# 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:

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## Five-Year Follow Up Assessment
## May 4-6, 2009


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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 Cokeville, Wyoming, in evaluating the community assets and liabilities, and in developing suggestions for improving the future for social, economic and environmental growth of Cokeville.

The Town of Cokeville requested a five-year follow up community assessment from the Wyoming Rural Development Council. The 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 Cokeville. The team members were carefully selected based on their fields of expertise that the Community of Cokeville officials indicated would be needed to respond to the problem areas identified.

The Resource Team toured the town and interviewed approximately 75 people in eight listening sessions over a two-day period from May 4-6, 2009. The team interviewed representatives from the following segments of the community: local business, city, law enforcement, youth, fire fighters, grandparents, parents, and the general public.

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 Cokeville?*
*What do you think are the major strengths and assets in Cokeville?*
*What projects would you like to see implemented in 2, 5, 10, or 20 years in Cokeville?*

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 Cokeville.

The oral report was presented to the Mayor and Town Council of Cokeville on May 6, 2009, and some citizens who participated were in attendance.

Following the oral report, this formal written report is presented to the Town of Cokeville.

# EXECUTIVE SUMMARY

On behalf of the Cokeville Community Assessment Resource Team, I would like to thank the Town of Cokeville and the community members and town leaders who worked so hard to coordinate the Cokeville Community Assessment. This report contains an abundance of information that will hopefully be used by the people of Cokeville 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. We encourage the Town to use these recommendations to build a plan for the future of Cokeville.

Anything is possible if everyone works together to achieve a common goal, as the community- minded citizens of Cokeville already know. Cokeville knows the important values for living. Your energetic citizens and Town Leaders who organized this assessment are to be commended-- thank you Mayor, Harry and Charles. Every step, no matter how small, is a movement in the right direction toward achieving Cokeville's goals. It can be done. What you do with the recommendations is your choice and will be accomplished by the dedicated citizens of Cokeville.

Members of our team will return to Cokeville to facilitate a follow-up meeting later in the summer. The meeting will help determine the priorities and develop strategies for implementation in Cokeville. 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 Cokeville and should help with other planning efforts currently going on in your town.

On behalf of the Town of Cokeville 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

**Cokeville, approx. 1910** *Source:* http://www.wyomingtalesandtrails.com

# Cokeville Community Profile

(Elevation: 6,194 ft.)

Cokeville is situated in an extended fertile valley along the Idaho border, overlooked by majestic Rocky Point Mountain.

The Shoshone Indians were the first inhabitants in the area and the first settler was mountain man Tilford Kutz, who arrived in 1869. In 1873, Kutz and his Indian wife opened a trading post and ran a small ferry, catering to trappers, Indians and travelers on the way west.

Originally called Smith's Fork, for the nearby river, the town was officially settled in 1874. With the discovery of nearby coal, the name was changed to Cokeville, for the highly refined form of carbon, called coke, which was derived from the coal.

With the arrival of the railroad in 1882, the town expanded and was incorporated in 1910. Sheep ranching became popular owing to the adjoining rangeland which was ideal for livestock. By the arrival of the twentieth century, the area became known as the "Sheep

Capital of the World" and ranching remained the dominant resource, reaching its peak in 1918.

Cokeville was acclaimed as having the highest number of millionaires per capita of any place in the world in 1900 and was a draw for big investors. Many outlaws found Cokeville a convenient location due to easy access to Idaho and Utah, which made outrunning the short arm of the State law easier.

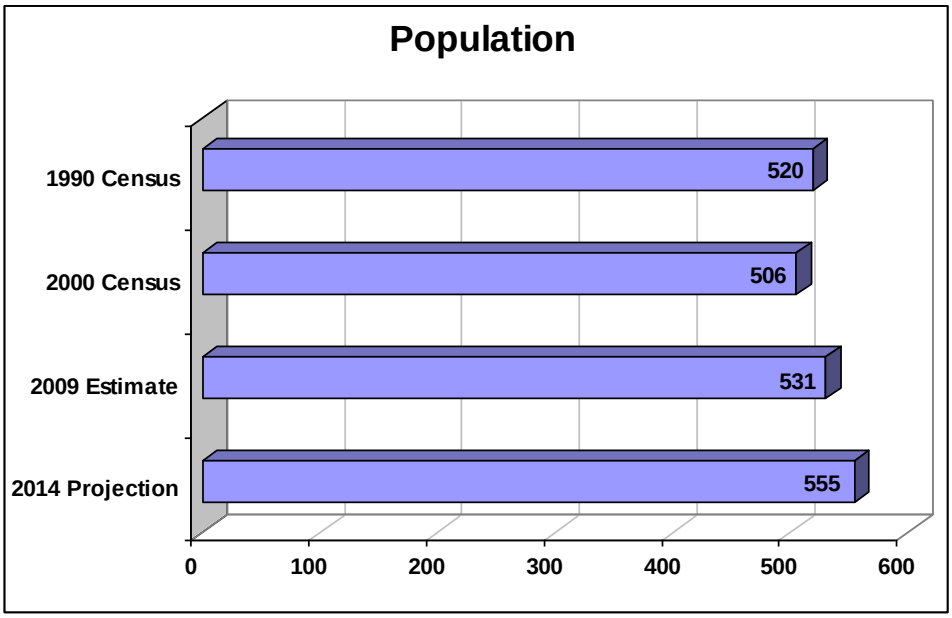
Through the years, the valley boasts a rich history of Native American hunting grounds, the Mountain Man Rendezvous, the Oregon Trail, historic cattle drives, western shoot-outs, and successful ranching.

*Sources:* *http://cokevillewy.com*
*http://en.wikipedia.org*
*http://www.ultimatewyoming.com*

# Cokeville Executive Summary

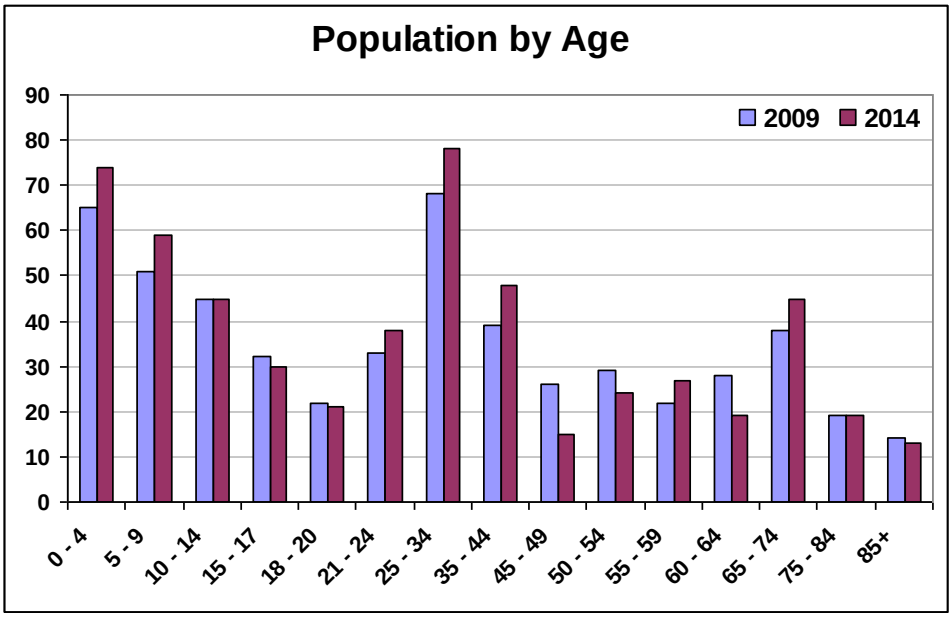
## Population Demographics

The population in Cokeville in 1990 was **520** and in 2000 it was **506**, a **-2.7%** change. The population for 2009 is **531** and the projection for 2014 is **555** representing a change of **4.5%.** The growth rate from 1990 to 2009 is **2.1%.**



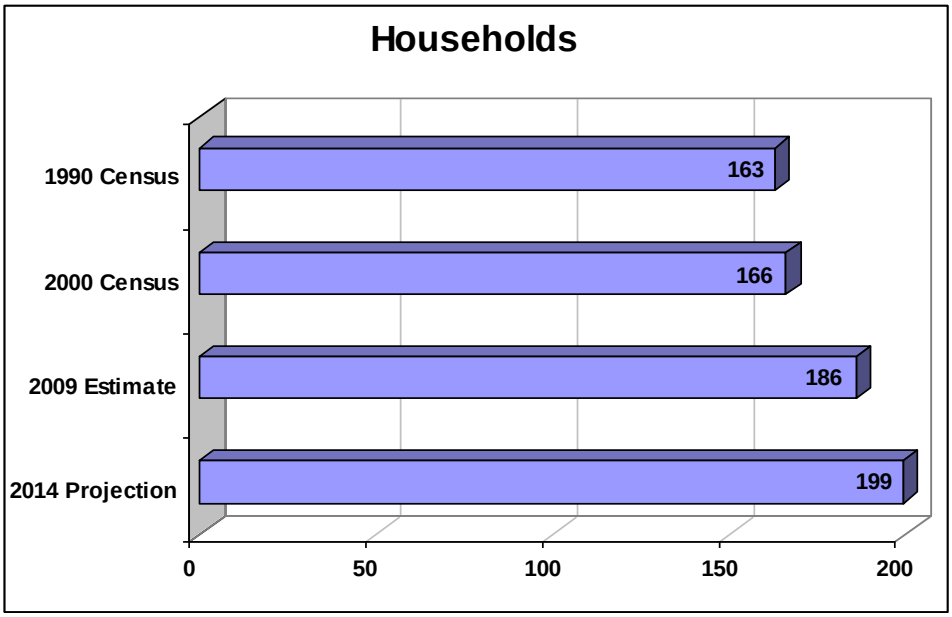

The 2009 median age of the total population in Cokeville is **27.6** and it is predicated to change in five years to **26.4**. For 2009, males represent **50.8%** of the

population and females represent **49.2%.** The most prominent age group is **Age 25-34** years. The age group least represented is **85+** years.



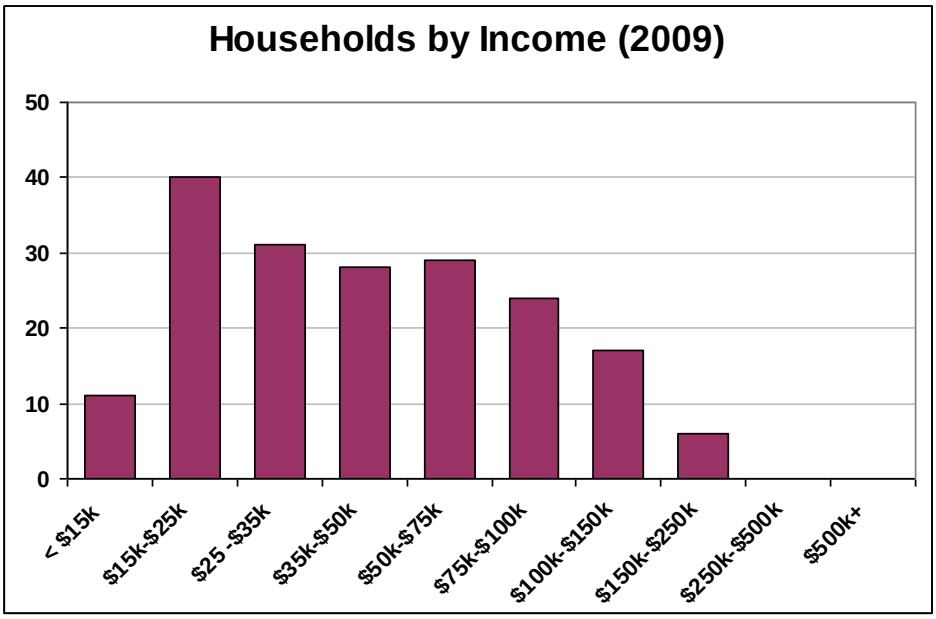

## Household Demographics

The number of households in Cokeville in 1990 was **163** and in 2000 it was **166**, a **1.8%** change. The household count for 2009 is **186** and the projection for 2014 is **199** representing a change of **7.0%.** The growth rate from 1990 to 2009 is **14.1%.**



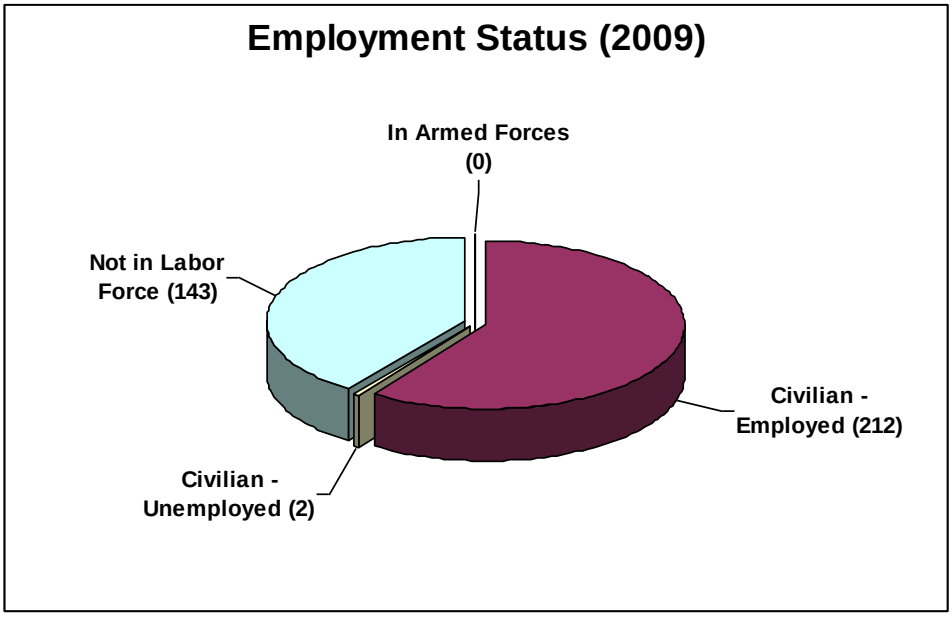
## Income Demographics

The 2009 predominant household income category for Cokeville is **$15k-$25k**, and the income group that is least represented is **$250k-$500k+.** For 2009, average household income is **$53,911,** median household income is **$40,948** and per capita income is **$18,884**.

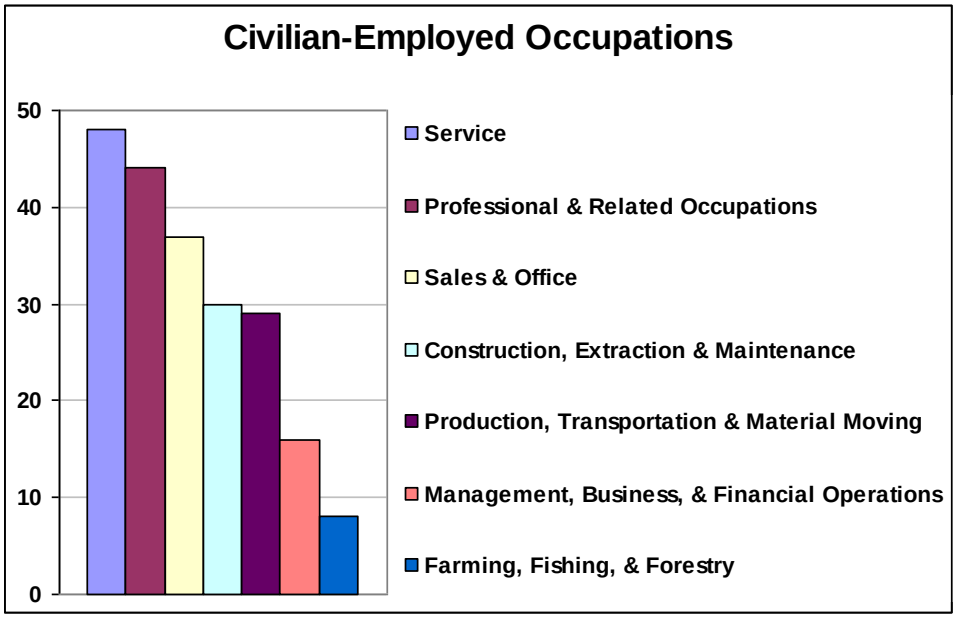



## Labor Force Demographics

For 2009, 39.9% of the Cokeville population (age 16+) is estimated to be employed. The status of the labor force is as follows: **0.0%** are in the Armed Forces, **59.4%** are employed civilians, **0.6%** are unemployed civilians, and **40.1%** are not in the labor force.

