



# Cody, WY Community Review

October 14-16, 2019

## PHASE 1 - LEARN

A service of the Wyoming Business Council in partnership with the University of Wyoming Extension, the University of Idaho and University of Montana.

This project is supported by USDA's Agriculture and Food Research Initiative (AFRI) of the National Institute of Food and Agriculture, Grant #2016-10945. It is part of the AFRI Foundation program.

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# COMMUNITY REVIEW REPORT

## Cody, Wyoming

### October 14 - 16, 2019

## Executive Summary

The Cody Community Review team would like to thank the organizers and citizens of Cody for their time and hospitality. Cody is a beautiful area with many assets to build upon. The Community Review is a low-cost process to find out what citizens want for their community and begin action planning to make things happen.

Cody is the fourth community to participate in the Wyoming Business Council's new Community Review Program. The new program is a hybrid of our long standing (20+ year) and successful Community Assessment Program, with new

processes and a partnership with Montana and Idaho. During this three-state grant project, the Wyoming Business Council and University of Wyoming are collaborating with the University of Idaho, Idaho Rural Partnership, Montana State University and the Montana Economic Development Agency to develop the very best review process in each of our states. This project is funded in part by a USDA Agriculture and Food Research Initiative (AFRI) grant with Dr. Lorie Higgins, University of Idaho Extension, as the principal investigator.

As part of the three-state collaboration, each state has its own design team. The Wyoming Design Team is guiding the four-phase process to help identify community needs, build community capacity and provide resource information to address community needs.

The tri-state Community Review website can be found at <http://www.comunityreview.org>, where there is a searchable database of resources for community development and other useful information. It will prove to be of immense help to communities now and far into the future.

Thank you again, for sharing your hopes and vision for Cody during the Community Review. Working together, much will be accomplished.



# Wyoming Community Review Process Overview

The Wyoming Community Review Process has four phases. Not every community will go through all the phases, but the opportunity is available to grow and achieve success through four phases of assistance. A community coach is made available to help the community prepare for success. Cody completed Phase I.

- Phase I – LEARN - Includes the application, community pre-assessment survey and exploration, community team training, the Community Review with priority setting, and initial report.
- Phase II – LEAD - Community training (if needed and in areas identified), Home Team members with the assistance of a community coach develop a workplan/action plan using the Strategic Doing process, set up committees to work on areas identified, and a final report outlining the activities to be undertaken.
- Phase III – LAUNCH – Determine funding sources, identify consultants or other community success stories, follow-up and technical assistance. In-depth training, if needed.
- Phase IV – EVALUATION/CELEBRATION – One-year follow-up and celebration, report out of community successes and return on investment. Celebrating successes.



# What are the strengths of Cody?

Part of the conversation with the community is to identify the community strengths, what the community can build upon. Residents of Cody identified many strengths, including the small western town atmosphere, the people, natural resources, location and access, amenities, and much more.

This word cloud visually represents the most frequently voiced responses. Larger text indicates items mentioned most



# What are the opportunities for Cody?

Cody has as many opportunities as they do strengths. Some of the opportunities mentioned in the session were tourism, year-round businesses, trades, training, digital, winter or shoulder season, activities, the college, and much more.



## What are the hopes or aspirations for Cody?

Downtown and housing were two of the top aspirations for Cody, as well as night life, connecting paths, amenities, workforce, and more choices /better air service. Outdoor recreation opportunities and year-round economy were other top aspirations.



## Cody Major Themes

Taking into consideration all three questions the major themes heard in Cody are as follows:

- **AIR SERVICE**
  - Increase Number of Flights/Carriers
  - Expand/Relocate Airport
  - Reliability
  
- **AMENITIES**
  - Vibrant Downtown
  - Restaurants
  - Nightlife/Cultural Opportunities
  - Public Transportation
  - Events/Sports/Multipurpose Complex
  - Outdoor Swim Beach
  
- **HOUSING**
  - Affordable
  - Senior/Assisted
  - Choice
  - Rentals
  - Mixed Use

