valley and walking distance to forest
- Grew up in eastern Wyoming but came here to visit as a kid and wondered why I was living in eastern Wyoming – Wyoming is in my blood.
- Activities available
- Social activities
- Activity based community that I want to support
- Beautiful here – not a bad lot on the ranch

- Affordable and a little cabin that needed some love is what brought us
- Can play golf any time!
- Ditto
- My wife likes golf so the community makes it easy for me to keep her happy!
- Safe – don't have to lock the doors
- Ditto
- Financial posture of Town and Association – four years ago, we had nothing and the Association was in debt. We are at a crossroads and need to decide where to go
- One of the major benefits of this area, we share low taxes of others in Wyoming and we don't have to put up with the impact of trains, oil and gas, etc.
- I bleed Brown and Gold
- SVR as an entity and Association puts on great things for the Valley, i.e. 4th of July celebration
- Top 5 priorities from last assessment were action plans and you can see the changes – i.e. town hall – human capital that went into creating Town has been amazing
- Ditto
- Town has leveraged growth
- Town has led the way in 5th cent sales tax proposals
- Town has voting leverage
- Ability to focus priorities has been an asset
- Town Government – Council and Mayor
- Population backing – people in community have supported change
- Pride of ownership of property – beautiful place to drive into
- People are involved and pay attention – active in what goes on
- SVR brings a lot to Lincoln County
- Tremendous amount of background people bring – people have come all over the world to live here, so the human capital is amazing
- Many volunteers and people get behind their community
- Recreational opportunities – golf, swimming, etc.
- Lots to offer
- Never lack for volunteers
- Where valley floor meets the forest is beautiful
- A lot going for it
- Town has success stories they can leverage (i.e. main street, water, blm acreage) – they are all projects in infancy, but represent success
- Tangible success stories
- You have a draw to get people here and then they are going to want to buy
- Potential for growth is great
- Strength of Lincoln county – industry in the south benefits the entire county

- Beautiful area good home prices, but the problems outweigh the strength and we will be selling and moving soon
- Incredible pool of talent in this community that volunteer their time – diversity of knowledge they are willing to contribute to the community
- Wyoming has lots of natural resources and low property tax so our overall tax burden is low compared to other states
- Community are in good financial posture – best we have been in a long time
- Re-assessment of SVR for the community and passed the 1% tax increase
- Our community is above and beyond with giving people – they share, they do what they say they are going to do, people are accepting – strong asset for our community
- Since last assessment, SVR has completed a master plan exercise; followed up by development and commercial codes – those are good milestones – challenge is to keep it relevant. Use milestone to build and grow on.
  SVR atheistically a strong candidate for retirees.
- Challenge, but potential strength: cooperation and capability we can put together between Town and Association is a great strength. We have thoughtful, experienced people.
- Town has made great strides in a short time and the Association is following with their master planning – potential strength of working together should be noted.
- With towns taking over roads and water it is going to take time, Association doing some things – the value of what you get when you buy a lot is great – the value for your dollar is great.
- The people
- Outdoor activities
- Diversity of background of people
- Good schools
- Fishing
- Outdoor recreation
- Ditto
- Ditto
- Your voice is heard in the valley – people care and try to make it better
- Recreation
- Scenic beauty
- Ditto
- Ditto
- Ditto
- Community success stories
- Personal caring for each other
- Scenic setting
- Ditto
- Ditto

- Ditto
- Vision
- Summer climate
- Deep snow
- Golfing
- Entrepreneurship
- Medical facility in the area
- Library system in our area
- Ditto
- Ditto
- Economical place to live
- Sense of community
- People
- 4 seasons are well defined
- People move here for values of the community
- This place is too good to be true
- Good projects
- Community values
- Love it
- Simplot opportunity
- Golf courses and the natural beauty of the Ranch
- Home ownership and a ranch wide DCC&Rs standard will be a marked improvement for the associations operation. Enforcement still remains a problem.
- Organized golf
- Good recreation – Not a subdivision
- Wildlife
- Weather
- Location, location, location
- Beautiful, friendly affordable
- Town making some nice improvements, buildings, etc.
- The major strength of the town has been to aggressively seek federal and state grants for much needed infrastructure improvements.
- Town is going in the right direction
- Location – living in the mountain, proximity to all mountain sports
- The town is still young and still has time to make important changes that will greatly benefit the entire community. The people who live here want to see things done that will benefit all community residents – not a club.
- Excellent water quality; scenic views; friendly people; excellent city government, uncrowned lots
- Location