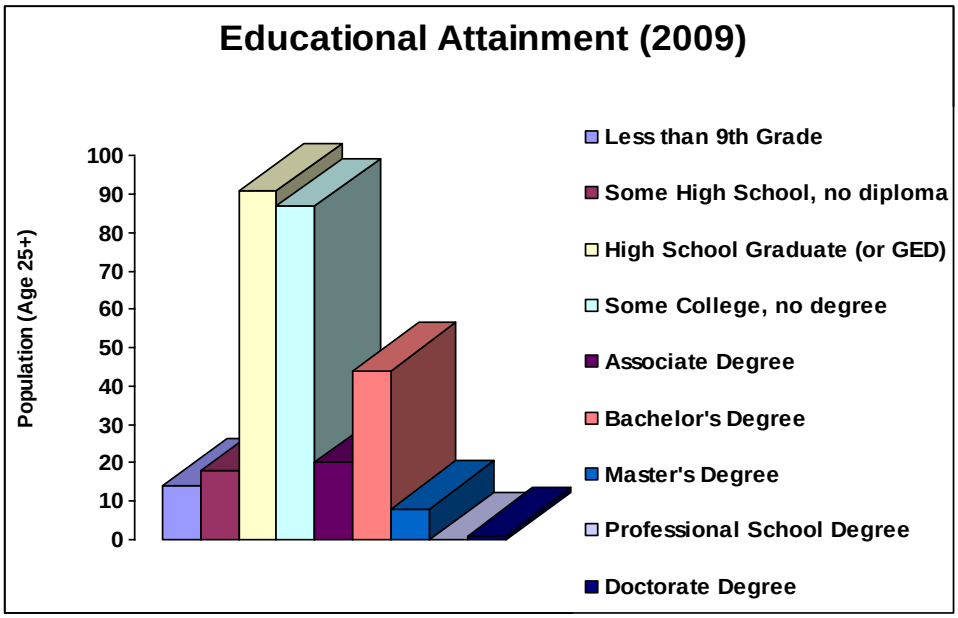



For the civilian-employed population, it is estimated that they are employed in the following occupational categories: Service **(22.6%);** Professional & Related Occupations **(20.8%);** Sales & Office **(17.5%);** Construction, Extraction, & Maintenance **(14.2%);** Production, Transportation, & Material Moving **(13.7%);** Management, Business, & Financial Operations **(7.5%);** Farming, Fishing, & Forestry **(3.8%).**



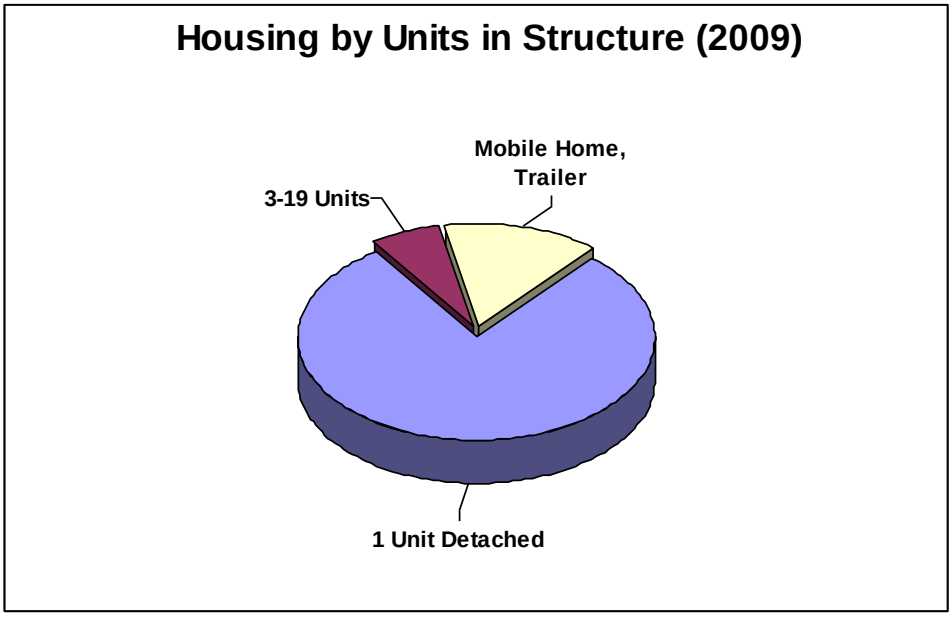
## Education Demographics

For 2009, it is estimated that **3.2%** of the Cokeville population (Age 25+) has earned a Master's, Professional, or Doctorate Degree and **15.5%** has earned a Bachelor's Degree.




## Housing Demographics

For 2009, most of the dwellings in Cokeville **(80.1%)** were Owner-Occupied. The majority of dwellings are estimated to be structures of 1 Unit Detached **(79.4%).** The majority of housing units **(21.6%)** were built in 1939 or earlier.




*Source: Claritas, Inc.*

## Cokeville RMP Opportunity Gap - Retail Stores 2008

| | (Demand) Consumer Expenditures | (Supply) Retail Sales | (Opportunity) Gap/ Surplus |
|---|---|---|---|
| **Total Retail Sales ($)** - Including Eating & Drinking | **$8,973,607** | **$16,660,273** | **($7,686,666)** |
| Motor Vehicle and Parts Dealers | 2,121,351 | 0 | 2,121,351 |
| Automotive Dealers | 1,845,063 | 0 | 1,845,063 |
| Other Motor Vehicle Dealers | 112,129 | 0 | 112,129 |
| Automotive Parts/Accessories, Tire Stores | 164,159 | 0 | 164,159 |
| Furniture and Home Furnishings Stores | 200,258 | 0 | 200,258 |
| Furniture Stores | 107,758 | 0 | 107,758 |
| Home Furnishing Stores | 92,500 | 0 | 92,500 |
| Electronics and Appliance Stores | 192,804 | 0 | 192,804 |
| Appliances, TVs, Electronics Stores | 147,277 | 0 | 147,277 |
| Household Appliances Stores- | 33,063 | 0 | 33,063 |
| Radio, Television, Electronics Stores | 114,214 | 0 | 114,214 |
| Computer and Software Stores | 38,427 | 0 | 38,427 |
| Camera and Photographic Equipment Stores | 7,100 | 0 | 7,100 |
| Building Material, Garden Equip Stores | 988,974 | 145,576 | 843,398 |
| Building Material and Supply Dealers | 909,941 | 145,218 | 764,723 |

| | | | |
|---|---|---|---|
| Home Centers | 361,978 | 0 | 361,978 |
| Paint and Wallpaper Stores | 20,446 | 16,701 | 3,745 |
| Hardware Stores | 75,235 | 128,517 | (53,282) |
| Other Building Materials Dealers | 452,282 | 0 | 452,282 |
| Building Materials, Lumberyards | 152,337 | 0 | 152,337 |
| Lawn, Garden Equipment, Supplies Stores | 79,033 | 358 | 78,675 |
| Outdoor Power Equipment Stores | 13,064 | 358 | 12,706 |
| Nursery and Garden Centers | 65,969 | 0 | 65,969 |
| | | | |
| Food and Beverage Stores | 1,043,366 | 868,985 | 174,381 |
| Grocery Stores | 961,840 | 868,985 | 92,855 |
| Supermarkets, Grocery (Ex Conv) Stores | 914,383 | 868,985 | 45,398 |
| Convenience Stores | 47,457 | 0 | 47,457 |
| Specialty Food Stores | 29,834 | 0 | 29,834 |
| Beer, Wine and Liquor Stores | 51,692 | 0 | 51,692 |
| | | | |
| Health and Personal Care Stores | 390,439 | 1,338 | 389,101 |
| Pharmancies and Drug Stores | 338,554 | 0 | 338,554 |
| Cosmetics, Beauty Supplies, Perfume Stores | 13,145 | 0 | 13,145 |
| Optical Goods Stores | 14,788 | 1,338 | 13,450 |
| Other Health and Personal Care Stores | 23,952 | 0 | 23,952 |
| | | | |
| Gasoline Stations | 1,093,619 | 15,189,398 | (14,095,779) |
| Gasoline Stations With Conv Stores | 813,687 | 0 | 813,687 |
| Other Gasoline Stations | 279,932 | 15,189,398 | (14,909,466) |
| | | | |
| Clothing and Clothing Accessories Stores | 348,786 | 157 | 348,629 |
| Clothing Stores | 254,424 | 157 | 254,267 |
| Men's Clothing Stores | 16,578 | 157 | 16,421 |
| Women's Clothing Stores | 60,436 | 0 | 60,436 |
| Childrens, Infants Clothing Stores | 18,005 | 0 | 18,005 |
| Family Clothing Stores | 138,228 | 0 | 138,228 |
| Clothing Accessories Stores | 5,270 | 0 | 5,270 |
| Other Clothing Stores | 15,907 | 0 | 15,907 |
| Shoe Stores | 49,809 | 0 | 49,809 |
| Jewelry, Luggage, Leather Goods Stores | 44,553 | 0 | 44,553 |
| Jewelry Stores | 40,741 | 0 | 40,741 |
| Luggage and Leather Goods Stores | 3,812 | 0 | 3,812 |
| | | | |
| Sporting Goods, Hobby, Book, Music Stores | 165,536 | 1,260 | 164,276 |
| Sportng Goods, Hobby, Musical Inst Stores | 116,726 | 0 | 116,726 |
| Sporting Goods Stores | 58,392 | 0 | 58,392 |

| | | | |
|---|---|---|---|
| Hobby, Toys and Games Stores | 37,556 | 0 | 37,556 |
| Sew/Needlework/Piece Goods Stores | 10,587 | 0 | 10,587 |
| Musical Instrument and Supplies Stores | 10,191 | 0 | 10,191 |
| Book, Periodical and Music Stores | 48,810 | 1,260 | 47,550 |
| Book Stores and News Dealers | 32,374 | 1,260 | 31,114 |
| Book Stores | 30,666 | 1,260 | 29,406 |
| News Dealers and Newsstands | 1,708 | 0 | 1,708 |
| Prerecorded Tapes, CDs, Record Stores | 16,436 | 0 | 16,436 |
| | | | |
| General Merchandise Stores | 1,022,647 | 0 | 1,022,647 |
| Department Stores Excl Leased Depts | 471,777 | 0 | 471,777 |
| Other General Merchandise Stores | 550,870 | 0 | 550,870 |
| Warehouse Clubs and Super Stores | 474,750 | 0 | 474,750 |
| All Other General Merchandise Stores | 76,120 | 0 | 76,120 |
| | | | |
| Miscellaneous Store Retailers | 223,374 | 0 | 223,374 |
| Florists | 15,835 | 0 | 15,835 |
| Office Supplies, Stationery, Gift Stores | 86,280 | 0 | 86,280 |
| Office Supplies and Stationery Stores | 48,889 | 0 | 48,889 |
| Gift, Novelty and Souvenir Stores | 37,391 | 0 | 37,391 |
| Used Merchandise Stores | 17,698 | 0 | 17,698 |
| Other Miscellaneous Store Retailers | 103,561 | 0 | 103,561 |
| | | | |
| Non-Store Retailers | 522,807 | 13,713 | 509,094 |
| Electronic Shopping, Mail-Order Houses | 364,995 | 13,713 | 351,282 |
| Vending Machine Operators | 21,112 | 0 | 21,112 |
| Direct Selling Establishments | 136,700 | 0 | 136,700 |
| | | | |
| Foodservice and Drinking Places | 659,646 | 439,846 | 219,800 |
| Full-Service Restaurants | 301,068 | 0 | 301,068 |
| Limited-Service Eating Places | 273,737 | 274,363 | (626) |
| Special Foodservices-7223 | 56,748 | 0 | 56,748 |
| Drinking Places -Alcoholic Beverages | 28,093 | 165,483 | (137,390) |
| | | | |
| GAFO * | 2,016,311 | 1,417 | 2,014,894 |
| General Merchandise Stores | 1,022,647 | 0 | 1,022,647 |
| Clothing and Clothing Accessories Stores | 348,786 | 157 | 348,629 |
| Furniture and Home Furnishings Stores | 200,258 | 0 | 200,258 |
| Electronics and Appliance Stores | 192,804 | 0 | 192,804 |
| Sporting Goods, Hobby, Book, Music Stores | 165,536 | 1,260 | 164,276 |
| Office Supplies, Stationery, Gift Stores | 86,280 | 0 | 86,280 |

*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.

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.

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.

# Lincoln County Profile

| POPULATION BY AGE: | 2007 | % of Total |
|---|---|---|
| Population under 5 years | 1,264 | 7.8% |
| Population 5 to 14 years | 2,262 | 14.0% |
| Population 15 to 19 years | 1,182 | 7.3% |
| Population 20 to 24 years | 1,125 | 7.0% |
| Population 25 to 34 years | 2,039 | 12.6% |
| Population 35 to 44 years | 1,844 | 11.4% |
| Population 45 to 54 years | 2,556 | 15.8% |
| Population 55 to 64 years | 1,913 | 11.8% |
| Population 65 to 74 years | 1,077 | 6.7% |
| Population 75 years and over | 909 | 5.6% |
| TOTAL | 16,171 | 100.0% |

*Source: U.S. Census Bureau*

| RACE AND HISPANIC ORIGIN | 2007 Estimate | % of Total |
|---|---|---|
| TOTAL | 16,171 | 100.0% |
| White alone | 15,806 | 97.7% |
| Black or African American alone | 30 | 0.2% |
| American Indian and Alaska Native alone | 105 | 0.6% |
| Asian alone | 42 | 0.3% |
| Native Hawaiian/ Other Pacific Islander alone | 8 | 0.0% |
| Two or More Races | 180 | 1.1% |
| Race alone or in combination with one or more races: | | |
| White | 15,246 | 94.3% |
| Black or African American | 25 | 0.2% |
| American Indian and Alaska Native | 92 | 0.6% |
| Asian | 40 | 0.2% |
| Native Hawaiian/ Other Pacific Islander | 7 | 0.0% |
| Two or More Races | 173 | 1.1% |
| Hispanic Origin: | | |
| White alone | 560 | 3.5% |
| Black or African American | 5 | 0.0% |
| American Indian and Alaska Native | 13 | 0.1% |
| Asian | 2 | 0.0% |
| Native Hawaiian/ Other Pacific Islander | 1 | 3.3% |
| Two or More Races | 7 | 6.7% |

Note: Hispanic is an ethnic origin not a race.

*Source: U.S. Census Bureau*

| LANDOWNERS | Acres | Square Miles |
|---|---|---|
| **United States Government** | | |
| National Park Service | 7,438 | 11.6 |
| Forest Service | 903,505 | 1,411.7 |
| Fish and Wildlife | 927 | 1.4 |
| Bureau of Land Management | 1,012,651 | 1,582.3 |
| Bureau of Reclamation | 26,343 | 41.2 |
| **Wyoming** | | |
| State Lands Commission | 106,645 | 166.6 |
| Recreation Commission | 4 | 0.0 |
| Game and Fish | 2,181 | 3.4 |
| **Local Government** | | |
| County | (a) | (a) |
| City | (a) | (a) |
| School District & Colleges | (a) | (a) |
| Other Lands | 3,281 | 5.1 |
| Surface Water | 12,749 | 19.9 |
| **Total Public** | 2,062,976 | 3,223.4 |
| **Total Private** | 666,181 | 1,040.9 |
| TOTAL LAND | 2,729,157 | 4,264.3 |

(a) Data not available

*Source: University of Wyoming, Department of Geography & Recreation*

| COUNTY FINANCE | |
|---|---|
| Assessed Valuation (For 2007) | $931,558,709 |
| Total Property Taxes Levied (2007) | $58,334,695 |
| Sales and Use Tax Distribution (FY2007) | $11,958,651 |
| Bank Deposits (6/30/2007) | $290,787,000 |
| 2005 Average County Levy (mills) | 62.621 |

*Source: State of Wyoming, Dept. of Revenue & Dept. of Audit*

| SALES TAX COLLECTIONS INDUSTRY (NAICS) | FY 2007 Total Taxes ($) |
|---|---|
| Agriculture, Forestry, Fishing, & Hunting | $13,603 |
| Mining | $3,160,974 |
| Utilities | $650,904 |
| Construction | $405,699 |
| Manufacturing | $1,867,632 |
| Wholesale Trade | $3,935,647 |
| Retail Trade | $6,571,993 |
| Transportation and Warehousing | $254,915 |
| Information | $389,679 |
| Financial Activities | $806,870 |
| Professional & Business Services | $86,459 |
| Educational & Health Services | -$914 |
| Leisure & Hospitality | $979,062 |
| Other Services | $791,859 |
| Public Administration | $1,521,303 |
| TOTAL | $21,435,685 |

*Source: State of Wyoming, Department of Revenue*

| SELECTED STATISTICS: SCHOOL YEAR 2006-2007 | |
|---|---|
| Number of School Districts | 2 |
| Number of Schools | 13 |
| Fall Enrollment | 3,160 |
| High School Graduates | 182 |
| Average Daily Membership (ADM) | 3,130 |
| Average Daily Attendance (ADA) | 2,931 |
| Certified Teachers | 226 |
| Certified Staff | 48 |
| Administration | 25 |
| Classified Staff | 236 |
| Students Transported Daily | 1,850 |
| Bonded Indebtedness, 6/30/2004 | $3,290,000 |
| Total General Fund Revenues | $41,516,129 |
| Total General Fund Expenditures | $36,885,372 |
| Operating Cost Per ADM | $14,218 |

*Source: State of Wyoming, Dept. of Education, Statistical Report Series No. 3, annual*

| CRIME OFFENSES BY CONTRIBUTOR: 2006 | |
|---|---|
| Murder | 0 |
| Rape | 0 |
| Robbery | 2 |
| Aggravated Assault | 16 |
| Burglary | 55 |
| Larceny | 158 |
| Motor Vehicle Theft | 4 |
| Violent Crimes | 18 |
| Property Crimes | 217 |
| TOTAL | 235 |

*Source: State of Wyoming, Attorney General's Office, DCI*

| COUNTY EMPLOYMENT STATISTICS | |
|---|---|
| Labor Force *(Aug 2008)p* | 9,586 |
| Employed *(Aug 2008)p* | 9,271 |
| Unemployed *(Aug 2008)p* | 315 |
| Unemployment Rate *(Aug 2008)p* | 3.3% |
| Ave. Weekly Wage - Covered Emp. *(Q1_08)* | $909 |

*Source: State of Wyoming, Department of Employment*
*p = preliminary*

| PERSONAL INCOME | 2005 |
|---|---|
| Total Personal Income (000s $) | $456,393 |
| Per Capita Personal Income | $28,632 |
| Per Capita Current Transfer Receipts* | $3,904 |
| Per Capita Dividends, Interest, and Rent | $6,191 |

*Mainly include social security, disability, Medicare/Medicaid, and other income maintenance payments.