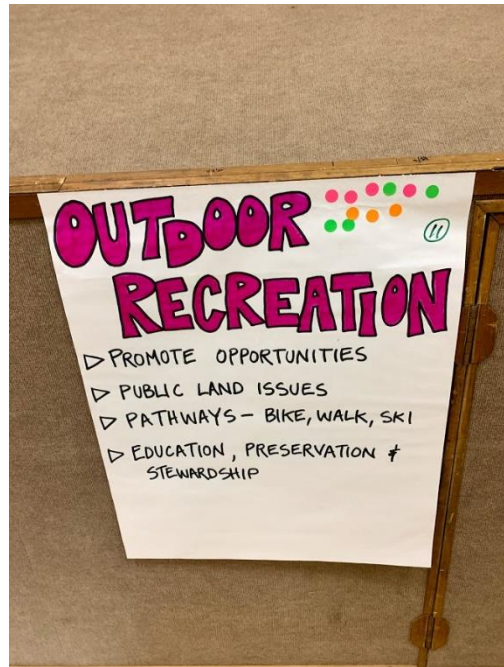
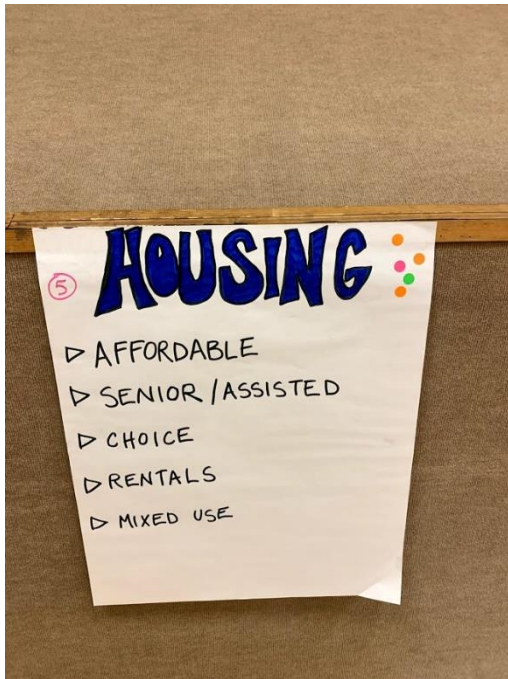
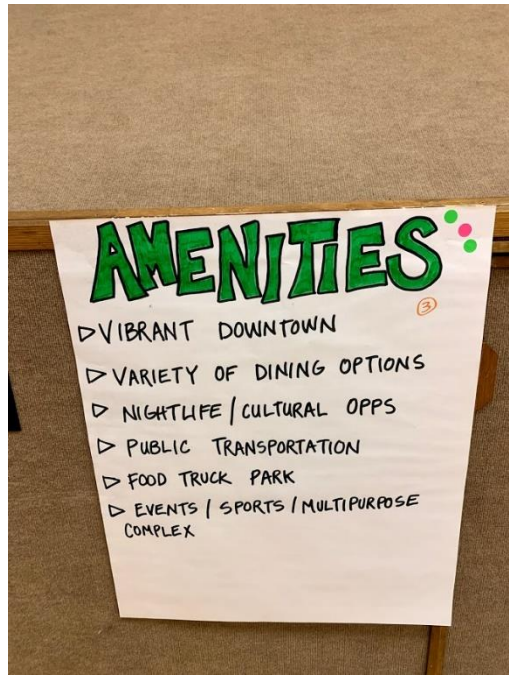
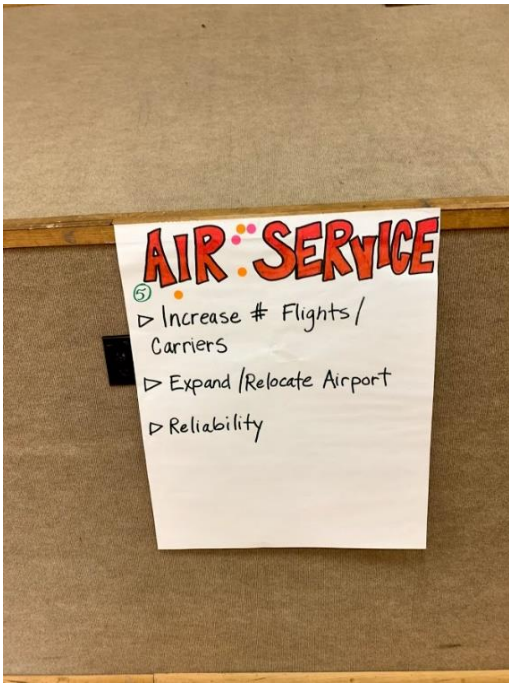
- **OUTDOOR RECREATION**
  - **Promote Opportunities**
  - **Public Land Issues**
  - **Pathways – Bike, Walk, Ski**
  - **Education, Preservation & Stewardship**
  
- **PLANNED GROWTH**
  - **Infrastructure**
  - **Preserve Small Town Feel**
  - **Maintain Cultural & Western Heritage**
  
- **WORKFORCE DEVELOPMENT**
  - **Trade/Tech/CTE Programs**
  - **Customer Service Training**
  - **Value of Entry Level Positions**
  - **Partnerships with HS/NWC/UW**
  - **Transitions from "JOBS" to "CAREERS"**
  
- **YEAR-ROUND ECONOMY**
  - **2nd Season/Shoulder/Winter Tourism**
  - **Diversified Business Development/Industry**
  - **Incubators & Coworking Space**
  - **Convention Center**

These are the areas the Community Review team will focus on in Phase II. Because there was so much variety in describing the components of the themes, the team listed sub-themes to keep track of the important thoughts in each theme.

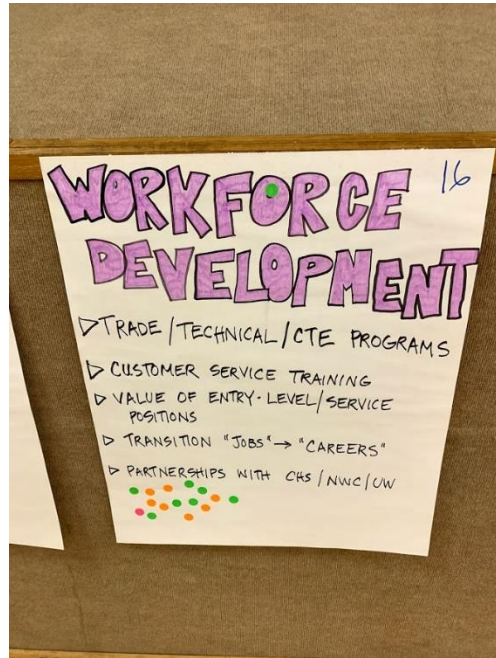
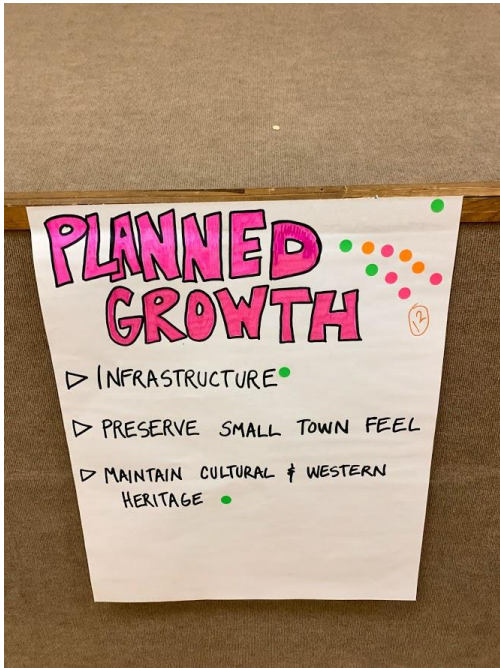
## Town Hall Meeting

A Town Hall Meeting was conducted on October 16th to report what was heard from the community during the Review. After the report out, attendees were asked to vote for ~~on~~ their most important theme, then work in small groups on the theme most important to them to come up with other community members who should be at the table and action items. This work sets the stage for Strategic Doing, which is scheduled for January 29 & 30, 2020. The priorities identified in the town hall meeting were:

Year-round Economy	19
Workforce Development	16
Planned Growth	13
Outdoor Recreation	11
Air Service	5
Housing	5
Amenities	3







## Additional Community Engagement Around Themes

After the Review, additional community engagement was held to get more feedback on priorities. 78 people responded to the survey. The survey gave people the opportunity to pick their top 2 priorities. The results were as follows:

<b>Theme</b>	<b>Total Votes</b>	<b>Percentage</b>
Workforce Development	35	22.4%
Planned Growth	28	17.9%
Year-round Economy	28	17.9%
Air Service	19	12.2%
Outdoor Recreation	19	12.2%
Amenities	13	8.3%
Housing	12	7.7%
None	3	1.3%

## Priorities for Cody

The priorities from the Town Hall Meeting and Additional Engagement were added to get the priorities listed below:

Workforce Development	51
Year-round Economy	47
Planned Growth	41
Outdoor Recreation	30
Air Service	24
Housing	17
Amenities	16

There is another opportunity to see work done around any of these Major Themes. On January 29 & 30, Strategic Doing sessions are scheduled where people will be asked to work on the theme they are most passionate about and give an hour per month toward that effort. More details in Next Steps on page 13.

## Recommendations

Below are a few recommendations to start considering. More planning work will be carried out in Cody in early 2020 to get efforts started and moving forward with actionable items that can be carried out in a short period of time.

- Make a concerted and continued effort to engage multiple and diverse facets of the community in the implementation of the review findings, not just the “usual suspects” (i.e. Chamber, Forward Cody, City of Cody, NWC, etc.) Identify where there is diversity in the community (this was mentioned as an opportunity to explore in multiple listening sessions) and make an effort to hear from and engage the youth (middle school, high school, college-age, young professionals, etc.) and other often-underrepresented demographics so that everyone has a voice and a chance to affect what happens in their community.

- Encourage and foster networking events to introduce residents and businesses to one another, the resources available in the area, and to foster the sharing of interests, needs and wants both personally and professionally.
  - Work to develop these events on an organic basis to build the vibrancy of the community.
  - Partner with engaged and innovative business owners to host networking events with multiple options, locations, venues, topics, etc.
  - Use these networking events to gain a better understanding of the needs and interests of the participants as well as the assets of the community. These efforts should help guide the activities of support agencies.
- Communities need to have a handle on their workforce. What’s available, what do wages look like, what training is available, what gaps are there, what do future needs look like? Any effort in workforce may benefit from this information, especially the gaps. Contact Wyoming Workforce Services to be engaged in this process.
- Next Gen Partnerships is industry-led community-supported partnerships that strengthen regional economies and connect people to jobs. Visit <https://www.nextgensectorpartnerships.com/> and contact Brandon Marshall at [brandon.marshall@wyo.gov](mailto:brandon.marshall@wyo.gov) for more information. This is a long-term partnership and a strong model of organizing industry to work collaboratively. Locally, there is a partnership organized around healthcare issues: Big Horn Basin Healthcare Partnership. Amy Quick is a contact for this ongoing work and she can be reached at [amy.quick@wyo.gov](mailto:amy.quick@wyo.gov).
- Big problems, such as workforce may require out-of-the-box thinking. The Wyoming Electrical JATC has an apprenticeship program that offers wages, health insurance and pension benefits. It may be worth visiting with them to look at their model and bringing it back to Cody and coming up with a program. Investigate what other apprenticeship and internship programs exist and may be useful in the community.
- Set a long-term focus to address the issues of affordable housing and responsible development in the community and surrounding areas.
  - The City and county should collaborate and cooperate on planning and zoning to encourage responsible future development with an organized plan in mind. Other partners to include are US Forest Service, Bureau of Land Management, Bureau of Reclamation, Canal districts, National Park Service, etc.
  - The WBC will have a tool available in early 2020 to help communities with Zoning for Economic Development. It comes with a tool to help diagnose red-flag zones, an area where you can enter zones you would like to enact and see the consequences and a DIY tool.
  - Key topics raised in the Review and to keep an eye on include water/land use and rights; invasive and endangered species; senior and assisted living options; temporary and seasonal housing; etc.
- Explore options to develop recreational opportunities and greenspaces. Work in tandem with public lands agencies (US Forest Service, BLM, National Park Service, etc.) to identify options and set a strategic plan to develop and maintain opportunities where most appropriate and most interest lies.
  - Is there a map of current trails? This is a place to easily start to connect trails.
  - Prepare a plan for connected biking/walking/multi-use (ski?) paths throughout the City.
  - To go even further, convene a committee to create a trails master plan that highlights the currently available trails and identifies opportunities for expanding, enhancing, and connecting them. This committee should take into consideration the needs of a variety of stakeholder groups such as avid bikers, casual walkers, families, runners, cross country skiers, etc. The plan should also take into consideration safety factors for people utilizing the trails at night and children.
  - Look into Cheyenne’s Greenway Foundation – a group that finds funding options for the Greenway.