- Feeling of community
- Golf courses
- Events
- Social activities
- People are friendly
- Natural beauty
- Good base of homes
- Attractive area which will grow as the economy gets better
- Golf courses are a real asset
- Fairly quiet and peaceful (except for dogs)
- Wildlife come to visit
- Space between houses, large lots and lots of trees
- Rural feeling even though we are part of a town
- Small, quiet community
- Open space beautiful views, rural area, no traffic congestion
- A few people with foresight of this recreational and young family, building this town
- Beauty
- Water
- Golf, swim, tennis opportunities
- The people
- Beautiful golf courses and area
- Quiet, peaceful; water is inexpensive; improvements are made; listen to town people
- Effective town council
- Access to state and federal money
- Improved water system
- Town leadership
- Water
- Recreation – Association
- Golf, pools, playground, tennis
- Many full-time residents
- A strong town council
- None anymore
- Outstanding beauty and scenery in the area
- The recreational facilities at SVR are real benefits to living there
- It has been difficult in the past to raise the funds to make the necessary improvements that we need to keep the facilities functional – now with the roads and utilities maintained by the Town, the SVRA can do the necessary maintenance on the amenities.
- With the incorporating of SVR, they now have the opportunity to receive some government grants to assist with the water and road improvements.

- Golf courses clean air, best water anywhere, the natural surrounding beauty of the valley, the recreational opportunities (hiking, biking, ATV riding, snowmobiling, and winter sports), and the closeness to Jackson Hole, Grand Teton and Yellowstone National Parks.
- Town leadership
- Diverse population of all ages with variety of talents, skills, abilities who desire a community that provides services for all of its residents at a reasonable cost.
- Community
- Some members are willing to work toward change needed as we've seen rapid growth

What projects would you like to see accomplished in your community in 2, 5, 10 and 20 years?

TOWN OF STAR VALLEY RANCH GOALS & PROJECTS

Projects

S – bike and walking paths
What else can we do to focus on affordable recreation (0-20 years)
Year round facility
Complete projects we have started (promised to complete BLM land project)
Cemetery (since we are so old!)
Change in the DCC&R
BLM land – see landscaping finished and paths
2-5 years see year round facility up and working
Make sure we keep area natural in beauty
See recreation more in line with the 21st century
More industry and jobs here so my kids can come back here
Like to see (10 years) completion of projects we have funded and our entire community center (town hall, first response center, etc.) Developed downtown area
L – Don't want to see the wilderness appeal change too much
Water, fire roads (2 year)
Projects that will keep Star Valley Ranch neat and clean and a place where everyone in the valley would like to be
Year round community center and more possibilities for the younger kids
Ditto
5 years – people coming to see our association and town master plan projects completed
S – 2 to 5 our own EMT and fire dept
Ditto
BLM master plan portion – have soccer and baseball fields for adults and youth
Ditto on water and sewer improvements
Purchase more land for town hall
L – town grow and expand but planned properly
L – design drainage and road grades
Ditto
Kids pouring out of school busses – more and more kids here – what do they do? In 5 years rope tow going uphill, sled downhill, snowmobile races, groomed cross country ski trails
Cross country ski trails
Continue with water activities