*Source: U.S. Department of Commerce, Bureau of Economic Analysis, Regional Economic Information System*

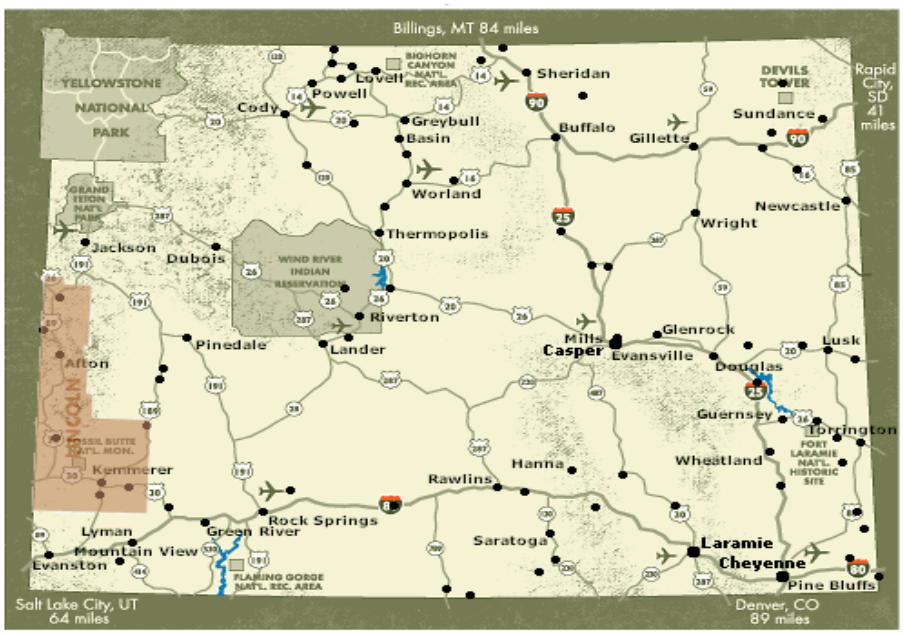
| FULL AND PART TIME EMPLOYMENT | 2005 |
|---|---|
| Wage and Salary | 6,408 |
| Proprietors | 2,894 |
| | |
| Farm | 664 |
| Forestry, Fishing, Related Activities | 89 |
| Mining | 684 |
| Utilities | (D) |
| Construction | 1,225 |
| Manufacturing | 351 |
| Wholesale Trade | (D) |
| Retail Trade | 1,020 |
| Transportation and Warehousing | 245 |
| Information | 165 |
| Finance and Insurance | 258 |
| Real Estate, Rental, and Leasing | 384 |
| Professional and Technical Services | 303 |
| Management of Companies and Enterprises | (D) |
| Administrative and Waste Services | (D) |
| Educational Services | (D) |
| Health Care and Social Assistance | (D) |
| Arts, Entertainment, and Recreation | 131 |
| Accommodation and Food Services | 615 |
| Other Services, except Public Administration | 453 |
| Government and Government Enterprises | 1,703 |
| TOTAL | 9,302 |

| EARNINGS (000s of $): | 2005 |
|---|---|
| Wage and Salary | $199,101 |
| Proprietors | $49,101 |
| Supplements to Wages and Salaries* | $50,066 |
| Farm | $5,640 |
| Forestry, Fishing, Related Activities | $1,329 |
| Mining | $59,861 |
| Utilities | (D) |
| Construction | $43,350 |
| Manufacturing | $10,466 |
| Wholesale Trade | (D) |
| Retail Trade | $16,424 |
| Transportation and Warehousing | $10,343 |
| Information | $5,077 |
| Finance and Insurance | $5,743 |
| Real Estate, Rental, and Leasing | $9,521 |
| Professional and Technical Services | $8,397 |
| Management of Companies and Enterprises | (D) |
| Administrative and Waste Services | (D) |
| Educational Services | (D) |
| Health Care and Social Assistance | (D) |
| Arts, Entertainment, and Recreation | $3,169 |
| Accommodation and Food Services | $5,342 |
| Other Services, except Public Administration | $5,590 |
| Government and Government Enterprises | $69,208 |
| TOTAL | $298,268 |

*Supplements to Wages and Salaries include employer contributions for employee pension/insurance funds and for government social insurance

(D) - not shown to avoid disclosure of confidential information

*Source: U.S. Department of Commerce, Bureau of Economic Analysis (BEA), Regional Economic Information System*



## Workforce Training

1. Wyoming Department of Workforce Services offers employers up to $2,000 per employee for training. (http://wyomingworkforce.org/wdtf/existing.aspx).
2. Quick Start

Wyoming is the first state approved to license the State of Georgia's Quick Start program. The Wyoming Business Council and the Wyoming Community Colleges are partnering to provide

training in:

- Customer Service
- Manufacturing
- Warehousing and Distribution

*(http://www.wyomingbusiness.org/business/workforce.aspx).*

## State Incentives

1. No corporate state income tax.
2. No personal state income tax.
3. Community Development Block Grants administered by Wyoming Business Council. *Source*: *http://www.wyomingbusiness.org/community/cdbg.aspx*.
   - Provides grants to local governments for community and economic development projects.
   - Provides convertible loans to grants based on job creation.
4. Partnership Challenge Loan Program administered by Wyoming Business Council. *Source: http://www.wyomingbusiness.org/financial/loan.aspx*.
   - Provides low interest loans to community development organizations.
   - Provides gap financing for projects with the Wyoming Business Council participating with a commercial lender.
5. Industrial Development Revenue Bonds. Cities and counties may issue tax-exempt bonds to provide financing for manufacturing. *Source: http://www.wyomingbusiness.org/financial/idrb.aspx*.

## Taxes

1. No corporate state income tax.
2. No personal state income tax.
3. No inventory tax.
4. Lincoln County has a 5% sales and use tax (statewide base of 4% plus 1% optional county tax). *Source: Wyoming Department of Revenue, Excise Tax Division (October 2008).*
5. Unemployment Insurance - taxable base rate of $20,100. Tax rates by industry grouping - WY Dept. of Employment. *Source: http://wydoe.state.wy.us/doe.asp?ID=456*.

6. Workers' Compensation - rates vary by occupation and can be found at:
   *Source: http://159.238.91.226/etd/Rates/2008-Rates.xls.*
7. Property taxes. Average tax rate in Lincoln County is 6.236%.
   *Source: Wyoming Department of Revenue, Ad Valorem Division.*

| **Tax computation**: |
|---|
| Fair Market Value of Property * Level of Assessment (9.5% for Residential and Commercial Property) * Tax Rate |

**Example**: Tax on a commercial facility valued at $1,000,000 is as follows: $1,000,000 x

0.095 = $95,000 x 0.06236 = $5,924.

State assesses agricultural lands at 9.5% of agricultural value, residential and commercial at 9.5% and industrial at 11.5% of fair market value.

## Cost of Living Index (Prices as of July 9, 10, and 11, 2008, Statewide Average = 100)

| Food | Housing | Apparel | Transportation | Medical | Recreation & Personal Care |
|---|---|---|---|---|---|
| 97 | 104 | 86 | 99 | 100 | 96 |

*Source: State of Wyoming, Economic Analysis Division (http://eadiv.state.wy.us/wcli/NewsRelease-2Q08.pdf).*

| Average Price of Single-Family Home (2007) | $300,092 |
|---|---|

*Source: A Profile of Wyoming <www.wyomingcda.com>*

## Higher Education

Western Wyoming Community College: Campuses in Rock Springs and Green River
University of Wyoming Outreach Program

## Transportation

1. **Airports**:

   Jackson Hole (JAC)
   7 miles north of Jackson
   Commercial Service: Sky West, American, United, Air Wisconsin, Great Lakes (United Express)
   Daily flights to: Denver, Salt Lake City, Dallas, Chicago
   Runway: 6,305 x 150 ft., asphalt
   Fixed Base Operators: Jackson Hole Aviation

Afton Municipal (AFO)
South edge of Afton
Runway: 5,218 x 75 ft., asphalt
Fixed Base Operators: Mountain Air

Cokeville Municipal (U06)
3 miles south of Cokeville
Runway: 3,400 x 60 ft., asphalt
Fixed Base Operators: None

Kemmerer Municipal (EMM)
2 miles northwest of Kemmerer
Fixed Base Operators: yes
Runways: 8,200 x 75 ft., asphalt
2,679 x 60 ft., concrete

2. **Highways:**

Distance from county centroid to nearest Interstate highway = 63.79 miles to I-80
U.S. 30
U.S. 89
U.S. 189

3. **Railroad**:

Union Pacific

## Lincoln County Business Report (Estimate)

| | |
|---|---|
| **Daytime Population: Total Employees (2008)** | **5,460** |
| **Business Counts: Total Establishments (2008)** | **699** |

| **Employees By Occupation** | **2008** | **% of Total** |
|---|---|---|
| ***"White Collar" Employees*** | 3,170 | 58.1% |
| Administrative Support Workers | 904 | 16.6% |
| Executive Managers & Administrators | 538 | 9.9% |
| Professional Specialty Occupations | 903 | 16.5% |
| Sales Professionals | 96 | 1.8% |
| Sales Workers & Clerks | 466 | 8.5% |
| Technical Sales & Administrative | 14 | 0.3% |
| Technologies & Technicians | 249 | 4.6% |
| ***"Blue Collar" Employees*** | 2,260 | 41.4% |
| Construction, Repair & Mining | 226 | 4.1% |
| Farming, Forestry & Fishing | 169 | 3.1% |
| Handlers, Helpers & Laborers | 148 | 2.7% |
| Machine Operators, Assemblers & Inspectors | 96 | 1.8% |
| Other Services Field Based | 38 | 0.7% |
| Other Services Site Based | 866 | 15.9% |
| Precision Craft & Repair | 472 | 8.6% |
| Private Household Service | 0 | 0.0% |

| | | |
|---|---|---|
| Protective Services | 93 | 1.7% |
| Transportation & Materials Moving Workers | 152 | 2.8% |

| **Establishments: Size** | **2008** | **% of Total** |
|---|---|---|
| 1 - 4 Employees | 462 | 66.1% |
| 5 - 9 Employees | 121 | 17.3% |
| 10 - 19 Employees | 57 | 8.2% |
| 20 - 49 Employees | 41 | 5.9% |
| 50 - 99 Employees | 12 | 1.7% |
| 100 - 249 Employees | 5 | 0.7% |
| 250 - 499 Employees | 1 | 0.1% |
| 500 - 999 Employees | 0 | 0.0% |
| 1,000+ Employees | 0 | 0.0% |

| **Major Industry: Employees** | **2008** | **% of Total** |
|---|---|---|
| Agricultural, Forestry, Fishing | 48 | 0.9% |
| Construction | 315 | 5.8% |
| Finance, Insurance & Real Estate | 254 | 4.7% |
| Manufacturing | 164 | 3.0% |
| Mining | 295 | 5.4% |
| Public Administration | 642 | 11.8% |
| Retail Trade | 1,029 | 18.8% |
| Services | 2,100 | 38.5% |
| Transportation & Communications | 413 | 7.6% |
| Unclassified | 30 | 0.5% |
| Wholesale Trade | 170 | 3.1% |

| **Major Industry: Establishments** | **2008** | **% of Total** |
|---|---|---|
| Agricultural, Forestry, Fishing | 19 | 2.7% |
| Construction | 73 | 10.4% |
| Finance, Insurance & Real Estate | 47 | 6.7% |
| Manufacturing | 21 | 3.0% |
| Mining | 11 | 1.6% |
| Public Administration | 74 | 10.6% |
| Retail Trade | 136 | 19.5% |
| Services | 252 | 36.1% |
| Transportation & Communications | 36 | 5.2% |
| Unclassified | 15 | 2.1% |
| Wholesale Trade | 15 | 2.1% |

| **Retail Trade: Employees** | **2008** | **% of Total** |
|---|---|---|
| Auto Dealers & Gas Stations | 237 | 23.0% |
| Bars | 40 | 3.9% |
| Building Materials Hardware & Garden | 60 | 5.8% |
| Catalog and Direct Sales | 0 | 0.0% |
| Clothing Stores | 8 | 0.8% |

| | | |
|---|---|---|
| Convenience Stores | 50 | 4.9% |
| Drug Stores | 45 | 4.4% |
| Electronics & Computer Stores | 14 | 1.4% |
| Food Markets | 99 | 9.6% |
| Furniture Stores | 6 | 0.6% |
| General Merchandise Stores | 99 | 9.6% |
| Home Furnishings | 25 | 2.4% |
| Liquor Stores | 15 | 1.5% |
| Music Stores | 1 | 0.1% |
| Other Food Service | 40 | 3.9% |
| Other Food Stores | 6 | 0.6% |
| Restaurants | 191 | 18.6% |
| Specialty Stores | 93 | 9.0% |
| Total Retail Trade | 1,029 | 100.0% |

| **Retail Trade: Establishments** | **2008** | **% of Total** |
|---|---|---|
| Auto Dealers & Gas Stations | 24 | 17.6% |
| Bars | 10 | 7.4% |
| Building Materials Hardware & Garden | 7 | 5.1% |
| Catalog & Direct Sales | 0 | 0.0% |
| Clothing Stores | 3 | 2.2% |
| Convenience Stores | 4 | 2.9% |
| Drug Stores | 6 | 4.4% |
| Electronics & Computer Stores | 3 | 2.2% |
| Food Markets | 4 | 2.9% |
| Furniture Stores | 3 | 2.2% |
| General Merchandise Stores | 5 | 3.7% |
| Home Furnishings | 7 | 5.1% |
| Liquor Stores | 2 | 1.5% |
| Music Stores | 1 | 0.7% |
| Other Food Service | 4 | 2.9% |
| Other Food Stores | 2 | 1.5% |
| Restaurants | 16 | 11.8% |
| Specialty Stores | 35 | 25.7% |
| Total Retail Trade | 136 | 100.0% |

| **Service: Employees** | **2008** | **% of Total** |
|---|---|---|
| Advertising | 0 | 0.0% |
| Auto Repair/Services | 52 | 2.5% |
| Beauty and Barber Shops | 32 | 1.5% |
| Child Care Services | 0 | 0.0% |
| Colleges & Universities | 2 | 0.1% |
| Computer Services | 14 | 0.7% |
| Dry Cleaning & Laundry | 16 | 0.8% |
| Entertainment & Recreation Services | 67 | 3.2% |
| Health & Medical Services | 297 | 14.1% |
| Hospitals | 780 | 37.1% |

| | | |
|---|---|---|
| Hotels & Lodging | 106 | 5.0% |
| Legal Services | 18 | 0.9% |
| Membership Organizations | 64 | 3.0% |
| Miscellaneous Repair Services | 22 | 1.0% |
| Motion Pictures | 20 | 1.0% |
| Museums & Zoos | 1 | 0.0% |
| Other Business Services | 51 | 2.4% |
| Other Education & Library Services | 30 | 1.4% |
| Other Personal Service | 34 | 1.6% |
| Primary & Secondary Education | 330 | 15.7% |
| Professional Services | 53 | 2.5% |
| Social Services | 111 | 5.3% |
| Total Services | 2,100 | 100.0% |

| **Service: Establishments** | **2008** | **% of Total** |
|---|---|---|
| Advertising | 0 | 0.0% |
| Auto Repair/Services | 20 | 7.9% |
| Beauty and Barber Shops | 13 | 5.2% |
| Child Care Services | 0 | 0.0% |
| Colleges & Universities | 1 | 0.4% |
| Computer Services | 6 | 2.4% |
| Dry Cleaning & Laundry | 3 | 1.2% |
| Entertainment & Recreation Services | 14 | 5.6% |
| Health & Medical Services | 30 | 11.9% |
| Hospitals | 15 | 6.0% |
| Hotels & Lodging | 18 | 7.1% |
| Legal Services | 7 | 2.8% |
| Membership Organizations | 28 | 11.1% |
| Miscellaneous Repair Services | 15 | 6.0% |
| Motion Pictures | 5 | 2.0% |
| Museums & Zoos | 1 | 0.4% |
| Other Business Services | 15 | 6.0% |
| Other Education & Library Services | 6 | 2.4% |
| Other Personal Service | 8 | 3.2% |
| Primary & Secondary Education | 13 | 5.2% |
| Professional Services | 16 | 6.3% |
| Social Services | 18 | 7.1% |
| Total Services | 252 | 100.0% |