- In terms of developing a year-round economy, work to attract and build long-term and good paying jobs in economic sectors that complement and build upon the assets already in existence in the community (i.e. tourism, healthcare, professional services, advanced manufacturing, etc.).
  - Explore options to enhance shoulder season economies: Plowing the Plug, Convention/Events Center, Outdoor Recreation (skiing, climbing, ice climbing, watersports, biking, etc.)
  - Establish a dedicated, organized group travel/convention advocate to market the area to destination travelers, tour groups, international visitors, business clients, etc. and focus on non-peak opportunities.
- Visit with the Wyoming Business Council about the Wyoming Main Street Program. Staff is willing to give a presentation to stakeholders in the downtown area to make sure the program is a good fit. Wyoming Main Street’s purpose is to assist Wyoming communities of various sizes and resource levels with downtown revitalization efforts. Wyoming Main Street is not a grant program; it offers technical assistance to communities interested in revitalizing their historic downtowns and helps coordinate efforts to work with the Business Council’s Business Ready Community grant and loan program to provide publicly owned infrastructure for downtown business development and quality-of-life projects. Please contact Amy Quick or Linda Klinck ([amy.quick@wyo.gov](mailto:amy.quick@wyo.gov) and [linda.klinck@wyo.gov](mailto:linda.klinck@wyo.gov)) for more information.
- Promote Opportunities
  - Create a link on the City web page on the Living and Visiting page that goes to the Travel Council’s outdoor recreation page.
  - Convene a committee to identify outdoor recreation opportunities that should be promoted/highlighted – such as specific hiking trails, biking trails, etc. Create a web page and link to it from the City, Chamber, and Park County Travel Council web pages. This page would need to balance the need to promote the businesses who provide guiding services for these activities, with the interests of potential visitors and residents who want to do them independently but need a source of info to find the opportunities.
  - Capitalize on the community’s proximity to Yellowstone National Park and promote Cody and the surrounding area as a destination in and of itself, creating the region as a “basecamp” for a variety of activities in and around the park year-round.

## Next Steps

### WHAT CAN WE DO TOGETHER WITH JUST ONE HOUR A MONTH?

On January 29 & 30, 2020, Cody will enter Phase II of the Community Review process. Two Strategic Doing Workshops will be held at the Cody Auditorium. During this interactive, 3-hour session, we will work together to identify strategies to meet Cody's goals. Strategic Doing™ is a new approach that helps local communities, regions, or organizations form the collaborations needed to address complex challenges. Instead of just talking about what can be done, this workshop will allow us to set doable goals that can be achieved in a short time period. Workshops will be divided by major themes so individuals interested in one or more themes can engage to move those priorities forward through manageable actions.

**January 29**  
 Workforce  
 Air Service  
 Housing  
 Amenities

**January 30**  
 Year-round Economy  
 Outdoor Recreation  
 Planned Growth

Along with this Strategic Doing support, \$1500 in grants are available for completing the Community Review and another \$1,000 for a community coach is available also.



Strategic Doing™

Do More Together

# Overview

## What is Strategic Doing?

Strategic Doing is a process that enables civic leaders to form collaborations quickly, guide them toward measurable outcomes, and make adjustments along the way.

The process focuses on four key questions:

## What to Expect

During a Strategic Doing Workshop participants are led through a structured set of conversations and guided by workshop exercises, which define five things:

1. Opportunities
2. At least one outcome with characteristics and metrics
3. At least one initiative or project
4. A complete action plan
5. A plan to meet again

### 1 What could we do together?

- Look first at assets within the group at the table.
- Next look to see how combining the known assets might offer new opportunities.
- Evaluate who is not at the table but might have an interest or resources helpful to the solution.

### 2 What should we do together?

- Evaluate the options for action and help the group narrow the scope of activity by suggesting the group focus on no more than three goals initially.
- Analyze the suggested activities to see which would have the highest impact but it still do-able.
- Define an outcome with specific characteristics of success and metrics.

### 3 What will we do together?

- Draft an activity/action plan including the first action steps, the responsible entities and “due dates.”
- Make a public commitment to “do” the action step

### 4 What's our 30/30?

- Decide how the group will communicate (face-to-face, internet, email, weblogs, etc.).
- Set a date, in the next 30 days, for follow-up, reporting and adjustments.



Strategic Doing allows your community, organization or network to create an action plan, with measurable outcomes and accountability, in a 3-6 hour period.

Contact us at [info@strategicdoing.net](mailto:info@strategicdoing.net) to learn more about Strategic Doing.  
Follow our blog at [www.strategicdoing.net](http://www.strategicdoing.net) to stay up to date with activities and opportunities.

# Community Review Agenda

Cody has been selected by the Wyoming Business Council and University of Wyoming Extension to participate in a Community Review. This is an amazing opportunity for our community to receive expert insight and guidance on creating a locally driven vision for our future.



## SCOUTING THE FUTURE

CODY COMMUNITY REVIEW | OCTOBER 14-16, 2019 | WWW.CITYOFCODY-WY.GOV/REVIEW

### WATCH FOR THE SURVEY!

Some residents of the Cody area will receive a postcard containing the web address to a survey. The survey will give us valuable information about what is important to people in the 82414 zip code. Please fill it out when you receive it.

### JOIN US!

Our future is defined by our wants and needs. The review team wants to hear from you! Join us at one of the listening sessions below and answer a few simple questions about your dreams for the future of Cody. You are welcome to attend any session; these are only suggested common topic/experiences sessions.

DATE AND TIME	INDUSTRY OR INTEREST GROUP	LOCATION
<b>MONDAY, OCTOBER 14</b>		
7:00 p.m. – 8:30 p.m.	Open House	Cody Club Room
<b>TUESDAY, OCTOBER 15</b>		
7:00 – 8:00 a.m.	Tourism/Hospitality	Buffalo Bill Center of the West
8:30 – 9:30 a.m.	Finance/Insurance	Park County Library Grizzly Hall
9:45 – 10:45 a.m.	Churches/ Non-Profits	Park County Library Grizzly Hall
11:00 a.m. – 12:30 p.m.	Senior Citizens	Senior Center
1:00 – 2:00 p.m.	Industry	Park County Library Grizzly Hall
2:15 – 3:15 p.m.	Middle School / High School Students	CMS & CHS
3:30 – 4:30 p.m.	Educators	CMS & CHS
4:45 – 5:45 p.m.	Outdoor Recreation/ Outfitters/ Guides	Cody Club Room
7:00 – 9:00 p.m.	Public Listening Session with Root Beer Floats	Cody Auditorium
<b>WEDNESDAY, OCTOBER 16</b>		
7:00 – 8:30 a.m.	Healthcare/First Responders	Pitchfork Room- Cody Regional Health
9:00 – 10:00 a.m.	Local Government / Elected Officials	City Hall Council Chambers
10:15 – 11:15 a.m.	Professionals/Next Gen	City Hall Council Chambers
11:30 a.m. – 12:30 p.m.	Real Estate	City Hall Council Chambers
12:45 – 1:45 p.m.	Retail	City Hall Council Chambers
7:00 – 9:00 p.m.	Town Hall Meeting	Cody Auditorium

### BENEFITS

- Reach agreement about community priorities and economic development opportunities.
- Support future grant applications with an objective, professional assessment of local conditions and opportunities.
- Identify sources of funding for technical assistance and best practices.
- Improve community decision making and leadership strategies.
- Increase the number of residents involved in community organizations and projects.
- Strengthen relationships with agencies that provide funding and assistance.