Improved communication platform for entire community – so they know what is going on
Finish up road and water goals
Have SVR community known for excellence in what our community does and how we do it. Recognized as a leader
Roads completed
Activities for youth, expand view of Ranch other than golf
Communication platform for community
Recognized as an affordable community
Library that has study hall for kids
Zip code (our own zip code) – give us an identity
20 years – medical facility
Medical and drugs
Leadership needs to team with LVI (Leisure Valley Incorporated)
Zip code – fill out a form on line and not change from Star Valley Ranch to Thayne – need our own identify
Own US post office
More recreation opportunities
Greater communication and ideas on how to do it – people need to also take responsibility on their own
Year round community center
Teaming with association, town and LVI
Maintenance (predictive) – as we get new facilities we need critical spare parts – have a program of replacement and maintenance. Managing the system – system not managing you.
Gas station
Pave the roads
Waterlines – new
Ditto
Good roads (dirt roads) with complete water systems
There have been so many great changes over 60 years
Good water system and back to dirt roads (good roads)
Roads being well maintained
Good equipment that will work and last
See business area grow
Need a 7-11
Within 1 year see new business coming in and keep expanding over the years – see something soon so people know we are changing
Real law enforcement (full-time)
Helicopter to get gravel to the top of the mountain
Gas station
Become like a town – look more like them with business amenities
Ditto
Something for the kids to do –need bike ramp or skateboard ramp

5-10 years, town complex completed (Town hall, PO)
Core of community needs to be paved
Good equipment
Equipment that is for the job that needs to be done
Wal-Mart Super Center
Commercial park but keep it small
Walking paths, more recreation opportunities for citizens and children
Nice to keep some $ in the community
Have things for youth to do
Something in the community to keep people local
Ditto
Good equipment
Getting town to a place where people want to build instead of sell and live here – with equipment, roads, etc.
Take over some of the regulations that DCC&Rs are currently regulating
Something for kids to do other than golf – has never been anything for kids to do
Recreation center – basketball, weights, etc. (year round recreation center)
Ditto
New equipment
I'd go for any improvement
Shooting range (gun and archery)
Recreation center – year round that takes into account youth and old
Training center – a center to train for jobs to remain in this area
Ditto
Equipment – don't need brand new or I wouldn't have a job!
Marketing at Idaho Falls airport
Shooting range
Cross-country skiing opportunities
Incorporate snowmobile trail into SVR
Great area for an outdoor park for animals, rehabilitate animals or museum (this is a migration route)
Some type of business involving horses – trail rides, etc.
Facilities upgraded to be full year and functioning/daycare
Facilities that include younger families
Increasing opportunities for non-golfing people and those outside of community so it becomes a destination for tourists
Hotel/motel
Town and Association meld in the future (recreation department from the Town)
Convenience store
Softball fields, baseball fields (have to go to Afton now)
Outdoor amphitheatre for concerts in the summer
Year round recreation facility that all members can use

Parks and facilities for families
Motel/hotel to help with destination travel
New businesses – have an opportunity for them to come in
Continue to improve upon our current efforts (such as community gathering places, restaurants, etc.)
More road improvement
Hostel (a place for people to crash but give back some service also) – a place for people to hang out
Camping area
L – establish opportunities for seniors (zoning change for smaller homes or condos)
L – 55 and older area (area dedicated to 55 and older)
L – get recreation opportunities developed
S – DCC&R unification so we have compliance – well thought out structure that leads to RV storage, etc. Don't want a law or regulation that is repeatedly violated
S – better security that can enforce rules
Need a police force (speeding – kids too young to drive)
School in local area
S – (Immediately) organized and coordinated effort between town and association to go after recreational needs – seniors and those that don't play golf. Identify needs asp.
20 year plan – Green Canyon water source – should be better way to control water coming down – balance water for us and water for nature – maybe a dam?
Water infrastructure improvements continue
Update DCC&RNRs (make more modern and real for today)
Paved streets
Assistance for seniors (meals, calls and checking on them)
Town map
Ditto
Year round facility
Meet needs of all residents, young and old
Year round facility
Dissolution of association to a voluntary organization
See people understand the "fee" and taxation – there are not 2 taxations
BLM land developed – potential space for community center
Pave more roads
Dust abatement
Paved roads
Two levels of local government – we have 2 masters (town and association)
Vacant homes – weeds are 2-3 feet high and a fire risk
Ditto
Some place to take limbs to when we don't have trucks
Lack of understanding of what a town does and what an association does
Places to rent for senior citizens