## Lincoln County Consumer Expenditure Report (Estimate)

| | 2008 Estimate | 2013 Projection | % Change 2008 - 2013 |
|---|---|---|---|
| Total Households | 6,580 | 7,390 | 12.3% |
| Total Average Household Expenditure | $50,812 | $56,002 | 10.2% |
| Total Average Retail Expenditure | $21,635 | $23,808 | 10.0% |

## Consumer Expenditure Detail (Average Household Annual Expenditures)

| | 2008 Estimate | 2013 Projection | % Change 2008 - 2013 |
|---|---|---|---|
| Airline Fares | $358.44 | $404.73 | 12.9% |
| Alcoholic Beverages | $586.55 | $655.31 | 11.7% |
| Alimony & Child Support | $252.80 | $285.39 | 12.9% |
| Apparel | $2,406.89 | $2,653.42 | 10.2% |
| Apparel Services & Accessories | $365.74 | $411.61 | 12.5% |
| Audio Equipment | $86.69 | $94.65 | 9.2% |
| Babysitting & Elderly Care | $392.80 | $439.18 | 11.8% |
| Books | $60.79 | $67.32 | 10.7% |
| Books & Supplies | $154.00 | $175.97 | 14.3% |
| Boys Apparel | $115.68 | $125.09 | 8.1% |
| Cellular Phone Service | $407.06 | $441.76 | 8.5% |
| Cigarettes | $318.70 | $337.15 | 5.8% |
| Computer Hardware | $345.60 | $385.28 | 11.5% |
| Computer Information Services | $162.77 | $182.11 | 11.9% |
| Computer Software | $26.89 | $29.99 | 11.5% |
| Contributions | $1,777.44 | $2,006.83 | 12.9% |
| Coolant & Other Fluids | $7.96 | $8.71 | 9.4% |
| Cosmetics & Perfume | $104.31 | $114.76 | 10.0% |
| Deodorants & Other Personal Care | $28.85 | $31.77 | 10.1% |
| Education | $1,092.82 | $1,249.14 | 14.3% |
| Electricity | $1,331.97 | $1,436.85 | 7.9% |
| Entertainment | $2,832.50 | $3,128.12 | 10.4% |
| Fees & Admissions | $693.08 | $786.26 | 13.4% |
| Finance Chgs Exc Mort & Veh | $557.27 | $610.33 | 9.5% |
| Floor Coverings | $71.52 | $82.78 | 15.7% |
| Food & Beverages | $7,895.55 | $8,623.65 | 9.2% |
| Food At Home | $4,162.73 | $4,490.99 | 7.9% |
| Food Away From Home | $3,146.27 | $3,477.35 | 10.5% |
| Footwear | $395.88 | $428.92 | 8.3% |
| Fuel Oil & Other Fuels | $136.29 | $148.52 | 9.0% |
| Funeral & Cemetery | $96.10 | $105.59 | 9.9% |
| Furniture | $596.99 | $668.64 | 12.0% |
| Gasoline & Oil | $2,362.21 | $2,564.02 | 8.5% |
| Gifts | $1,289.35 | $1,458.27 | 13.1% |
| Girls Apparel | $158.71 | $172.55 | 8.7% |
| Hair Care | $57.15 | $62.92 | 10.1% |
| Hard Surface Flooring | $25.76 | $28.89 | 12.2% |

| | | | |
|---|---|---|---|
| Health Care | $3,215.07 | $3,489.24 | 8.5% |
| Health Care Insurance | $1,554.09 | $1,687.33 | 8.6% |
| Health Care Services | $767.39 | $830.48 | 8.2% |
| Health Care Supplies & Equip | $893.59 | $971.43 | 8.7% |
| Household Services | $316.81 | $356.56 | 12.5% |
| Household Supplies | $770.28 | $865.44 | 12.4% |
| Household Textiles | $158.89 | $176.16 | 10.9% |
| Housewares & Small App | $1,106.40 | $1,234.33 | 11.6% |
| Indoor Plants & Fresh Flowers | $69.57 | $78.00 | 12.1% |
| Infants Apparel | $107.82 | $118.07 | 9.5% |
| Jewelry | $147.41 | $165.93 | 12.6% |
| Legal & Accounting | $104.83 | $114.88 | 9.6% |
| Magazines | $34.03 | $37.69 | 10.8% |
| Major Appliances | $259.93 | $285.96 | 10.0% |
| Mass Transit | $96.13 | $108.41 | 12.8% |
| Men's Apparel | $455.76 | $503.98 | 10.6% |
| Mortgage Interest | $3,847.74 | $4,319.13 | 12.3% |
| Natural Gas | $506.00 | $550.14 | 8.7% |
| New Car Purchased | $1,189.89 | $1,335.77 | 12.3% |
| New Truck Purchased | $1,411.22 | $1,584.52 | 12.3% |
| New Vehicle Purchase | $2,601.11 | $2,920.29 | 12.3% |
| Newspapers | $71.18 | $78.90 | 10.8% |
| Oral Hygiene Products | $26.51 | $29.18 | 10.1% |
| Other Lodging | $522.39 | $606.10 | 16.0% |
| Other Miscellaneous Expenses | $107.23 | $117.47 | 9.5% |
| Other Repairs & Maintenance | $146.88 | $164.32 | 11.9% |
| Other Tobacco Products | $35.45 | $37.50 | 5.8% |
| Other Transportation Costs | $566.82 | $634.43 | 11.9% |
| Other Utilities | $419.71 | $455.97 | 8.6% |
| Paint & Wallpaper | $65.16 | $72.78 | 11.7% |
| Personal Care Products | $172.00 | $189.28 | 10.0% |
| Personal Care Services | $492.93 | $542.41 | 10.0% |
| Personal Insurance | $496.72 | $558.41 | 12.4% |
| Pet Supplies & Services | $280.00 | $306.42 | 9.4% |
| Photographic Equip & Supplies | $126.23 | $138.42 | 9.7% |
| Plumbing & Heating | $59.13 | $66.05 | 11.7% |
| Property Taxes | $1,694.08 | $1,899.36 | 12.1% |
| Public Transportation | $556.44 | $628.26 | 12.9% |
| Records/Tapes/CD Purchases | $137.88 | $150.73 | 9.3% |
| Recreational Equip & Supplies | $1,145.47 | $1,255.26 | 9.6% |
| Rental Costs | $2,366.19 | $2,483.81 | 5.0% |
| Roofing & Siding | $80.38 | $89.73 | 11.6% |
| Satellite Dishes | $10.85 | $11.87 | 9.4% |
| Shaving Needs | $12.33 | $13.57 | 10.1% |
| Shelter | $9,743.57 | $10,776.00 | 10.6% |
| Telephone Svc Excl Cell | $804.80 | $873.10 | 8.5% |
| Televisions | $126.58 | $138.37 | 9.3% |
| Transportation | $10,381.81 | $11,412.31 | 9.9% |

| | | | |
|---|---|---|---|
| Tuition | $938.82 | $1,073.17 | 14.3% |
| Used Car Purchase | $928.33 | $998.31 | 7.5% |
| Used Truck Purchase | $811.64 | $872.84 | 7.5% |
| Used Vehicle Purchase | $1,739.97 | $1,871.15 | 7.5% |
| VCRs & Related Equipment | $52.06 | $56.92 | 9.3% |
| Vehicle Insurance | $1,183.68 | $1,291.59 | 9.1% |
| Vehicle Repair | $794.93 | $869.56 | 9.4% |
| Vehicle Repair & Maintenance | $802.89 | $878.27 | 9.4% |
| Video & Audio Equipment | $993.95 | $1,086.60 | 9.3% |
| Video Game Hardware & Software | $32.29 | $35.35 | 9.5% |
| Watches | $27.04 | $30.41 | 12.5% |
| Women's Apparel | $807.30 | $893.20 | 10.6% |

# RESOURCE TEAM MEMBERS
# COKEVILLE, WY
# 5-YEAR COMMUNITY ASSESSMENT
# May 5 & 6, 2009

## TEAM LEADER

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**Town of Cokeville**
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# TOWN OF COKEVILLE
# 2009 COMMUNITY ASSESSMENT 5-YEAR FOLLOW-UP STUDY
# MEETING AGENDA

| **Tuesday, May 5th** | **Activity/Listening Session Group** | **Location** |
|---|---|---|
| 8:00 a.m. – 9:45 a.m. | Breakfast/ Team Member Orientation | Flying J Restaurant |
| 10:00 a.m. – 10:50 a.m. | City, County & State Government | Town Hall |
| 11:30 a.m. – 12:30 a.m. | Youth (contact: Principal Harris)<br>LUNCH @ High School | High School |
| 12: 40 p.m. – 1:30 p.m. | Senior Listening Session | Senior Center |
| 1:30 p.m. – 2:20 p.m. | Agriculture | Council Chambers |
| 2:30 p.m. - 3:20 p.m. | Emergency and Health Care Services | Council Chambers |
| 3:20 p.m. – 3:40 p.m. | BREAK | Town Hall |
| 3:40 p.m. – 4:30 p.m. | Economic Development/ Chamber | Council Chambers |
| 4:40 p.m. - 5:30 p.m. | Agriculture/Churches/Not-for Profits | Council Chambers |
| 6:00 p.m. - 7:00 p.m. | Resource Team Working Supper | Senior Center |
| 7:30 p.m. – 8:20 p.m. | Educators and Parents | Council Chambers |

| **Wednesday, May 6th** | **Activity** | **Location** |
|---|---|---|
| 7:00 a.m. – 8:00 a.m. | Breakfast | Flying J Restaurant |
| 8:00 a.m. - 9:30 a.m. | Community Tour /start @ | Flying J Restaurant |
| 9:30 a.m. – NOON | Prepare for Report to Council | Town Hall |
| NOON - 1:00 p.m. | Report to Council | Council Chambers |

# Cokeville Major Themes
# Five Year Follow Up
# May, 2009

- Economic Development
  - Business Districts
  - Small Business Development
  - Financing
  - Jobs
  - Planning/zoning/annexation

- Services
  - Bank
  - Grocery/Hardware
  - Automotive services
  - Healthcare, Pharmacy
  - Mosquito Abatement

- Housing
  - Retirement
  - Assisted Living
  - Options

- Recreation
  - Trails
  - Access to public land
  - Track, Recreation Center
  - Parks

- Community Enhancement
  - Main Street
  - Old Buildings
  - Trees and Landscaping
  - Intersections

- Communication
  - Newspaper
  - Telecommunication
  - Online Training
  - Networking

- Infrastructure
  - Natural Gas
  - Water/Sewer/Streets
  - Power Outages
  - Ongoing Maintenance

# Team Member Recommendations

COKEVILLE COMMUNITY ASSESSMENT

Team Member
**Kelley Gove**
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**kelleygove@yahoo.com**

**Introduction:** Many thanks to the residents of Cokeville for their hospitality during our stay. The time I spent there was quite rewarding, and it was encouraging to see the participation of many different sectors of the community who attended the listening sessions. I thoroughly enjoyed my visit.

While there are challenges and opportunities for growth and improvement in the town, I also saw many commendable examples of dedication, commitment and desire for a continuation of the way of life in the community. Certainly, many people expressed what a great community they have and are proud of, and are committed to working to continue this feeling. Many of the challenges that were mentioned already have solutions in progress, which shows the dedication people have to making things happen. There is a strong spirit of community pride.

I have organized my report according to three of the major themes identified by the resource team during our listening sessions: Community Enhancement, Recreation, and Communication.

**Theme: Community Enhancement**

**Challenges: Old Buildings, Main Street, Trees and Landscaping, Intersections**
During the listening sessions, it was mentioned that some older buildings in Cokeville (for example, the opera house) present a number of challenges to the community. I heard both that they need to be preserved and that they need to be torn down. It is clear that they need to be dealt with in some way, because they are just becoming more run down the longer they sit empty; I suggest an appraisal to see what options are actually available. This issue is certainly a difficult challenge that many Wyoming communities are facing. People also pointed out the number of buildings in downtown Cokeville that are not being used, and the need to do something about these; again, this is a challenge faced by many towns in Wyoming. It was also mentioned that there is a need to make the main intersection into Cokeville more welcoming, through signage and landscaping. Finally, the need for landscaping downtown was expressed.

**Solution 1: Wyoming Main Street Program**

**a)** The **Wyoming Main Street Program** was created by the Wyoming Legislature to help communities revitalize their downtowns. Wyoming Main Street provides, at no charge, training, information,

research, referral services, and technical assistance to communities throughout the state. Wyoming Main Street is a partner that plays an advisory coordinating role, but Main Street success is built mainly through local commitment, initiative and follow-through. For any individual, organization or community interested in revitalization, Wyoming Main Street provides access to information, strategic and work planning, and community support via phone and e-mail consultation. Wyoming Main Street's newly revised Program Guidelines offer a range of "tiers" that are aimed at accommodating all communities, regardless of size or resources.

**b)** In addition to these services, Wyoming Main Street has a **Main Street Loan Program** that offers funding for building or business owners wishing to make structural or façade renovations. Contact Wyoming Main Street for full details on the Main Street Loan Program.

**c)** The **Historic Architecture Assistance Fund** will provide the services of architects to the owners of historic buildings or buildings located in Main Street communities to address issues involved with the rehabilitation and use of such properties. Typical projects that can be funded include a building assessment, structural analysis, analysis of building code and ADA requirements, and facade and signage schematic design. This fund is meant to support private property owners, who are not eligible for many grant programs. Not-for-profit property owners may also submit applications for fund monies. Applications may be submitted at any time, but are reviewed quarterly. The application can be downloaded at: www.wyomingmainstreet.org/architectureassistance.htm

Contact:
Evan Medley
State Program Manager
Wyoming Main Street
214 W 15th St
Cheyenne, WY 82002
Tel: (307) 777-2934
E-mail: evan.medley@wybusiness.org
www.wyomingmainstreet.org

**Solution 2**: **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

**Solution 3**: **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

**Solution 4**: **National Arbor Day Foundation**

An option to purchase trees cheaply is to join the National Arbor Day Foundation. It is only $10 to join and with the membership you get 10 free trees and a book on how to care for them. It would also be possible to look into becoming a certified Tree City.

Contact:
National Arbor Day Foundation
100 Arbor Avenue
Nebraska City, NE 68410

Toll Free: 1-888-448-7337
www.arborday.org

**Solution 5**: **Office of State Lands and Investments**, Wyoming State Forestry Division

The WY State Forestry Division, in cooperation with the WY Community Forestry Council and the USDA Forest Service, provides funds for tree planting.

Contact:
Mark Hughes
U&CF Grants
WY State Forestry Division
1100 West 22nd St.
Cheyenne, WY 82002
(307) 777-7586
http://slf-web.state.wy.us/forestry/adobe/treegrant.pdf

**Theme: Recreation**

**Challenges**: **Trails, track, recreation center, parks**
During the listening sessions, many people said they wanted a walking/biking path. The desire for more parks was also mentioned. Finally, people expressed that they wanted more opportunities for recreation, either through a recreation center, a track, or improvement to the volleyball court with better sand in one of the parks.