Participating communities receive up to \$1,000 to implement a project identified as a need by their review.  
Like and follow us on Facebook at Cody Review 2019 for more details and updates.

## Tour of Cody

Several Cody Home Team members provided a tour to the team. The tour highlighted Cody's natural resources and abundant outdoor opportunities as well as businesses and buildings, and amenities people enjoy in the community. The tour gave the team a great sense of Cody before starting the Review.



## Community Listening Sessions

Community Listening Sessions were open-ended, focus group-like discussions with stakeholders in the community. We asked the same questions at each session and offered several sessions to encourage as many participants as possible. We interviewed nearly 220 people during 15 listening sessions, received 52 online comments, and surveyed 78 people regarding priorities after the Review.



## Sponsoring Agencies and Organizations

- City of Cody
- Cody Country Chamber of Commerce
- Forward Cody
- Park County
- Park county Travel Council
- Wyoming Business Council, Northwest Region Office
- Buffalo Bill Center of the West
- Cody Elks Lodge
- Cody Regional Health
- Cody Steakhouse
- Fat Racks BBQ
- Sunset Properties
- The UPS Store
- Treasured Memories
- University of Idaho, Extension

## Acknowledgments

Thank you to the many individuals who generously shared their time, opinions, and knowledge by serving on the home team, completing a survey, and participating in a listening session

## Cody Home Team Organizers

- Mayor Matt Hall, City of Cody
- Barry Cook, City of Cody
- James Klessens, Forward Cody
- Dossie Overfield, Park County
- Tina Hoebelheinrich, Cody Country Chamber of Commerce
- Claudia Wade, Park County Travel Council
- Jeremiah Johnston, Cody High School
- Amy Quick, Wyoming Business Council

## Visiting Team

### **Julie Daniels**

*Southeast Area Community Development Educator/  
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## Cody Community Survey Results

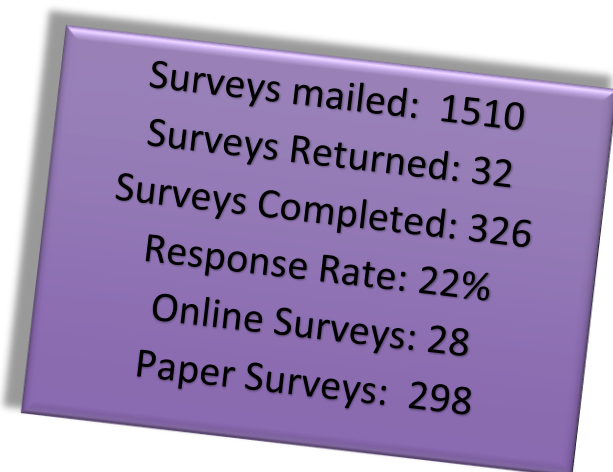
A “Community Satisfaction Survey” was conducted in Cody prior to the community review team visit to conduct listening sessions and community meetings on **October 14-16, 2019**. The survey was conducted by University of Idaho and the HELPS Lab at Montana State University.

Survey results serve several purposes. Results can be used to bolster community grant proposals and demonstrate support for new policies or the status quo. Citizen groups and municipalities can also use this data as a guide for planning and identifying future initiatives.

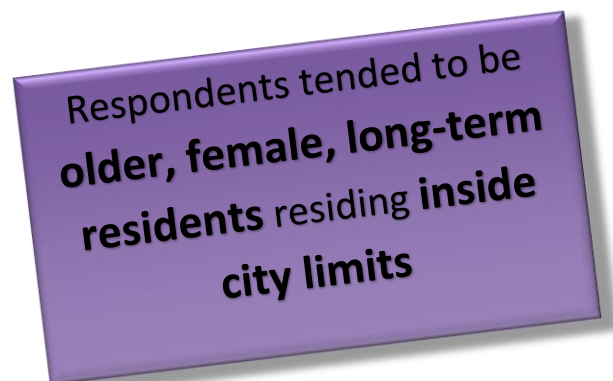
In addition, Community Review delivery organizations and partnering Universities use this data to identify common interests and concerns across multiple communities, which in turn helps these organizations develop programs and resources to better assist rural communities like yours. In order to identify commonalities and differences across communities, surveys need to be relatively standardized. Therefore, some questions in a standardized survey may be more or less relevant to particular communities.

The survey was sent to residents in the 82414-zip code.