Flexibility – rules and variances need to be flexible
A place for the quilters to meet
Street paved
Ditto
Ditto
Ditto
Walking trails
First response
Roads paved
Year round swimming pool
Playgrounds in different parts of ranch
Cooperation and encouragement to participate in senior center activities
Year round recreation facility
Fitness center year round
Eliminate the association
Recreation Dept.
Be around 10-15 years!
Senior center in SVR
Cemetery so our remains can stay here
Street lighting
Parks and Recreation Dept. and assume
Barn silo completed
Local map
Ditto on barn and silo
Coffee shop
BLM project finished within 5 years
DCC&RNR enforced
Ditto
Ditto
Put parks and trails in outlying areas
Ditto
Be a community that is more inclusive and not be like a country club
Be a welcoming community
City Council meeting in the evening so everyone can attend
Ditto
Community center – year round
Public parks in different areas of town
2 years – comprehensive plan for all these thoughts for in the next 5 years they could be prioritized
Transportation between Thayne and SVR
More community events

Community director
More recreation facilities in north end
More land available
Restaurant
2 communities (diverse communities – old and new) have a get together of minds
Majority rule on the DCC&R's
Restaurant, small market and gas station
Welcoming committee – when people move here, educate them so they know what they are getting into
More entertainment and dancing
Ditto
Ditto
Ditto
Ditto
L – sanitation in place
2 years – pass revision on DCC&R's
See all people comes to board meetings and council meetings
Gladly pay dues, but would like to go to the pool free and use tennis courts
DCC&RNR – update and easy to change in the future
Get an enforcement clause in the DCC&R's
Directory include phone numbers
Volunteer base is aging – Park and Recreation Dept could develop events to meet needs of community – need Park and Recreation dept.
Ditto
Ditto
Rules non micro-manage us so much – need for safety – but don't need to be told what we can and can't do with our houses – not be a cookie cutter community
Regional sewer system for valley
5 year – bike path completed
Bug infested trees – someone to look at those (service every year)
Multi recreational court – used for many different sports
BLM land – confused on what we are doing with it
When first living in SVR, the Association used to mow the yards that were not taken care of and bill the owners. The absentee owners threw such a fit that the Association ceased doing this. This procedure should be instilled again to prevent the fire hazard caused by dry weeds.
Better use of volunteer skills
Dissolution of Association – would like to have seen it yesterday
Want to see Association continue – adds a great deal of value to community
Roads paved, tied of dirt and mud
Ditto
Continue with projects we have started for the kids and younger people to keep them safe and off the road

Walking path on BLN land – see that further enhanced – pave it
Turn recreation and parks over to town
Don't think Association meets needs of all community – like to see in 2-5 years bike lanes; areas with park benches and picnic tables; swings; (west of RV park – Platt)
Association was good at one point in time and has outlived its use – 2-5 years park and recreation dept. implemented
Develop more diversified areas for recreation
Don't have association go away unintelligently – might be accessible if there is a reasonable reason for it to go away
Town take on more of traditional responsibilities
Fire response implemented
Year round recreation/community center
2 years town to use residence and assume role of a town and assume all the duties (fire, recreation)
Need to be more in charge than just road and water
We sit adjacent to a huge school section – in 20 years a high school in middle of the valley and elementary
Get rid of Silo – see a regular facility (timeframe – yesterday)
Improved fire protection district (county or valley fire improvement district)
5-10-20 year, public service district – cost of services shared by all communities for fire, police, etc.
Year round recreation facility (5-10 years)
Personnel and infrastructure to suppress major fire threat
Project to bring fire suppression system (yesterday!)
Put assessment $ into 1 pot to achieve all of these things in community
Town has done a great job – move association out of a volunteer organization into the town and let citizens get more involved
More volunteerism
5-10 years commercial areas in the entrance – restaurants, etc.
Small outpatient clinic – 5 years
Invest in regional sewer system mid-valley (next 20 years)
Town will benefit by encouraging incorporation in town of school property
Convenience store in 5 years
Banks and services within 10 years
L – support more commercial enterprise in town
School section provides opportunity for town to grow – obtain School section
Recreation areas; multiple housing – school section could be an area for this expansion
Things have to change for progress to happen, we don't have the volunteers we use to have – move some stuff to the town can help this happen
There are a lot of people that want to help but don't want the BS that goes with working between the 2 entities – a feeling that you are put down but really not wanted. I'm not going to help if they are not going to listen.
Own or own town hall – 5 years
Need to see more law enforcement presence on the Ranch