The Town might start with a survey of local residents to determine what type of facility is wanted by the community. For example, a recreation center might be a long-term goal that could turn out not to be feasible for a town the size of Cokeville; however, in the short-term, it might be feasible to improve the outdoor volleyball court and create a track. The Town may decide that it is more important to have a walking/biking trail than a recreation center, and so put the energy and effort toward that one common goal. Part of this planning could include creating a parks and recreation comprehensive plan (an example of this can be found in Laramie, http://www.ci.laramie.wy.us/Documents/Chapter4ParksandRecreation8.22.07.pdf). The NRPA (National Recreation and Park Association, www.nrpa.org published the Recreation, Park, and Open Space Standards and Guidelines, which could also be a useful planning tool.

**Solution 1**: **WYDOT**
The Wyoming Department of Transportation has a Bicycle/Pedestrian Program that acts as a clearinghouse for current planning information and design guidance for non-motorized transportation facilities. They also provide grants through their TEAL (Transportation Enhancement Activities) program, for both the provision of facilities for pedestrians and bicycles, as well as landscaping and other scenic beautification.

Contact:
WYDOT Planning, Bicycle/Pedestrian Program
5300 Bishop Boulevard
Cheyenne, WY 82009

(307) 777-4719
http://www.dot.state.wy.us/wydot/safety/pedestrian_bicycle

CJ Brown
TEAL Program Coordinator
5300 Bishop Boulevard
Cheyenne, WY 82009
(307) 777-4179
http://www.dot.state.wy.us/wydot/planning_projects/transportation_programs/teal

**Solution 2**: **Wyoming State Parks, Historic Sites, and Trails**

- **a)** The **Recreational Trails Grant Program** is administered by the Wyoming State Trails Program. Funding is provided through the Federal Highway Administration.
- **b)** The **Land and Water Conservation Fund Project** is a matching grant program based upon a fifty percent (50%) reimbursement of the total cost of the project. Only costs for the development and/or acquisition of public outdoor recreation lands and facilities are eligible for assistance.

Contact:
Tracy Williams
Trails Planner
State Parks and Historic Sites & Trails
(307) 777-8681
http://wyotrails.state.wy.us/Grants/index.asp
http://wyoparks.state.wy.us/Grants/lwcf.asp

- **c)** The **Wyoming Cultural Trust Fund** is a quite broadly-based program that can be utilized for a variety of projects, from planning to bricks-and-mortar construction. The WCTF can provide grant funding for all forms of arts and culture, including but not limited to, visual arts, performing arts, crafts, design arts, media arts, literature, folk life and traditional arts, humanities, historic and architectural preservation, community cultural celebrations and cultural corridors.

Contact:
Renée Bovée
Administrator
Wyoming Cultural Trust Fund
2301 Central Avenue
Cheyenne, WY 82002
(307) 777-6312
Applications are available for download from the Cultural Trust Fund web site:
http://wyospcr.state.wy.us/wctffront.htm.

**Solution 3**: **USDA**

Rural Development Housing and Community Facilities Programs are designed to develop essential community facilities for public use in rural areas. These facilities include schools, libraries, childcare, hospitals, medical clinics, assisted living facilities, fire and rescue stations, police stations, community centers, public buildings and transportation.

Contact:
http://www.rurdev.usda.gov/rhs/cf/cp.htm

**Solution 4**: **The Conservation Fund**

The Kodak American Greenways Program provides small grants to create or enhance greenways.

Contact:
Jen White
(703) 525-6300
Email: jwhite@conservationfund.org
http://www.conservationfund.org/kodak_awards

**Solution 5: Other possibilities**

Other possibilities include getting in touch with various towns that have created trail systems or Greenbelts, such as Laramie, Casper, Cheyenne, etc., which are all larger towns, but could still provide good resources. These communities also have park systems and may provide suggestions for how they operate. For example, one of Laramie's parks created a Friends of Undine park organization to preserve and improve the park. Adopt-a-park programs also exist.

Contact:
Friends of Undine Park
819 S. 7th St.
Laramie, WY 82070
Eileen Byrd: byrdwy@msn.com
Leslie Irving: irving@vcn.com
http://www.irvings-woodfurnishings.com/indexfoup.html

**Theme: Communication**

**Challenge: Newspaper, Networking**
One of the challenges facing Cokeville is the need for better communication; in particular, during the listening sessions, people talked about the need to better communication for newcomers. While those who have lived in the town for a while may know what is happening, or who is available to provide what services, it may take much longer for others to find this information out. Also, while it may not be feasible in the short-term to have a newspaper, which many people said they would like, it may be easier and less expensive to create a newsletter.

**Solution 1: Community Calendar**

City hall, the library, and the grocery already serve as good places to find out what is happening in town, as many post fliers at the entrances to these buildings. Consider enhancing this through technological tools such as the county-wide Community Calendar being coordinated by Rawlins Main Street (http://events.rawlinsmainstreet.org/).
I recommend creating a calendar on the already existing city web site, to use to publicize special events and ongoing programming, as well as a place that services could be posted. Also, I think enhancing the strategic plan section of the city website by providing more information could be useful.

Contact:
Pam Thayer, Executive Director
Rawlins Main Street Program
P.O. Box 1778
400 W. Front St.
Rawlins, WY 82301
Office: 307-328-2099

**Solution 2: Community Newsletter/Publication**

A local community newsletter is a possible solution to improve communication. This solution can be implemented relatively inexpensively through electronic methods, with a limited number of hard copies distributed to those residents who lack Internet access. Kaycee, Wyoming (population approx. 250) has instituted a community-driven newsletter/periodical publication, the *Kaycee Community Voice*. The *Voice* is financed by advertising dollars and provides news, social events, and other community information.

Contact:
Kaycee Community Voice
P.O. Box 135
Kaycee, WY 82639
E-mail: kcvoice@rtconnect.net

Cokeville, Wyoming

**Brandon Cammarata, AICP**
**Urban Planning Director**
**2101 O'Neil Avenue, Room 307**
**Cheyenne WY 82002**
**307-638-4303**
**307-637-6308 fax**
**bcammarata@cheyennecity.org**

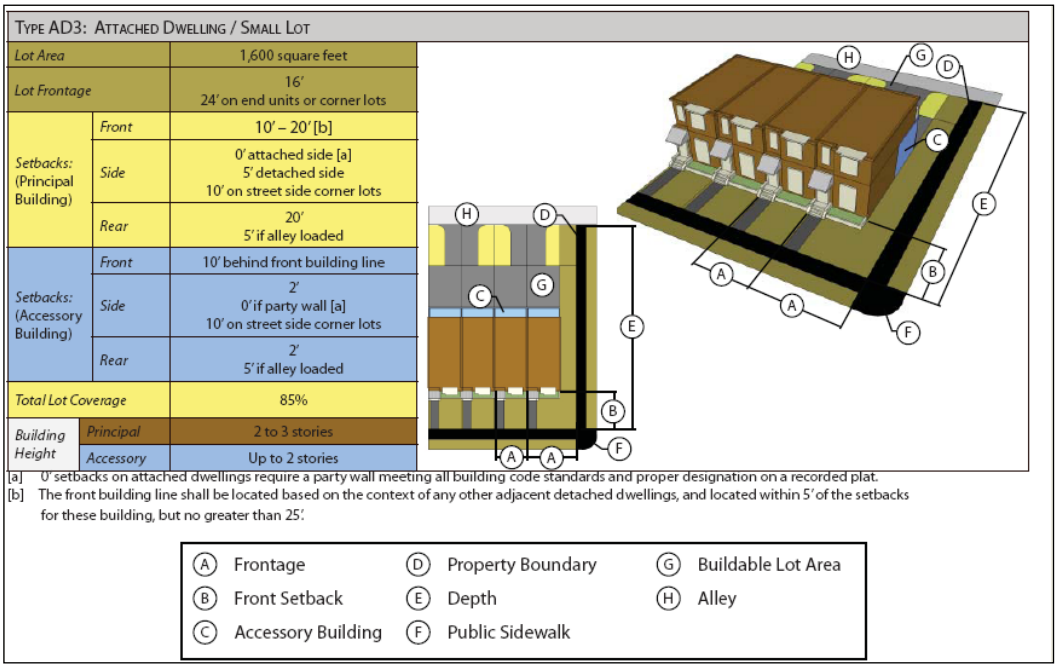
**Introduction**: We had the pleasure of a day and a half in Cokeville and I thank those involved for their hospitality and support. It is apparent to me that your community is unique with a number of assets that can be utilized, and I hope this effort will help you capitalize on opportunities. I found your community to be clean and well kept for the most part, and I was encouraged to hear many large infrastructure projects such as sewer treatment plant have been substantially completed. With that being said, perhaps opportunities exist to focus on some of the other details in your community.

**Theme**: **Housing**

**Challenge**: Enabling affordable and diverse housing in Cokeville

**Action**: Simple Code modifications may enable the market to address some of the need for affordable housing. The zoning code or an aversion to existing higher density zone districts can create impediments that discourage or outlaw affordable housing. Common impediments that can easily be addressed include:

a. Zone districts do not allow townhomes or multifamily in the parts of town you need them (central locations). According to a recent code review available at the county web site your community has no areas zoned to accommodate higher densities although you do have zones available that would allow them (ref. http://www.lcwy.org/documents.asp?dir=Planning&view=Affordable_Housing_Study ).
b. Check to see if your zoning requirements for townhomes require excessive lot sizes and setbacks. Townhomes function better and are more affordable with setbacks that are less than 25' and lot size requirements that are not excessive. In most situations setback around 10' work well if parking is in the rear. Also, in most situations lot sizes under 2,000sf can accommodate attractive and functioning townhome developments, again when parking is in the back. A developer needs to be able to sell multiple (more than 2) townhomes in the same space as a single family to make it profitable. In the graphic example below a developer could provide 5 townhomes or 1 single family on a 8,000SF.



TYPE AD3: ATTACHED DWELLING / SMALL LOT

| | | |
|---|---|---|
| Lot Area | | 1,600 square feet |
| Lot Frontage | | 16′<br>24′ on end units or corner lots |
| Setbacks: (Principal Building) | Front | 10′ – 20′ [b] |
| | Side | 0′ attached side [a]<br>5′ detached side<br>10′ on street side corner lots |
| | Rear | 20′<br>5′ if alley loaded |
| Setbacks: (Accessory Building) | Front | 10′ behind front building line |
| | Side | 2′<br>0′ if party wall [a]<br>10′ on street side corner lots |
| | Rear | 2′<br>5′ if alley loaded |
| Total Lot Coverage | | 85% |
| Building Height | Principal | 2 to 3 stories |
| | Accessory | Up to 2 stories |

[a] 0′ setbacks on attached dwellings require a party wall meeting all building code standards and proper designation on a recorded plat.
[b] The front building line shall be located based on the context of any other adjacent detached dwellings, and located within 5′ of the setbacks for these building, but no greater than 25′.



c. Lack of flexibility. Allow folks to have <u>live work</u> situations where they may have an office or provide a service in the front of a building and they live in the back or upstairs. The costs savings to the business owner may be the difference between an individual providing a service in town or finding a job in another town and commuting. <u>"Mother in Law" units</u> are another flexibility tool allowing the construction of an accessory dwelling unit on the same property as the primary owner occupied house. This allows people to look after family or have the potential of a rental income both of which make living in Cokeville more affordable.

**Commentary**: In general, affordable and diverse housing stock is always an important component to any sustainable and successful community, and it is always a struggle for the largest to the smallest towns. Two primary concerns in your town of providing more place for seniors and for younger folks just starting out can be partially addressed by a greater variety of housing in your community. As mentioned above, an inexpensive thing to do is to eliminate regulatory impediments to allow the market to address some of the housing options. Regardless of the size of the community the guiding principles are similar. Too often subsidies and special programs are expected to fix affordability when there are a number of changes a community can make to allow the market to pick up some of the need. In short, a single family unit is rarely going to be an "affordable" solution.

1. <u>Density</u> - Density generally produces a more affordable product. Density refers to the number dwelling units on an area of land. Usually more dwelling units on less land reduce the cost because the cost of land is distributed among more people.
2. <u>Diversity</u> – This refers to different types of housing products. Common examples include single family units, twin homes, townhomes and apartments. This can also include distinctions between rental products and owner occupied products. Having a diversity of products available in the community allows residents to grow in a community and pick the type of housing that suits them. For example, a young person just starting out might need a rental situation and not have a need for a large house. That

person might get married and have a family and make more money and wants to go single family. Then the kids move out they may want to downsize again.

3. Central location – A central location is critical to creating an affordable product and more importantly a desirable product that will be kept up. Being closer to the town's employment areas, services, parks and gathering places reduces transportation and time to get to these places. The central location also means water, sewer and streets are already there which reduces costs. Proximity to parks, gathering places and services also becomes an amenity. These amenities are especially important for denser situations like an apartment where you don't have a yard and less inside space. It is important to be able to walk to the park or gathering places or to the bank or store. This is a reason why an apartment at the edge of town is more likely to deteriorate over time because people only live there because they have to.
4. Calibration – Density means something different in New York, Cheyenne and Cokeville. In Cokeville density may be a 4 unit apartment downtown and a three unit town home development a block away.
5. Remove impediments. Does your zoning code allow diverse house to be developed and does it allow and encourage it to be developed in the right areas. Many communities shy away from density because of poor examples they've seen. A diverse and affordable housing stock is required to address many of the other concerns your community has. Youth retention, senior housing, housing for service providers.

Resources: Lincoln County has a number of studies available on their web site that relate to housing and zoning issues http://www.lcwy.org/planning.asp

**Theme**: **Economic Development**

**Challenge**: New Downtown Cokeville

**Action**: Cokeville lacks a distinct opportunity exists to create one. The most logical location appears to be the intersection of US-30 and Main Street. There is vacant land and the highest traffic. It is also the entrance to the ski area. The downtown would ultimately extend from the two parcels west of US-30 then the primary block extending to the east down road 232. The four to five acres behind Flying J is where some of the denser housing types can be developed as well as the roads and open space to tie into the new downtown area.

The detailed vision of a downtown needs to be clearly articulated in the updated Town master plan. This

should include some level of design guidelines and illustrations to describe the vision and an examination of the regulatory framework needed to ensure the vision is realized. The potential of a bank coming to town offers an opportunity to start the new downtown off on the right foot. If the bank comes, it will be critical that the site design fits into the concept of a new downtown. For example if the bank comes in with a suburban style site (parking lot in front building set way back) will make it difficult to realize the downtown concept.

Critical components of any downtown area

1. Mix of uses – Residential, retail, services all should be "downtown". The downtown is a good place to accommodate independent senior living because services, retail and people are nearby. This higher density type of housing also accommodates younger folks just starting in your community. Both of which were needs identified.
2. Context and Scale of Buildings – When you think of successful downtowns you think of storefront windows up to the sidewalk. Wide sidewalks with benches, trees and lighting. This is created by the scale and context of the buildings as they relate to the street. Scale refers the size of the buildings usually two or three stories tall creates a comfortable pedestrian scale not to mention a flexible space that can be used in different ways. Context refers to how the building is situated which is right up to the sidewalk. The model does not work when the buildings are all pushed back from the street.
3. Public Spaces – Plazas, small green spaces, the streetscape are places were people interact in downtown areas.

This may be an endeavor that has grant money available as well through the WBC. Downtown development is tricky, and the more expertise you can bring in the better especially if you can get a grant to do it.

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214 West 15th St.
Cheyenne, WY 82002-0240
307.777.2812
julie.kozlowski@wybusiness.org

**Theme**: **Planning**

**Challenge**: Planning with limited resources

**Action**: Develop an updated comprehensive plan. A comprehensive plan establishes what is important to the community and where it wants to go. This document provides the basis to pursue all of the themes we heard this week in a logical comprehensive manner. Plans can address landuse, annexation, economic development, fiscal responsibility, infrastructure development and maintenance, service provision, beatification, parks and the list can go on. A good plan will help guide the community as over time as leadership and conditions change.

I recommend pursuing a grant through the Wyoming Business Council to help pay for the development of a Comprehensive Plan, which may require hiring a consultant. It is often helpful to hire a consultant for these projects in order to broaden the expertise in creating the plan. It is important for the project coordinator to push

the consultant to come up with a unique plan for the community, and it is also important to have the community buy in to the plan.

- Talk to the Wyoming Business Council (WBC) about planning grants
- Look at other community's plans to see what you like
- Talk with consultants that develop these plans
- Take advantage of the Wyoming Planning Association (WYOPASS) as a network and resource for urban and rural planning.
- Attend planning conferences (WYOPASS – Spearfish – September 9-11, 2009)
- Talk to neighboring and similar communities about their experiences.