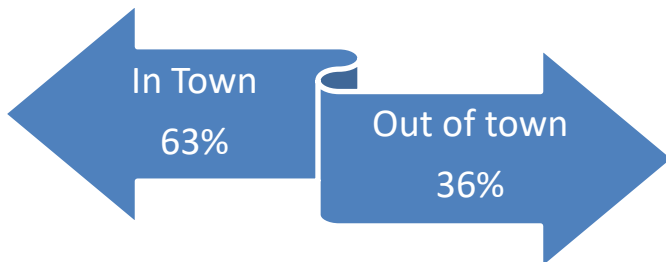
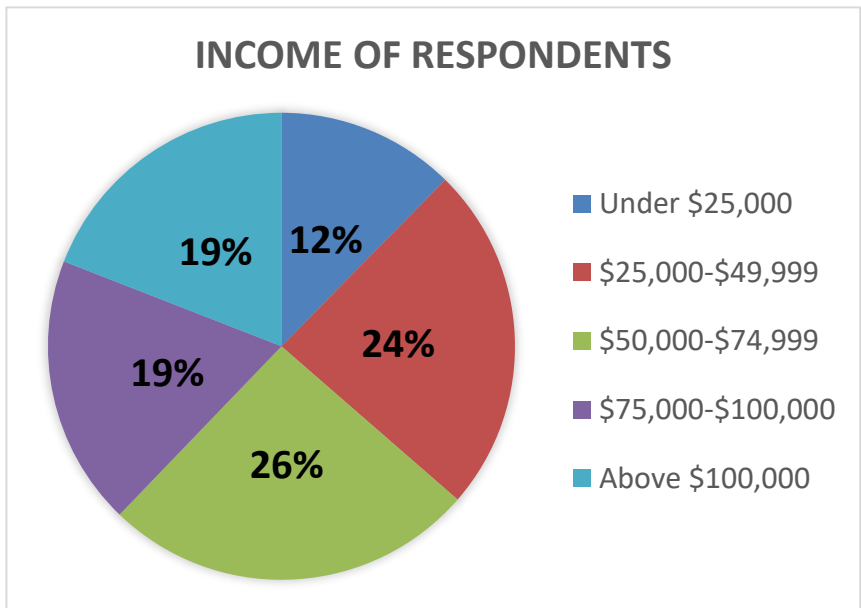
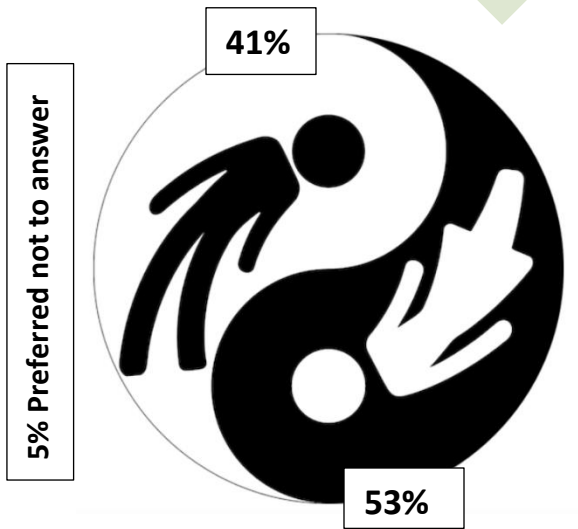
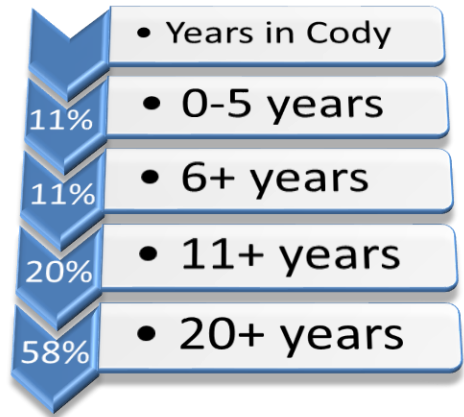
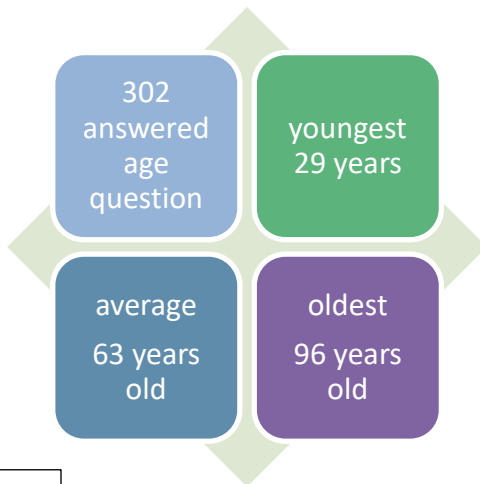
### Demographics (Respondent Characteristics)



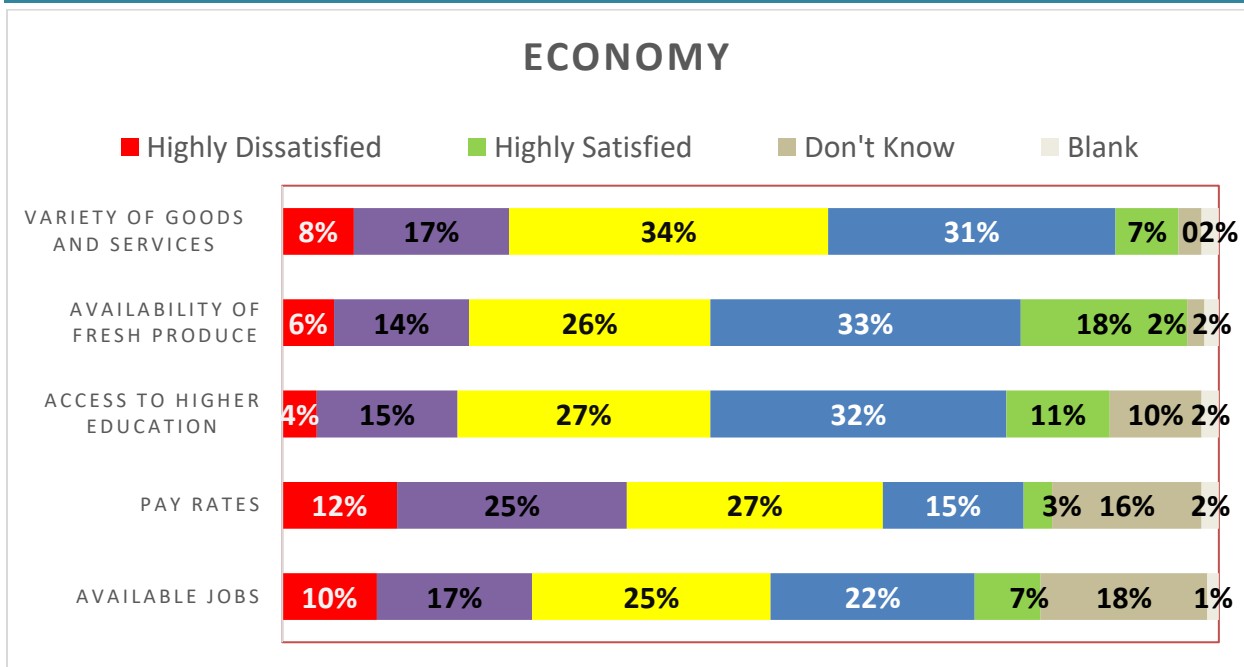
Surveys mailed: 1510  
Surveys Returned: 32  
Surveys Completed: 326  
Response Rate: 22%  
Online Surveys: 28  
Paper Surveys: 298



Respondents tended to be **older, female, long-term residents** residing **inside city limits**



# 1. Economy



Cody’s residents’ satisfaction with the local economy is high. Particularly high satisfaction is reported for access to higher education with Northwest College 25 miles away. While satisfaction with variety of goods and services is high, three residents report desire for more shopping options, specifically Costco, Menards, Target, Kohls, Marshalls. Four residents report desire for fresher, possibly locally grown produce. Three residents suggest more high-quality restaurants.