Ditto (maybe contract with Sherriff with a deputy to be here more hours)
Replace old water lines and keep that going (on-going)
Updating water system which has started
Continue on with projects that have been started
Need a pro active council and Mayor – hopefully they are grooming people to take their place
Ditto
Coop agreement with Sherriff for law enforcement services would be helpful
Become a fire district – we would get more money and be more efficient, help with insurance – taxes would go up but benefits would outweigh costs. (Thayne)
Fitness center
Bike (motor cross) area
Better signage
Better marked trails
Lifeguards that care
Park built at the north end or bike trail
Motorcycle track at the north end so they don't have to be on the roads
More recreational opportunities for the north end – no way to access recreational opportunities
Park – basketball hoop, playground, something for kids to hang out at instead of playing on the road
Condominium for those here seasonally
Bike path so I can safely walk to my friends house
Enclosed recreational fitness center where we could work out center – year round
BMX track – if they could clear a section of land we could build on our jumps
Sport stuff by pool – basketball, playground
Airstrip
My dad gets mad at drivers – speed limit is 15 and they go 35 – it is dangerous for the kids
Ski hill
Four season recreation facility is needed
The only place to play in the neighborhoods is the streets – need playground, picnic areas, etc.
Need to expand on celebrations and things for families to do
"It won't be a bad place if we ever get it finished" – (New York)
Sanitary sewer treatment plant in 20 years
2 years to adjust DCC&Rs
Ditto
Ditto
Ditto
5 years – bike path connecting SVR
Recreation center with swimming pool – 5 years
Town City Center expanded – own Town Hall, Fire Station, PO – 5 years
Ditto – more town type stuff
Convenience store, gas station – it is a town without town amenities – 5 years

Effective fire suppression system – immediate
Barn and Silo refurbished and using it in 2 years
5 years – Park and Recreation taken over by the Town
4 season recreation center in less than 5 years
Come to realization all these things require money – wanting and paying are 2 different things
Parks and Recreation function – Town provide department in a couple of years
Parks that kids can go to – 5 years
Ditto
Association dues we pay go to something – I don't know what it is for now that Association doesn't do roads – want accountability this year
Parks and recreation activities that are run by the town – there is nothing that brings kids together to make friends – idea: hold a clinic, like a soccer clinic, kids can meet other kids
Annex more property and put in appropriate business properties – Town might be able to support some of the dreams
2 years – soccer and baseball field on BLM land (I think it is part of the plan)
Communication – don't have a newsletter or activity list – void, not sure if it is between Association or Town
Ditto
Good map of the Ranch so you can find people
Booklet of people on the Ranch – directory needed
Connectivity – connect the Ranch – it is in 4 different places
New businesses (stores: gas, clothing, etc) – to have the businesses to go along with a great town – I believe it is coming
Health center and fitness center
Coffee shop
Gas station
Keep pride in community and keeping things neat and clean
Get new businesses but keep same pride in community
Commercial development – difficult with no zoning for that, but potential in entrance to community
Pathways (2-3 years)
Roads are narrow and might not be expanded
Improved and widened roads (long term 5 years)
Developed access to forest (2 years)
Infrastructure projects – keep moving forward
Need to be part of fire district – Thayne and SVR work together for better protection (3 years)
Fire protection
Ditto
Business – local opportunities and choices, but a challenge is keeping business open all year. Small convenience store would make it. Maybe a UPS store and coffee shop together.
This is a development done a long time ago and expectations were different 30 years ago – it was a summer development – you have to live with some of what was put in place.