**Resources**:

***GRANTS***

- http://www.wyopass.org/education.htm

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***OTHER PLANS***

- http://will.state.wy.us/planning/map.html - This is a list of funded plans at the WBC
- http://wyld.state.wy.us/uhtbin/hyperion-image/PD-CW-CD-2005.pdf - Town of Chugwater plan illustrates a small town plan and has a lot of good information

***PLANNING CONFERENCES***

- http://www.wyopass.org/conferences.htm - 2009 Western Planner Conference in Spearfish, 2010 in Jackson.

***PLANNING RESOURCES***

- Lincoln County Planning Office - has a number of studies and resources http://www.lcwy.org/planning.asp
- http://www.wyopass.org/education.htm - **WYOPASS** has a library of materials to be checkout out
- http://www.planetizen.com/websites - This has a "top ten" planning website list that will give you an idea of the vast amount of information out there
- http://www.uwyo.edu/enr/ienr/default.asp - Ruckelshaus Institute, Conservation Issues through University of Wyoming.
- http://www.planning.org/ - American Planning Association has many publications for small town planning.

**Theme: Fiscal impacts of new development**

**Challenge**: Growth in a cost effect manner

**Action**: Balance the desire to encourage new investments with the long term ability of the town to provide services to the entire town. Certainly other factors come into play, but it is important to understand when the tax dollars generated by a new development pay for the city services in the long term. In general, less dense residential developments tend to cost more to provide services than they generate in tax base. Also, the further a development is away from the City's core the more expensive services are to provide. These are important and basic considerations need to be fiscally responsible as a town and every town struggles with it.

These considerations need special attention when the City is looking to subsidize new development by extending infrastructure. When this occurs, the town needs to be sure it gets the kind of development it can maintain and serves the overall community. Fiscal responsibility is a good thing to consider in your comprehensive plan.

**Resources**:

State of Wyoming Web Site
http://wyoming.gov/
Search for population information and sales tax distribution data

**Theme: Economic Development**

**Challenge:** 6th Penny special project Sale tax

**Action**: Work with the County and other Lincoln County communities to figure out how to get a 6th penny on the ballot. A big part of attracting investment is to show that you are willing to invest n yourself. Coordination with the other communities needs to occur in an ongoing basis to make these changes. My understanding is that could mean over $250,000 a year to Cokeville for specific projects. Cokeville may want to take on a leadership role in this endeavor in terms of coordinating with the County other communities to sell the idea. It is also important for Cokeville to use their planning efforts to articulate a list of projects and have them ready to go when the opportunity to get on the ballot occurs.

**Jo Ferguson, Sr. Rural Development Specialist**
**Wyoming Rural Development Council**
**214 W. 15th Street**
**Cheyenne, WY 82002**
**307-777-5812**
jo.ferguson@wybusiness.org

A big thanks goes to the planning team and to all who made our stay in Cokeville area so inviting. We were housed, fed, and treated with such care. You have a special place—the fact that Cokeville has its own TV channel is amazing! We heard over and over that you have good schools and good people in the Cokeville area. After you get this report, if you see a solution you like and you want to take it on, don't waste time. Act! Pretty binders on a shelf don't make projects happen. People do.

**Theme: Services – Health Care/Pharmacy**

**Challenge:** To pick up a prescription, an Cokeville resident must drive 35-50 miles in one direction.

**Solution:** Model after Hoy's Drug – Cheyenne/Pine Bluffs

Hoy's Drug in Cheyenne, with the help of the University of Wyoming, has opened the first telepharmacy in the state at the University of Wyoming TriCounty Clinic in Pine Bluffs. .

Vending machine medicine - For almost seven years, the residents of Pine Bluffs only had three options for getting prescription drugs: Drive 40 miles to Cheyenne, travel across the border 25 miles to Kimball, Neb., or get them through the mail. They now have a much closer, more convenient alternative. Hoy's Drug in Cheyenne, with the help of the University of Wyoming, has opened the first telepharmacy in the state at the University of Wyoming TriCounty Clinic in Pine Bluffs. Patients simply bring their prescriptions to a pharmacy technician at the clinic. The technician puts the prescription under a video monitoring system so a pharmacist at Hoy's Drug in Cheyenne can read it. The pharmacist chooses the correct medication on the computer, and it comes out of a 900-pound, bullet-proof "vending machine" back at the clinic in Pine Bluffs. Through a system of bar codes and checks, the pharmacist makes sure the patient has the correct drug. The technician even shows the pharmacist the actual pills through a video feed, and patients must consult with the pharmacy over the phone or through a video conference.

Dr. Douglas Parks, a family practice physician who works four days a week at the clinic in Pine Bluffs, said the telepharmacy is as safe as any drug store. It has twice as many checks as a retail store. If a patient needs a medication that is not in the machine, the pharmacy technician will bring it the next morning from Hoy's Drug in Cheyenne and the patient can pick it up at the clinic. "We are having nine to ten patients a day who are not having to drive," Parks said. "For a parent who comes in with a sick child, they don't have to bundle up the kid and drive 45 minutes to get medicine."

Hoy's Pharmacy in Cheyenne had looked at opening a small pharmacy in Pine Bluffs before, but it was just not financially feasible. It takes about $500,000 to get a pharmacy up and running. To open the telepharmacy, Hoy's had to buy only the communication systems, the new computers and printers for the telepharmacy and the initial drug inventory. Hoy's Drug also pays the pharmacy technician who works at the telepharmacy.

The actual "vending machine" that holds the medications was purchased through a grant from UW. It's the leading technology. Surrounding states have been implementing the idea of telepharmacy for several years. There are more than 20 remote telepharmacies in North Dakota. Parks and Hoy's Drug have been working on this project with the Wyoming Board of Pharmacy since about 2004. At that time, the board could only license a hospital pharmacy or a retail pharmacy, which requires a registered pharmacist on site 80 percent of the time. In 2005, the board drafted legislation to be able to license telepharmacies, and it passed. The telepharmacy finally began dispensing medications, but is now starting to educate the public about the service. Wyoming Pharmacy Association acknowledges there are a lot of small towns in Wyoming that could use a service like this.

Perhaps the Star Valley Medical Center and Cokeville citizens could research possibilities of a similar telepharmacy project.

**Resources:**

Bill Keenan, Pharmacist and Owner, Hoy's Drugs, 2301 House Avenue, Cheyenne, WY 82001. Phone: 307-634-0467

University of Wyoming, School of Pharmacy
Health Sciences Center, Room 292
Department 3375
1000 E. University Ave.
Laramie, WY 82071
(307) 766-6120, Fax: (307) 766-2953
Email: uwpharmacy@uwyo.edu

Center for Rural Health Research and Education Offices
Dr. Rex E. Gantenbein, Professor, Medical Education and Public Health,
University of Wyoming College of Health Sciences
Health Sciences Bldg, Room 230, Laramie, Wyoming
(307) 766-6549 or (307) 766-6544, Fax: (307) 766-4356
Email: CRHRE@uwyo.edu

**Challenge:** To continue to provide excellent EMT and ambulance services

**Solution:** The community has a plan to enlarge town hall to provide housing for a new ambulance if obtained. Perhaps some of this area is also planned for EMT office, training room and equipment storage. Town needs to continue investigating EMT online training, attracting more volunteers, status of the Homeland Security CERT trailer and its contents. It was also stated that because of the highway and railway, Cokeville may need a HAZmet Team.

**Resources:**
Check on essential community facilities and emergency responder projects that are being funded immediately with federal funds provided through the American Recovery and Reinvestment Act. www.usda.gov/recovery

Also investigate USDA Rural Development community Facilities Guaranteed Loan Program which provides a credit enhancement to help finance community facilities in rural areas. USDA RD guarantees up to 90 percent of loss of principal and interest on loans and bonds made to develop or improve essential community facilities in rural areas. Eligible projects include community health services; public safety facilities and vehicles, and educational and transportation facilities plus others.

**Resource:**

**Wyoming USDA Office**
P.O. Box 11005
Casper, WY 82602
307-233-6719
Jerry.tamlin@wy.usda.gov

**Challenge**: Railroad Tracks

Even though the proximity of the railroad tracks and the railroad crossing did not come out in a listening session, the challenge for providing safe crossing procedures and safety rules near the tracks is always useful

**Solution:** The Wyoming Chapter of Operation Lifesaver presents programs to schools and communities every year throughout the State of Wyoming. Wyoming Operation Lifesaver is a non-profit organization that provides education programs to the public. The programs are designed to help prevent and reduce crashes, injuries, and fatalities at the nation's 260,000 public and private highway-rail intersections and on railroad rights-of-way. Wyoming Operation Lifesaver is part of the national program, Operation Lifesaver, Inc.-—volunteers dedicated to saving lives by promoting highway-rail intersection safety through education. The goal is to make the public more aware of the dangers that exist on and near railroad tracks. It is recommended that Cokeville and its school should request that this education program be done about once a year. More information can be found on the website: www.wyomingoperationlifesaver.com Contact the State Coordinator to set up a presentation.

**Resources:**
**Wyoming Operation Lifesaver**
State Coordinator:
Darrell Real
P.O. Box 681
Wright, WY 82732
WyomingOL@aol.com

**Theme: Infrastructure**

**Challenge**: Affordable housing.

**Solution**: This is a resource in the state that might give some insight into affordable housing assistance and that is the Wyoming Housing Network.

**Resources**:

Greg Hancock, Director
Wyoming Housing Network
300 S. Wolcott, Suite #200
Casper, WY 82601, 307-472-5843

**Challenge:** Power Outages

**Resource:**

**Rocky Mountain Power**
Craig Nelson
7720 Foothills Blvd.
Rock Springs, WY 82091
307-873-8631

**Challenge:** Growth in the Cokeville area will put demands on the existing water system

**Solution:** There are several programs available to communities the size of Cokeville to assist them in upgrading the Community's infrastructure. The Town of Cokeville can make application to the State Water Commission for a Master Plan Study for technical assistance in these areas. Perhaps Cokeville officials may find it beneficial to apply for these study dollars. After that application is sent to the Wyoming Water Development Commission, recommended by the Director of the Wyoming Water Development Office, and approved by the 2010 State Legislature, a study can begin in 2010. The Community of Star Valley Ranch has gone through water issues these past years. Good information is on their website in the "water" section at the website address listed below

**Resources**

Mike Purcell, Director
Wyoming Water Development Office
6920 Yellowtail Road
Cheyenne, WY 82002
307-777-7626 Fax: 307-777-6819
mpurce@state.wy.us

Community of Star Valley Ranch
Mayor Boyd Siddoway
307-883-8696
www.starvalleyranchwy.org

## USEFUL WEB SITES AND GRANT INFORMATION

Wyoming Association of Rural Water Users (WARWS) can provide technical assistance.
Contact:
***Wyoming Association of Rural Water Systems***
PO Box 1750
Glenrock, WY 82637
307-436-8636
Main address: WARWS@WARWS.COM

Wyoming Department of Environmental Quality can also provide water assessment and implementation.
Contact:
DEQ/Water Quality Division
122 West 25th Street
Herschler Building, 4th Floor-West
Cheyenne, Wyoming 82001
307-777-7781

USDA Rural Development can provide financing for water & sewer projects through its Water and Environment Program.
Contact:
USDA Rural Development
Alana Cannon
100 East B Street, Suite 1005
PO Box 11005
Casper, WY 82602-5006
307-233-6709

Federal Catalog of Domestic Assistance:
www.cfda.gov
Information about private foundation assistance:
www.fdncenter.org
USDA/Rural Development
www.rurdev.usda.gov/
Federal Funding Sources for Rural Areas
www.nal.usda.gov/ric/ricpubs/funding/federalfund/fed03.html

**Theme: Services**

**Challenge:** Retail Business

**Solution:** Attracting and keeping viable businesses in a community is a long-time planning effort by members of the community, real estate community, and residents. We heard many comments about the need for small shops, a vibrant down town. The Business and Industry section of the Wyoming Business Council, along with your WBC Regional Director can point you in the right direction for study and action to this problem. The

Business Council has access to many tools to jump start this effort: SBDC, Marketing Research, Wyoming Women's Business Center and others. In a Community the size of Cokeville, there may already be citizens in your community who may want to start a business or they are familiar with someone who has the ability to relocate to the area.

,

**Solution:** If you know someone that wants to start a business, help them access the resources to do so. There are many resources for local residents who may want to start a business in Cokeville, including business planning, market research, capital assistance, among others:

**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 Zempel, Southwest Regional Director
1100 Pine Ave, Suite 3F
Kemmerer, WY 83101
307-877-2203
Elaina.zempel@wybusiness.org

Leonard Holler, Regional Director
Small Business Development Center
300 South Wolcott, Suite 300
Casper, WY 82601
(307) 234-6683
Email: lholler@uwyo.edu

**Solution:** One of the concerns at the listening sessions was lack of a well stocked grocery/hardware and clothing/variety store. Several solutions could be researched.

- To enhance the current local grocery store, possibly check out how Powell, WY started their retail co-op. Begin small with basic "wants" and as that succeeds add additional needs such as fresh meat, necessary hardware items, outdoor wear and gear, clothing, shoes,. To finance this co-op, issue stocks or create a membership which would give some start-up money. When enough capital is obtained, then get a letter of credit from your new bank. Another method of funding is to sponsor farmer's markets with a portion going to the retail co-op.
- Determine the kind of merchandise and where to obtain that merchandise. The Denver Merchandise Mart is a resource to obtain inventory. There is also an "off-price" market in Las Vegas as well as in Denver. "Off-price" merchandise would make it beneficial to make a profit. Salt Lake City should also have wholesale clothing and merchandise outlets.
- Site could be a possible vacant building that could be available or the current site.
- Employees—begin with volunteer help and as money is generated begin paying staff. This may address the concerns we heard about lack of job opportunities for all, especially the young people.

- Advertising—Restaurants could showcase weekly items that the co-op is stocking. Do bumper stickers, posters, direct mailers to locals. Word of mouth though church and civic groups.

**Resources:**

Powell Mercantile, Inc.
227 N. Bent
Powell, WY 82435
307-754-5888

**Denver Merchandise Mart**
www.**denvermart**.com
451 E 58th Ave # 4270
Denver, CO 80216
(303) 292-6278 Off-Price Specialist Show, Las Vegas, NV **info@offpriceshow.com**, 262-782-1600

**Challenge:** Mosquito Abatement

**Resource:**

**Scott Nield**
Lincoln County Weed & Pest Supervisor
Box 117
Afton, WY 83110
(307) 886-3394
spurge@silverstar.com

**Challenge:** Developing trails for recreation

**Solution:** The Federal Highway Administration (FHWA) provides significant funding to the States through its Recreational Trails Program (RTP). A search of their projects database identified a number of trails project funded in Wyoming through RTP in the past few years. It appears 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

# Cokeville Community Assessment 5 Year Follow-up Recommendations

**Ted Craig Agricultural Production Coordinator**
**Wyoming Department of Agriculture**
**2219 Carey Avenue**
**Cheyenne Wyoming 82002**
tcraig@state.wy.us

## INTRODUCTION

First I want to say thank you for the hospitality that I received during my visit for this assessment. It made my stay very enjoyable. The Town of Cokeville is an incredible place with an abundance of natural beauty and friendly people. In addition, Cokeville has many community assets including outdoor recreation opportunities, small town values, an excellent educational system and a commitment to its youth.

## *Theme or Issue: Economic Development/Services*

During my time there a recurring theme that we heard was the need for Economic Development. Cokeville has many opportunities and challenges in this regard.

Solution #1: Commercial Retail Development

Economic developers know that growing from within a community is preferable to importing business. In order to attract and maintain grocery stores, restaurants, hardware stores, automotive services, banks, healthcare facilities, etc there has to be a favorable business climate. Retail business will not survive without the support of the community and the ability to capture outside dollars. The population of a town will determine the development of retail. As Cokeville grows it will become more attractive to develop these businesses. Because Cokeville is a gateway to Star Valley, Jackson and Yellowstone an opportunity exists to develop retail that can survive by capturing more of the tourist dollars as they pass on through. The sprucing up of Main Street, development of recreational trail systems, development of a seasonal farmers market, and creating greater awareness of the ski area will all help retailers be more profitable by making the town more appealing to tourists.

Key Contacts:
Wyoming Retail Association
Lynn Birleffi, President
1825 Carey Avenue
P.O. Box 1003
Cheyenne, WY 82003
307-634-7768
Fax 307-632-0249
**lynn@wyoretail.org**
**http://www.wyoretail.org**

Wyoming Travel and Tourism
Leslie Kedelty
Manager Industry Services
307.777.2839
leslie.kedelty@visitwyo.gov.