Wages in available jobs are considered inadequate, despite overall satisfaction with pay rates and available jobs being very high compared to other small towns surveyed. Wages are low *relative to the cost of living*. A total of 34 comments relate to low wages, especially when compared with the cost of living. These five comments capture the key ideas:

1. Majority of jobs pay \$10-12 per hour, this is not a living wage, especially in a town as expensive to live in as Cody.
2. The cost of living in Cody is ridiculously high compared to the average local wage.
3. Pay rate/salaries do not match up w/housing costs.
4. Professional jobs are lacking.
5. Most people work two jobs to make it if they are under 30 and not married.

**Question: Do any of the following factors challenge your ability to support Cody’s locally owned businesses? (Select all that apply)**



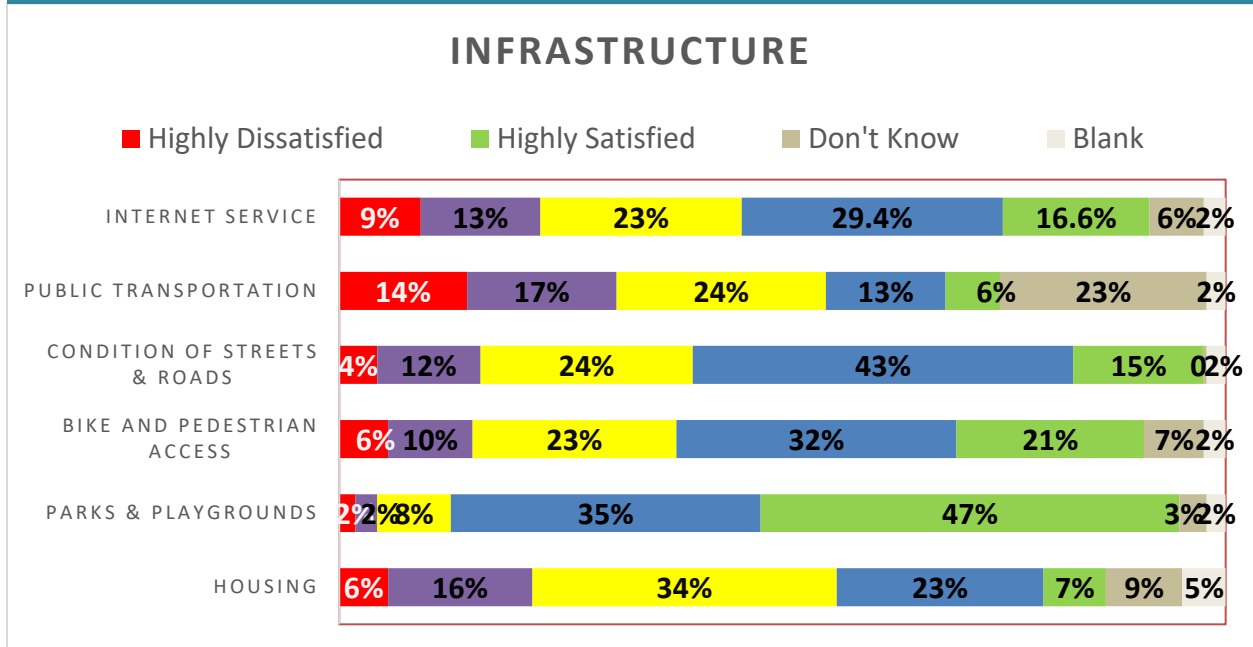
Despite having a wide variety of stores for a small area, the number one reason for not supporting local businesses is what availability of products and services in stores. Online shopping and “going to Billings” are the main alternatives residents note.

Of the 51 “Other” challenges residents provide, 12 relate to friendliness of proprietor/staff. These four are representative of these sentiments

1. Very poor or indifferent staff.
2. Poor attitudes of many local businesses.
3. Local businesses treat everyone like tourists.
4. Customer service!!

Survey data suggests there are multiple, interacting factors that contribute to reluctance to shop in Cody.

## 2. Infrastructure and Housing



Satisfaction with parks and playgrounds tops the list of infrastructure items surveyed. Satisfaction is lowest regarding public transportation. Clarifying their low satisfaction ratings, two residents state:

1. There's not a lot of public transportation and it's really rough for adults with special needs to get around without having to pay an arm and a leg.
2. If I were unable to drive, I feel it would be more difficult to get around. i.e. shop, doctor appts, etc.