Convenience store, UPS, coffee shop – 2 years
Infrastructure – water is focus, it will take a while to do roads
Sewer system question – have some time (20 year)
First water, then roads then sewer
Business – need a sales tax base
Eventually you will have a law enforcement issue with more people moving here and more year round people – as this progresses more use of the infrastructure.
Time for police force is now
Indoor, year round recreation facility – with focus on water and roads this will be postponed
Folks in SVR can take advantage of other town recreation/community centers until they can build their own. (Alpine, Thayne, Etna – all have facilities with different missions)
Winter recreation infrastructure near by
Perfect place for winter cross-country ski trail (low cost recreational activity)
Allow fences and structures that we want to put up and not subject to your approval. I paid for the land and I should be able to put up what I need on it.
SVR gets mad when our dog gets out but won't allow us a fence to keep it in.
Association master plan completed
Uniform building code for all communities in the county – might have to tweak for each community, but it would be helpful to have a county building code
More common goals between SVR and other communities in the Valley
Ditto
Work hard on the roads on the main thoroughfare – that is part of our image and we have serious potholes in other places – great job in the town entrance
All roads paved
5-10-20 years see roads paved
When I left an urban environment, I never guessed I would miss pavement so much!
Stop lights, dirt roads and water
4 season recreation facility in next 2-3 years; recreation department in the Town; recreation management of some sort to help us as an association to build a recreation program – we have opportunities to recreate but also to learn how to recreate.
Training opportunities: tennis; cross-country skiing; snowmobile; sleds; there are trails to be tramped and birds to be looked at – lots of opportunities to advertise community as a recreational destination.
Improve communications within the community – given activities that are going on – maybe changing marquee when you come into the Ranch to communicate different meetings, recreation activities, etc.
Ditto
Lincoln County made application to HUD for a sustainable rural communities planning grant – see opportunities to work jointly on some ideas. (opportunity to address numerous planning issues including transportation)
Need to get more people to read information that is put out by Association and Town
North county effort for unified fire district – should be able to pool resource and we can get better services

Sewer disposal – in next 20 years we will have to address that issue
Opportunities to work with other communities to set up things that are mutually beneficial
More with BLM land – soccer field, ball park, etc. (5 years)
Town center – town facilities center (Town Hall, PO, Library, emergency response station) – something that pulls us together – need to have as a community – it would just be nice. 5 – 10 years
Employment opportunities – Ranch has an opportunity to contribute to that, so that the 2,000 people don't have to leave dodge.
Recreation, wellness center
Finish all the projects that SVR has started with water and roads
Smith's and Wal-Mart
More commercial development
Grade school in Alpine
Ditto
Ditto
Western Wyoming expand their opportunity to expand skills right in the Valley
Ditto
Recreation center
Ditto
District fire and district sewer
Keep it rural – keep out the Wal-Mart and Smith's
Paved roads on the Ranch
Community College
Commercial development in Star Valley Ranch
Community College
Shop local campaign
Ditto
Successfully support small businesses
More educational opportunities
Ski area
More destination recreation
Town Center developed (Town Hall, emergency response)
Pathways for biking and safe passage
Ditto – all the way down the valley – in 1 year
Ditto
Commercial services
Job creation
Get our liberty and freedoms back
Fire district
Ditto
More job opportunities to come in

Education training
Somewhere for the children to go to keep them out of trouble
More lodging to be a destination center
Ditto
Valley wide path system
Recreation center
More open trails throughout the valley
Fire and EMS
Trail into Valley from Mountain View (4 wheeler)
Path and trail systems throughout the area and access the Forest
Maps
Ditto
Fire and EMS service
Recreation center
Destination recreational plans
Valley wide goal of the next 20 years so each community is participating on a day to day basis to reach that goal – common vision would be much better
Form association of government in this valley
Ditto
Cohesive plan for everyone to work together in valley
Movie theatre – more evening activities
Gold taken off flag so we have an American flag again
Sponsor cleanup projects
Emphasis on art – art center
Ditto
The City hires a full time police force, fire department and ambulance service.
Complete all the water system replacement upgrades and pave all the ranch roads
Institute the SVR Long Range Plan
Build a gas station, food market, hardware store, restaurants, post office and small business just like little Ole Thayne.
Build a community center with meeting room and fitness center (Replace Barn and Cook Shack)
Build a new golf course pro shop
Roads paved
Additional and re-surfaced tennis courts
4 pickle ball courts added
Adequate golf driving range
Road improvement, fire hydrants, no fences, enforce codes
Enforcement of ordinances and DCC&Rs
Sewer system – paved roads – police and fire department - LOCAL
Better shopping and services, people working together to make SVR a great place to live and recreate