Wyoming Travel and Tourism
Diane Shober
Director
Cheyenne, WY 82002
(307) 777-2808
diane.shober@visitwyo.gov

Wyoming Business Council
Southwest Regional Office
Elaina Zempel
Counties: Lincoln, Sublette, Uinta
Quality Plaza;1100 Pine Avenue, Suite 3F
Kemmerer, Wyoming 83101
Phone: (307) 877-2203
e.z@wybusiness.org,

Solution #2: Business Development

As we spoke to the young people of the town it became evident you have an articulate and valuable labor force that is willing and able but frustrated by the lack of employment opportunities. Small businesses provide the majority of new job creation in a community. But starting a business is risky and 80% fail within five years. Many towns are looking at business incubators as a way to develop new small businesses. They typically provide space, training and office support for companies that are new to business. Laramie has a Technology Incubator, Powell has recently developed an incubator, Casper is in the development stage, and Rawlins is pursuing the idea. USDA Rural Development has several business Development programs. RBOG program promotes sustainable economic development in rural communities with exceptional needs through provision of training and technical assistance for business development, entrepreneurs, and economic development officials and assists with economic development planning. The RBEG program provides grants for rural projects that finance and facilitate development of small and emerging rural businesses help fund distance learning networks, and help fund employment related adult education programs. To assist with business development, RBEGs may fund a broad array of activities. Wyoming Business Council has grants for business development as well. The WBC programs help with the infrastructure needs several communities have used WBC programs to build buildings that are then leased out to companies creating local employment opportunities. Mention was also made of the potential for Wind development in the area. As renewable energy developers assess areas in Wyoming, I would urge you become well informed as to who the reputable players are in the industry. The Wyoming Business Council and the NRCs/ RC&D have been active in this area.

Key Contacts:

Wyoming Technology Business Center
John Benson CEO
Dept 3011
1000 East University Avenue
Laramie Wyoming 82071
(307)-766-6395
Jbenson@uwyo.edu

USDA Rural Development
Jerry Tamlin Business and Cooperative Specialist
Federal Building Room 105
100 East B Street
Casper Wyoming 82602
(307)-261-6333

National Business Incubator Association
http://www.nbia.org/about_nbia/index.php \

Wyoming Department of Agriculture
Ted Craig
Ag Production Coordinator
2219 Carey Avenue
Cheyenne Wyoming 82002
307-777-6651
tcraig@state.wy.us

Wyoming Business Council
Southwest Regional Office
Elaina Zempel
Counties: Lincoln, Sublette, Uinta
Location: Quality Plaza; 1100 Pine Avenue, Suite 3F; Kemmerer, Wyoming 83101
Phone: (307) 877-2203 E-mail: e.z@wybusiness.org,

Manufacturing Works
Larry Stewart
Center Director
Department 3362
1000 East University Ave
Laramie, WY 82070
307-766-4811
Lstewart@uwyo.edu

NRCS /RC&D

Grant Stumbough

2 Progress Court
Wheatland, Wyoming 82201-9211
(307) 322-2187
FAX (307) 322-4109 grant.stumbough@wy.usda.gov

Wyoming Small Business Development Centers (SBDC)
http://www.wyomingentrepreneur.biz.

### *Theme or Issue: Recreation*

Cokeville has a great opportunity to enhance its recreation. It is blessed with a location that includes an abundance of natural beauty and a local ski facility. There is ample opportunity to develop its outdoor recreation opportunities. We heard concerns from the youth through seniors that there needed to be more access to recreational facilities. There is a lack of adequate outdoor and indoor recreational facilities for youth to develop their athletic abilities. The school district has also begun charging $35 per hour for use of the local school during off hours. A small fair/rodeo grounds exists but it could use upgrading.

Solution #1: Facilities
The Wyoming Business Council administers the Community Facilities Grant and Loan Program. The purpose of the CFP is to assist communities to preserve former school and government facilities that have existing or future community uses. USDA Rural Development, through the Community Facilities Program has grant opportunities to assist in the development of essential community facilities. Grant funds can be used to construct, enlarge, or improve community facilities for health care, public safety, and community and public services. This can include the purchase of equipment required for a facility's operation. A grant may be made in combination with other CF financial assistance such as a direct or guaranteed loan, applicant contributions, or loans and grants from other sources

Key Contacts:
Wyoming Business Council
Shannon Stanfill, Community Facilities Program Manager,
214 West 15th Street
Cheyenne, WY 82002
(307).777.2841
(307) 777-2838 (fax)
E-mail: shannon.stanfill@wybusiness.org
Web: www.wyomingbusiness.org

USDA Rural Development
http://www.rurdev.usda.gov/rhs/cf/brief_cp_grant.htm

Solution #2: Trails around town
The expansion and improvement of the trails in town would add outdoor exercise opportunities. Trails used for walking or jogging could be inexpensively made from waste wood chips. Exercise stations are often spaced along these trails for those so inclined. Trails are an inexpensive tourist attraction. 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/**

Many foundations support conservation initiatives, including trails and greenways development. For example **American Greenways Awards / Conservation Fund.** This Fund offers non-profit organizations, public agencies, and individuals from $500 to $2,500 to stimulate the planning and implementation of greenways in communities throughout America. Contact the American Greenways Coordinator at The Conservation Fund, (703) 525-6300 (1800 North Kent St., Suite 1120, Arlington, VA 22209), www.conservationfund.org

### *Theme or Issue: Communication*

We heard that communication was a problem in Cokeville. Cell phone reception was spotty and there was no newspaper or adequate web based networking.

Solution #1: Telecommunications
Telecommunications are critical to community development. Adequate and affordable land line and cell phone service as well as high speed internet are needed for personal security and business development. The USDA has a telecommunications program available for rural communities to develop better communication access. The town of Powell recently wired the town with fiber optics cable to facilitate better phone TV and internet service.

Key Contacts:
USDA Rural Development
Kim Jacobs
General Field Representative-Telecommunications
1149 Road 8
Powell, WY 82435
307-754-9000
Email Kim.jacobs@wdc.usda.gov

Solution #1: Other communications
With major news papers finding it hard to be profitable, more and more are turning to online publication and discontinuing printed and delivered versions. The town could incorporate an online forum onto its website that is updated daily. There was mention of need for more online training. I would suggest looking to Western Community College and the University of Wyoming to help develop this.

Key Contacts:
Site for news paper Template
http://www.bulletlink.com/

Site for online forum creation
www.Ning.com

University of Wyoming
Sheila Atwood, director of Community Service Education
(307) 766-5641
Web site: outreach.uwyo.edu/enrichment.

Western Community College
Cokeville/Star Valley
Melanie Luthi
P.O. Box 76
Cokeville, WY 83114
307-279-3254
mluthi@wwcc.wy.edu

### *Theme or Issue: Community Enhancement*

We heard the following about main street Cokeville: Some businesses are run down and an eyesore, a recently constructed building on Main Street looks like a residential house, the park in downtown is too small with limited play area and code violations are not uniformly enforced. Some of the visual changes suggested include restoring some of the old buildings, improved signage, and property cleanup.

Solution #1: Main Street
First impressions are important if you want people to stop in your town. An attractive main street gives a warm and inviting feel to a town. The town should consider a comprehensive overhaul plan of the main street to make it aesthetically appealing. Considering the scope of the work that needs to be done on Main Street I recommend that the town applies for a CDBG planning grant to set priories for the improvements desired. Planning grants are available to local government to perform feasibility studies related to economic and community development.

Key Contacts:
Wyoming Business Council (WBC-Investment Ready Communities)
Shaun Reese, Director
214 West 15th Street

Cheyenne, WY 82002
(307) 777-2811
(307) 777-2838 (fax)
E-mail: shawn.reese@wybusiness.org
Web: www.wyomingbusiness.org

Solution#2: Main Street Beautification

There are many ways to add curb appeal to a town. Once you have clean, well maintained roads, curbs, gutters and sidewalks it then becomes a matter of creativity. It is amazing what lighting, benches, trees, flowers and signage will do to spruce up a down town. As a town puts in improvements there is a snowball effect and business owners tend to follow suit. For those businesses that do not respond to the desire of the community to clean up then the town needs to enforce existing bylaws. If the bylaws have no teeth, then pass new ones that will compel those businesses to clean up their property. Property blight is like a cancer. If you don't address the problem it spreads. Wyoming Main Street Program administers a Revolving Loan Fund that provides monies for business and/or property owners to renovate their buildings. The funds can be used for bricks-and-mortar construction costs and/or technical assistance and design of structural or façade renovations

Key Contacts:

Wyoming Main Street Program
Evan Medley State Program Manager
214 West 15 Street
Cheyenne, WY 82002
(307) 777-2934
(307) 777-2935 (fax)
E-mail: evan.medley@wybusiness.org

Key Contact Information:
National Main Street Center of the
National Trust for Historic Preservation
1785 Massachusetts Avenue, NW
Washington, DC 20036
(202) 588-6219
Web: http://www.aminst.org

Solution#: 3 Main Street Tourism

A friendly inviting visitor center for tourists to find out more about the town will help keep them in town longer. Information about things to see and do around town and in the surrounding area should be readily available. I suggest working with Wyoming Travel and Tourism to help promote the town in general.

Key Contacts:
Wyoming Travel and Tourism
Leslie Kedelty, Manager Industry Services
307.777.2839
leslie.kedelty@visitwyo.gov.

Wyoming Travel and Tourism
Diane Shober, Director
Cheyenne, WY 82002
(307) 777-2808
diane.shober@visitwyo.gov

Solution #4: Main Street Farmers Market

The development of a local Farmers Market in Cokeville will add charm to the down town as people look to buy locally produced products. Studies have shown that tourists will stop and stay in down towns where there is a Farmers Market. The Business Council has a small grant program for marketing costs associated with Farmers Markets in Wyoming. The Wyoming Department of Agriculture has a Specialty Crop Grant Program to promote increased production and consumption of locally produced specialty crops (vegetables). The National Gardening Association has small grants for Youth Programs and community gardens.

Key Contact Information:
Wyoming Farmers Market Association
Renee King
P.O. Box 20939
Cheyenne Wyoming 82003
Phone: 307-674-6446 ext. 3509
http://www.wyomingfarmersmarkets.org/contact.htm

Wyoming Department of Agriculture
Ted Craig
Ag Production Coordinator
2219 Carey Avenue
Cheyenne Wyoming 82002
307-777-6651
tcraig@state.wy.us

Wyoming Business Council
Farmers Market Program
Kim Porter
214 West 15th Street
Cheyenne Wyoming 82002
kim.porter@wybusiness.org

Key Contact Information:
National Gardening Association
1100 Dorset Street
South Burlington, VT 05403
Phone: (802) 863-5251
Fax: (802) 864-6889
http://assoc.garden.org/grants/

### *Theme or Issue: Infrastructure*

We heard Cokeville needs to develop a well communicated comprehensive plan for improved water quality, sewer, street paving, sidewalks, curbs, gutters, problems with power outages and access to natural gas.

Solution #1: A well communicated comprehensive plan
The Wyoming Business Council has grant opportunities to facilitate the development of a comprehensive community planning. Once the plan has been developed communicating it to the community can be facilitated through town meetings, mailers, flyers and internet marketing.

Solution #2: Water Issues The (WWDC) has Grants available for Water supply projects from the Wyoming Water Development Commission. Wyoming Business Council provides financing for publicly owned infrastructure that serves the needs of businesses and promotes economic development within Wyoming communities. Public infrastructure that is eligible for funding includes water and sewer.

Key Contact Information:
Shaun Reese
Director of Investment Ready Communities
Wyoming Business Council
214 West 15th Street
Cheyenne, WY 82002
307-777-2811

Wyoming Water Development Commission (WWDC)
122 W. 25th Street, Herschler Building, 4th Floor West
Cheyenne, WY 82002
(307) 777-7626
besson@state.wy.us

Solution #3: Sidewalks, curb and gutter, street paving
Again, the Wyoming Business Council Business Ready Community Grant & Loan Program provides grants for these types of improvements.

Key Contact Information:
Shaun Reese
Director of Investment Ready Communities
Wyoming Business Council
214 West 15th Street
Cheyenne, WY 82002
307-777-2811

### *Theme or Issue: Housing*

A recurring theme we heard was the lack of assisted living facilities. As people age the only options are to stay at home as long as possible or move to other communities that have assisted living.

Solution #1: Assisted Living

This is a problem that many communities around Wyoming are facing, The Wyoming Community Development Authority is the state agency that manages the HOME Investment Partnership Program which helps pay for development costs of affordable housing. The purpose of the program is to promote and continue economic development at the city, town and county level. This is done by providing adequate housing necessary to create additional economic health and a stronger state economy. This will help to promote the economic welfare of the state and its residents. The Wyoming Business Council under the CDBG program has funds for specific aspects of these types of projects as well.

Key Contacts:
Wyoming Community Development Authority
155 North Beech
Casper, WY 82601
307-265-0603

Wyoming Business Council
CDBG Program
Julie Kozowski
Economic Development Program Manager
307.777.2812.
julie.kozlowski@wybusiness.org

Wyoming Business Council
Southwest Regional Office
Elaina Zempel
Counties: Lincoln, Sublette, Uinta
Quality Plaza; 1100 Pine Avenue, Suite 3F;
Kemmerer, Wyoming 83101
Phone: (307) 877-2203
E-mail: e.z@wybusiness.org,

**Linda Farrier**
**Farrier Real Estate, Inc.**
**P.O. Box 2925**
**Cheyenne, WY 82003**
**307-514-0229**
Linda.farrier@farrierrealestate.com

Introduction: I would like to start by thanking the citizens of Cokeville and the city leaders for hosting us in your beautiful town for the 5-Year Community Assessment Follow-up. Having never visited the southwestern part of the state, I had no preconceived notions as to the topography, town layout, business community, attitudes of the citizens, and so forth. Even without an idea, I was still struck as to how special your community is, both geographically and the citizenry. Your physical environment and town location are picture-book perfect and your community and residents delightful. Especially striking is the community pride and spirit starting with the youth through to your senior citizens. You have something very special and worthy of treasuring.

What makes your community so unique and special also becomes the very thing that makes solving your perceived problems a challenge. Cokeville is located away from major traffic arteries that generally help drive growth, so this makes attracting businesses slightly more difficult. Your small town population count is what enables the community closeness, but it also limits the availability of financial resources. Costs of growth and improvements then have to be spread over a very few households.

Nevertheless, it does not take huge changes to make a difference a smaller community. With limited human and monetary capital, my suggestions are for smaller projects initially, which makes the effort to achieve your goals easier resulting in quicker successes, resulting in community support and enthusiasm. Then after a momentum is generated, larger projects can be undertaken.

**Theme: Economic Development**

**Challenges:** We heard consistently the need to

1. Bring some consistency to the zoning ordinances,
2. Create a larger business community and more jobs,
3. Clean-up and enhance your charming main street area, and
4. Develop more public and private financing resources.

Each one of these challenges can seem overwhelming, but if taken in a logical order, the solutions will feed off one another.

**Solutions:**

1. First, the zoning issue needs to be addressed by your Town employees and Council members. As I understand the problem, a perception exists in the community that zoning issues are not handled in a consistent manner resulting in hard feelings and a sense of favoritism. This is a simple matter to

correct and only needs communication between the parties involved. The result will be that Cokeville is a pro-business and desirable environment to conduct business. Very important for business retention and recruitment.

2/3. Business and job development ties in with the Main Street redevelopment because a town needs an enticing environment for businesses to locate, expand and open.

- Cokeville is a beautiful town, and I understand an application has been made for it to be accepted into the Tree City USA program. That designation says a lot about a town's commitment to its image and how it citizens wants to live and do business.
- The Main Street area of Cokeville is charming but is in need of a master plan and clean-up. The single most important resource for this project is the Wyoming Main Street Program. This program offers access to information for various resources and can help a town and community become more focused in achieving their goals.
- In the interim, on a small but powerful level, a committee of citizens can be created to raise modest funds to do some smaller projects on your Main Street, such as install corner planters, clean-up, create a small pocket-park, and paint some of the public areas in need of a fresh coat of paint, to name a few. While all citizens might not be able to do the physical work of the improvements, the committee could put on a fund-raising event, i.e. a spaghetti dinner or BBQ to engage the entire community in supporting the cause.

4. As for the financing resources, depending on whether it is for a real property project, job creation, new business funding, or municipal project, funding can come from many areas.

- One of the major concerns expressed is the need for a bank in your community. That challenge is addressed in the next Theme, but success in recruiting a bank is critical to the ongoing growth of your community and should be a top priority in your goals. A local bank can impact funding needs on all levels.
- The Wyoming Business Council has many resources and programs to aid in creating jobs, expanding businesses and the location of funding sources. The funding sources range from grants, industrial development revenue bonds, venture capital, private loan programs, workforce training funds, and government sources.

**Resources:**

Wyoming Main Street Program
214 W 15th Street Cheyenne, WY 82002
307.777.2934 or 307.777.6430
Mary Randolph, Program Coordinator: mary.randolph@wybusiness.org
Evan Medley, State Program Manager: evan.medley@wybusiness.org

Wyoming Business Council
Southwest Regional Office
1100 Pine Avenue, Suite 3F Kemmerer, WY 83101
307.877.2203
Elaina Zempel, Southwest Regional Director: e.z@wybusiness.org

**Theme: Services**

**Challenges:** Cokeville is a small community, but the needs of the citizenry are the same as a larger municipality. We heard a need for a bank, pharmacy, automotive services, a larger grocery store, and a hardware store.

**Solutions:**

1. Bank - We understand that your have ongoing discussions with a regional bank. First and foremost your town officials in conjunction with your economic development official, Harry Staven, need to make a concentrated effort to determine what it will take to get that commitment and then do whatever is necessary to secure it, if not another institution. It might be a good idea to enlist the assistance of your political state representatives along with the Wyoming Bankers Association and the Wyoming Business Council to complete that project. The presence of a financial institution will aid in launching business development and expansions, in addition to making life easier for your community members.

2. Other stores and services - As for the other stores and services, Cokeville is fortunate in having an economic development official. In addition to his ongoing marketing and recruitment of businesses directly, Harry Staven might find networking with various other economic development professionals throughout Wyoming helpful in determining what they have done to bring in new services and to share leads of businesses looking to expand in Wyoming. In addition, contacting real estate and business brokers to provide them information on available properties and land, in addition to information about the desirability of Cokeville might give your town greater exposure.

3. Internet and website - Often businesses use the internet to find properties for relocation. It would be helpful to assemble a list of available land and buildings, distribute it to regional Chamber of Commerce's, real estate brokers, statewide economic development organizations, the Small Business Development Centers in your region, and most importantly – place it on your website under "Businesses" and keep it updated. As for the Cokeville website, it is very well done, but the "Businesses" section need to be expanded to promote

**Resources:**

Wyoming Bankers Association
200 E 8th Avenue Cheyenne, WY 82001
307.638.5008
www.wyomingbankers.com
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Note: A list by town of licensed real estate brokers is located on this site

# Cokeville Community Assessment
# Listening Session Responses

## What are the major problems and challenges in your community?

**PROBLEMS & CHALLENGES – Cokeville 5-year**

- **Jobs that provide a living wage**
- **Jobs and opportunities for young people**
- **Lack of businesses to patronize/have to travel**
- **Ditto—job opportunities; nothing to bring jobs in**
- **Ditto everything**
- **Lack of cohesive vision for future**
- **Ditto**
- **Power line to Cokeville is old; lose power all the time**
- **Ditto power**
- **Growth is good and scary**
- **Ditto**
- **Lack of engagement in city affairs**
- **Pass**
- **Lots of people complain but not involved in town**
- **Having problem and not being able to solve it, even though lots of meetings are held**
- **Need better office space in city hall; too many people in each space**
- **Lack of private capital**
- **Pass**
- **Roads and streets not well maintained; need more sidewalks, money**
- **Need capital to maintain infrastructure**
- **Need to decide what wants and needs are**
- **Problems that need to be fixed soon**
- **Pass**
- **Pass**
- **Water; on timing system, but need more water if they are going to grow; meters would solve it**

- **Town uses lots of water**
- **Pumps are running constantly**
- **Pass**
- **Issue with evidence of community pride; businesses not taken care of**
- **Recreation becoming limited, because of stipulations**
- **Money**
- **Lack of community identity/branding; hard to market**
- **Small business development**
- **Bring back graduates to Cokeville**
- **Activities for youth**
- **Ditto**
- **Pass**
- **Pass**
- **Summer jobs for youth**
- **Ditto**
- **Pass**
- **Ditto**
- **Ditto**
- **Appearance**
- **Ditto**
- **Ditto**
- **Pass**
- **Pass**
- **Pass**
- **Summer jobs**
- **Not having own school district, or control over what's in town**
- **Ditto**
- **Ditto**
- **Jobs don't have good wages**
- **Need cohesive vision**
- **Not enough public involvement to solve problems**
- **Lack of community involvement**
- **Trying to make enough money**
- **Need to have a job on the side to support a ranch**
- **Limited climate; can only grow certain crops**
- **Community doesn't support the farmers**
- **Water—not enough to irrigate year long/allocation**
- **Soil/salinity issues**

- **Marketing of livestock or crops/have to go to Riverton**
- **Land in soil banks**
- **Bird refuge**
- **Split Fork home buyers aren't interested in agriculture**
- **Wildlife issues with livestock; worry about brucellosis**
- **Sensitive species—sage grouse, Bonneville trout, pygmy rabbit—worry about being listed**
- **Not shopping at the one store in town**
- **Short growing season**
- **Marketing alternative crops**
- **Short growing season means only one crops versus other places**
- **Dependency for grazing on federal lands**
- **Decline of sheep industry; they need to go elsewhere to buy things**
- **No hardware store**
- **No butcher; have to take sheep to Utah to USDA plant**
- **No big cooler is running at grocery**
- **Lack of EMT facilities**
- **Need new ambulance and place to put it**
- **Need own EMT office and training room**
- **No decontamination unit**
- **No shower facilities for EMTs**
- **Communications for EMTs lacking**
- **Maybe not enough equipment (back boards)**
- **Homeland security CERT trailer needs to be organized and cleaned up**
- **Highway and railroad tracks may need HAZmet Team**
- **Stopped trains block emergency vehicles**
- **EMT Training not online**
- **EMT Training cannot generate enough participants**
- **Hard to keep trained EMT people**
- **No employment for college age youth in summer**
- **Ditto**
- **Lack of diversity in employment opportunities**
- **Youth employment, as well as employment for anyone to draw them into community**
- **Lack of long term planning**
- **Need for better communication among all the parties**
- **Little regional or county wide participation**
- **No local banking; need to deposit checks instantly especially for self-employed**
- **Not taking advantage of natural resources in community**

- **Not enough jobs for people with college degrees, especially science and technical**
- **Need to improve water infrastructure—pipes**
- **Lack current zoning guidelines**
- **No design guidelines**
- **No asset mapping**
- **Family size is diminishing; need for more families to populate school system; need to attract families to area**
- **Need for services related to vehicles, and means to start these businesses**
- **Lack of capital to start businesses that will serve community**
- **Ditto**
- **No nice communication system**
- **No newspaper**
- **Hard to communicate to the community**
- **No land; need to expand beyond the borders of the city**
- **Expanding infrastructure**
- **Lot prices are high**
- **Lack of communication of people's skills and services**
- **People with land and property in key areas have no stake in it; don't live here**
- **Not enough people to keep all the good things going**
- **How to get people to contribute their time**
- **Too few people to commit to projects**
- **People don't know what makes things work; need for information/training**
- **Down economic times for anything with fur**
- **Churches don't interact**
- **Hard time to enforce anything equally among people; lack of uniformity among regulation enforcement**
- **Communicating zoning and animal regulations**
- **Communicating non-profit, and other services that are available**
- **Known as speed trap in other communities**
- **Engaging talented newcomers**
- **Mosquitoes**
- **Very few things for adults; very child-centric**
- **Maintaining/developing healthy growth while sustaining quality of life**
- **Keeping youth**
- **Mosquitoes**
- **Nothing for youth to do**
- **Keeping youth in town**
- **Job growth**

- **Ditto**
- **Ditto**
- **Community support for local businesses**
- **Access to forest and fishing that used to be open but no longer are**
- **No lots available for sale in town**
- **Ditto**
- **Not attached to natural gas pipeline**
- **No lots available for sale in town**
- **Power outages**

# What are the major strengths and assets in your community?

**STRENGTHS & ASSETS – Cokeville 5-year**

- **Homes are taken care of; evidence of pride**
- **People**
- **Ditto; always pull together in crisis**
- **Unique place to raise family**
- **Ditto; youth are strength**
- **Institutions and Schools get things done**
- **Town council and mayor are trying to get things done**
- **Schools and people**
- **Recreational; hunt and fish**
- **Ditto**
- **Ski resort is major asset**
- **Pass**
- **Recreation**
- **Unique agriculture, ranchers/family operations**
- **Pass**
- **Well-educated, talented, international experience of the people, underutilized**
- **Solid community, drawing young kids with families, good schools and teachers, jobs have been available**
- **Bird refuge and unique wetlands, migratory bird watching opportunities can be a strength**
- **Ditto**
- **Talented alumni base; don't live here but still interested although underutilized**
- **Community spirit, help each other**
- **Pass**
- **Pass**
- **Air quality**
- **Pass**
- **Pass**
- **Closeness, nothing far apart**
- **Good and solid**
- **Water resources and good quality**
- **Fantastic scenery**

- **Relative lack of social problems, low addiction and violence levels**
- **Great police force, high level of protection**
- **Small**
- **Ditto**
- **Good teachers**
- **Close community**
- **Ditto**
- **No vandalism**
- **Clean, nice, respectable**
- **No drug problem**
- **High school athletics**
- **Good families**
- **Friends**
- **Activities**
- **Ditto**
- **Pass**
- **Pass**
- **Involvement by many**
- **Good police**
- **Rural lifestyle**
- **Responsible community**
- **Scenery**
- **Helpful**
- **Big family**
- **Hunting/outdoor recreation**
- **Reliable**
- **After project starts, community gets involved and there is extensive support, especially for families in need**
- **Community support when a need is involved**
- **Agriculture**
- **Young families moving in; growth**
- **Can sell livestock online**
- **Family and close friendships**
- **Provides jobs**
- **Bird refuge**
- **Good schools**
- **Churches**
- **Decorative flowers**

- **Pixley Dam**
- **High nutritional value of hay and alfalfa from this area; gets shipped all over for the dairy cows**
- **People wear many hats**
- **Dedicated people**
- **Youth**
- **Kids have opportunity to try everything**
- **Honest core values**
- **Lot of EMTs and volunteer firemen who have worked for many years**
- **Reservoir is being built**
- **People**
- **Talented people**
- **Level of skills people have are high**
- **School system; excellent teachers, good curriculum, respectful students**
- **Public arts collection**
- **Close to nice country and wildlife**
- **Number of people traveling by on the highway; businesses can tap into this**
- **Ski hill**
- **Own TV channel**
- **Ditto highway traffic**
- **Communications are good, like internet speed**
- **Prototypical Western heritage; gunfighters, Oregon Trail, Native Americans**
- **Location**
- **Clinic**
- **Railroad**
- **Paid economic development person**
- **Ditto**
- **Harry**
- **History of LDS and other churches**
- **Stuart Petersen**
- **Talented newcomers**
- **Agriculture industry provides opportunities, rural feeling**
- **Library and library programming**
- **Fundraisers**
- **Small and close knit**
- **Ditto**
- **Willing to help out**
- **Money**

- **Youth are tight knit**
- **Location**
- **Proximity to highway**
- **Ski area**
- **Excellent schools, teachers**
- **Family values**
- **People**
- **Youth**
- **Hunting and fishing**
- **Recreation**
- **Beautiful area**
- **Work ethic**
- **Ditto**
- **Low crime, safe**
- **Everyone looks out for each others' children**
- **Small town**
- **Mayor's wife**
- **Relatively not impacted by recession**
- **Don't have oil field problems; no mancamps**
- **Safe**
- **People are proud to live here**
- **Library, well-funded and good programs**
- **City hall building centrally located and multiple use**
- **Well trained EMTs and police force**
- **Good financial management**
- **Benefits for people in need**

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

**GOAL & PROJECTS – Cokeville 5-year**

- **Revitalization of downtown, 5yrs**
- **Other truck stop running, with new maintenance and tire shop, 1yr**
- **New EMT and office and senior center in city hall**
- **Bank, now**
- **Grocery store**
- **Ditto**
- **Master comprehensive plan, 1 yr**
- **Pass**
- **Grocery, hardware store**
- **Ditto**
- **Walking path away from roads**
- **City hall and bank are in progress**
- **Bank, in the making**
- **Sewer project, in the making**
- **Partner with schools for community recreation**
- **Pass**
- **Another bridge across Spring Creek, so it's not in middle of town**
- **More access across railroad**
- **Community recreation center**
- **Assisted living**
- **Ditto**
- **New track for high school, also to be used by community**
- **Pass**
- **Assisted care center, respite assistance**
- **More business**
- **Ditto**
- **Ditto**
- **Preserve for public use—drug store, bar, opera house, 3-5 yrs**
- **Studies done of the aforementioned buildings for feasibility versus new buildings**
- **Health care center, pioneer home facility—retirement homes**
- **Museum/visitor center**

- **Money for historical buildings**
- **Pass**
- **At intersection–bronze sculpture and seasonal art exhibit**
- **Pass**
- **Fix four corners**
- **Ditto**
- **Housing—accommodate 20-25 new homes for young families to return, 5 yrs**
- **Large community meeting room**
- **Landscaping downtown**
- **Apartments**
- **Refurbish downtown**
- **Ditto**
- **Ditto**
- **Bank**
- **Grocery store**
- **Track field**
- **Restaurant**
- **Get rid of run down buildings**
- **More jobs**
- **Youth hangout**
- **More business**
- **Ditto**
- **Housing**
- **Pass**
- **Recreation center**
- **Ditto**
- **Ditto**
- **Housing**
- **Improve streets and sidewalk**
- **Ditto**
- **Ditto**
- **Bike trail/running path**
- **Ice skating**
- **Teeter totter**
- **More school parking**
- **Develop park, and create more parks**
- **Sand for volleyball**
- **Fix tennis court**

- **More trees downtown**
- **Fix flower pots on Main Street**
- **More deciduous trees**
- **Pool**
- **Ice cream shop**
- **Krispy Kream**
- **Care centers, retirement centers, assisted living**
- **Care givers**
- **More affordable homes**
- **Reservoir on Sublette Creek; improve water rights**
- **Bank**
- **Doctor**
- **Dentist**
- **Bring in different type of livestock or crop; different needs; need a niche**
- **Community garden**
- **Need an industry—i.e., cement plant**
- **Mechanic shop for cars and farming**
- **Competition for Flying J**
- **Butcher shop**
- **EMT Facility**
- **Addition to City Hall to include Senior Citizen Center on main floor, EMT facility (showers, etc)**
- **Health Care Provider**
- **Better home health care and hospice**
- **Assisted living, retirement housing**
- **Smith Fork ranger station-can BLM road be extended**
- **Add to ski hill**
- **Develop Western heritage**
- **Bank ASAP**
- **Senior care center**
- **Ditto**
- **Revolving capital fund**
- **City provided assistance to start a business**
- **Draw individuals to community who telecommute**
- **Make snow at ski area**
- **Within 1-2yrs, distance learning/conferencing center**
- **Replace sewer and water lines**
- **High school and college outreach program**

- **Seasonal art exhibit at LDS church to show public art**
- **Use retired volunteers as docents for museum**
- **Locally provided services/skills bank—not readily recognizable to newcomers; need a way to advertise**
- **Main Street beautification/renovation**
- **Accessing natural gas pipeline**
- **Within 2 yrs, broadcast town council meetings**
- **Broadcast volunteer opportunities**
- **Upgrade to hotels**
- **Community newsletter**
- **Green space**
- **Road in southeast for access to town if bridge goes up**
- **Riverfront park**
- **Mosquito control**
- **Walking trails, connecting town to west side and toward ski lift**
- **Allow for new community ideas**
- **Ditto**
- **Museum for art display and history of area**
- **Recreation center**
- **Sewer lagoon**
- **Track at school**
- **Recreation center**
- **Skate park, bike park, bike course**
- **Mechanic and tire shop, car wash**
- **Mosquito abatement program**
- **Expansion of city hall, in a year**
- **Establish historic and business district**
- **Stoffer (phosphate mine) developed into industrial park**
- **Racquetball courts**
- **Bank**
- **Main Street filled with businesses**
- **Train re-routed**
- **Another access across railroad tracks and river**
- **Racquetball**
- **Industrial park**
- **Golf course**
- **Business incubator**
- **Walking trail along Spring Creek or Smith Fork**

- **Ditto**
- **Junior jazz (basketball league)**
- **Grocery store to do well**
- **Land open up for sale**
- **Trimart open**
- **Ditto**
- **Improve medical services**
- **Intersection at each corner to have attractive, useful building**
- **Pharmacy**
- **Triple the number of people involved in community projects**
- **Pull off centennial celebration next year, May 10**
- **College credits while in high school**
- **Accomplish everything that was mentioned while maintaining quality of life**
- **Ditto**

# 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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