If the golf courses are not self-sufficient, convert them to parks with hiking trails.
Paved streets would be nice but are not a high priority
Resurface streets – they are in very poor condition
Elimination of the DCC&Rs, need to allow garages and recreation equipment as individual lot sizes allow
Improvement of road crew abilities in winter – do not scrape roads to gravel so can be used by snowmobiles
Update the DCC&Rs so that they can be eventually eliminated and replaced by the town as the only governing entity thereby reducing many conflicts. The Association's people could then apply for jobs with the town. One set of rules. People who work with the same goal.
Pool should be available to adults in the morning. Swim lessons later in the afternoon. We are limited to ½ hour in the morning for children's lessons.
Paved roads
NO street lights
Enforcement of the DCC&Rs by Association Employees and Board
Our own zip code
Walking, jogging, cycling paths
X-country ski trails
Fitness facility
Bar/silo situation resolved (fixed or replaced)
Town takes over pool, tennis courts, so they are used. Association levies additional fees and gives no benefits.
Services – grocery, market, restaurant
Keep the feel of resort community
No apartments, etc.
Further define responsibilities of Town vs Association. Get the DCC&Rs "fixed" and then enforce them. This might work better if Town had codes that replaced some (or all) of the DCC&Rs. Town enforcement is in better position to do this.
New water system – other than that I think everything is perfect the way it is. We don't need to build a town – we have everything we need in Thayne. Keep it small and simple – no growth.
Paved streets
Fences
Parking of recreational vehicles on property
2 years – one government, no association
5-10 years – roads paved
The Association needs to get legal access to the golf courses, especially Aspen Hills. The private access used on Walnut Dr. near the pond needs to be annexed somehow. The owners are planning on putting up a gate so people don't go through their property. Could signs be put up lower on Walnut Dr. where access has been allowed?
Long-term – Aspen Hills golf course needs to be given as much attention in upkeep, etc. as Cedar Creek.
Major street per year paved with asphalt instead of repairing, repairing, repairing
2 years - finish water system
5 years – assess/address possible sanitary sewer, starting in small lot plats

10 years – street lights (low impact) at all intersections; have begun paving streets in 5-10 years
Community self-sufficiency; look for ways to create employment opportunities as within town limits
Recondition paved roads
Pave more major traveled roads
New City Hall owned by Town
Go back to being a retirement community
Walking paths on busy streets, such as Cedar Creek Dr. and Vista
More of the gravel roads paved or taken care of
Water and roads are the most pressing priority.
Better coordination with SVR and SVRA
Daily posting of scheduled road and water works. Which area and plat # and approximate time listed on email and road signs posted.
In 2 to 5 years I would like to see some stores built on the ranch that the full-time residents would actually use.
A gas station to compete with gas stations in Thayne would be nice
Some property on SVR devoted to development of lodging and dining that would attract clientele from all over the world.
Park and recreation department assuming association responsibilities
Improve existing community buildings for town resident use
Create safe bike paths and trails separate from main road for safety
Consider a small space with benches and/or picnic tables for use in outlying neighborhoods
A consolidation of recreational activities into the Town of SVR would result in more efficient and affordable services and would permit the SRV Association to become vestigial in form without assessments
A safe, location for bike riding and sledding on the north end of the ranch
Mayor and Council members eating at the senior center and promoting the facility to others that live on the ranch
More inter-community participation is badly needed
Create walking paths in several different sections of the Ranch, accessible to all
Provide an exercise/fitness walk area for residents – a walk with exercise stations along the way
Provide for a library on the Ranch
Create a volunteer network of neighbors who check in on other neighbors
Provide green spaces for relaxation – use empty lots
Things about ways to improve communication – not all seniors have computers
Improve road maintenance
Look into building rental apartments on the Ranch for seniors
Deal positively with emergency medical services
Provide transportation to Thayne
Look into RSVP – Retired and Senior Volunteer Program
Be aware that morale on the Ranch is down
Support Thayne Senior Center

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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