While satisfaction with condition of streets and roads is **very high** compared to many small towns, and positive comments like “Walking paths are terrific” are common among the open-ended responses, there are some safety concerns relating to intersections and sidewalks:

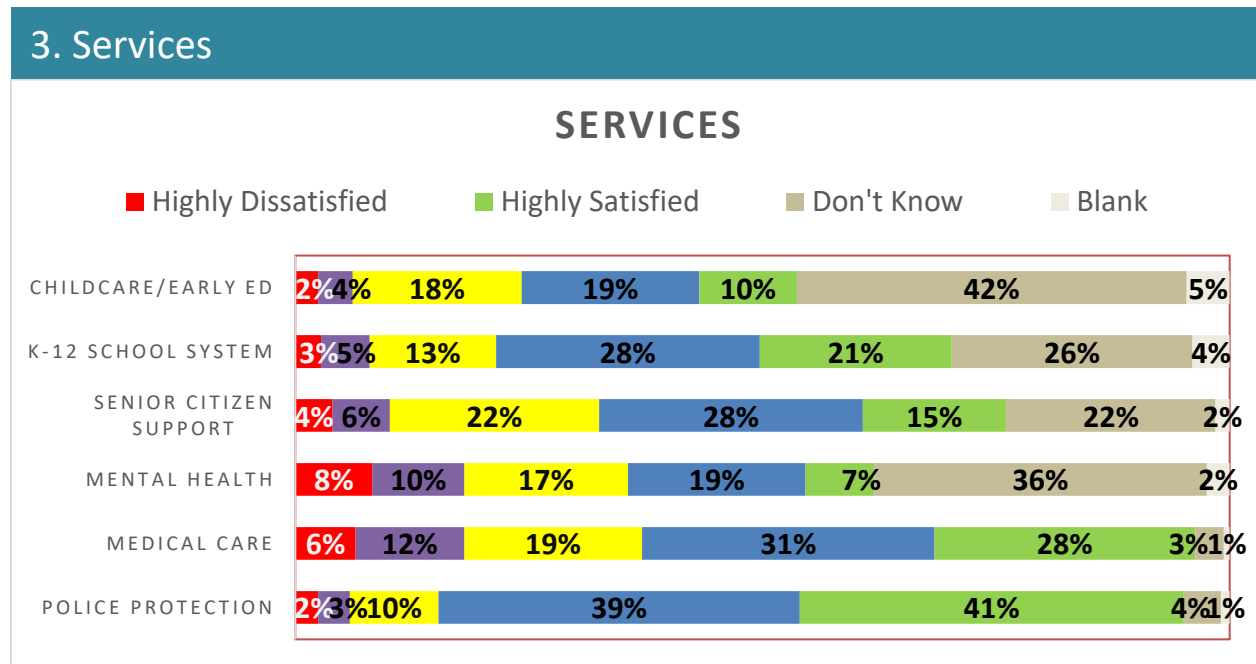
1. Intersection at 17th and Sheridan to be resolved, but we love Cody's wide streets.
2. Why is there no safe way to cross Big Horn Ave?!
3. Snow removal in town needs addressed; leaving mountains of snow on Sheridan Ave is a hazard.
4. There needs to be more traffic lights in town.

Other comments suggested there is a need for more safety personnel at schools and bus stops.

Housing satisfaction is high, as an infrastructure item (related to quality and condition). However, housing affordability is apparently a major issue. This is seen in comments relating to the high cost of living generally as well as many open-ended responses deal with high housing

costs specifically.

1. Housing for lower income levels, shelters for those who find themselves temporarily in need..a great need here.
2. Need more affordable housing. I know someone who's lived in her car most of the time for 4 plus years.
3. No regulation or policy on air bnb; much affordable housing is purchased for short term rental with no restrictions.
4. Wages and housing seem to be a conflict with keeping younger people here.



As with other questions, satisfaction with services is very high compared to other small towns. While only a few responses focus on medical care and mental health, they focused on availability, quality, and cost issues:

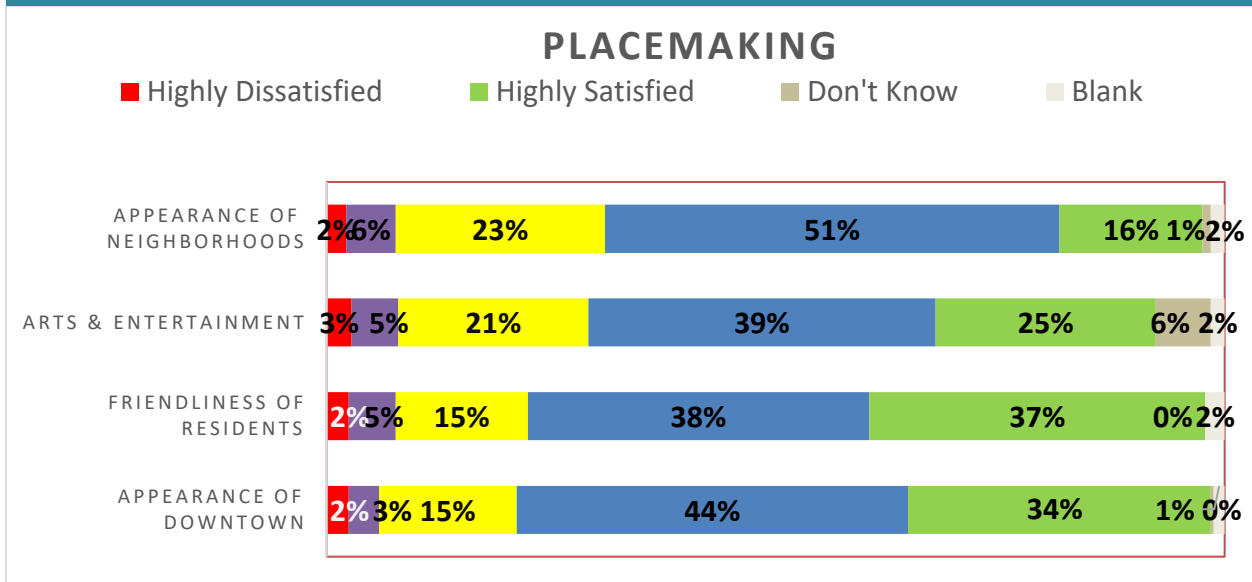
1. Mental health care is mostly nonexistent, but that is all of Wyoming, not just Cody.
2. Our medical services are poor, have to go to Billings if really sick.
3. City can no longer afford the increasing costs of health insurance.

Waste disposal and recycling, while not asked about directly in the survey, came up several times in open-ended responses.

1. Sanitation workers are thoughtful and helpful.
2. Recycling is very good.
3. Neighborhoods look terrible with the dumpsters on the streets.
4. Need a way for city to haul away yard clean up in spring, summer, fall.

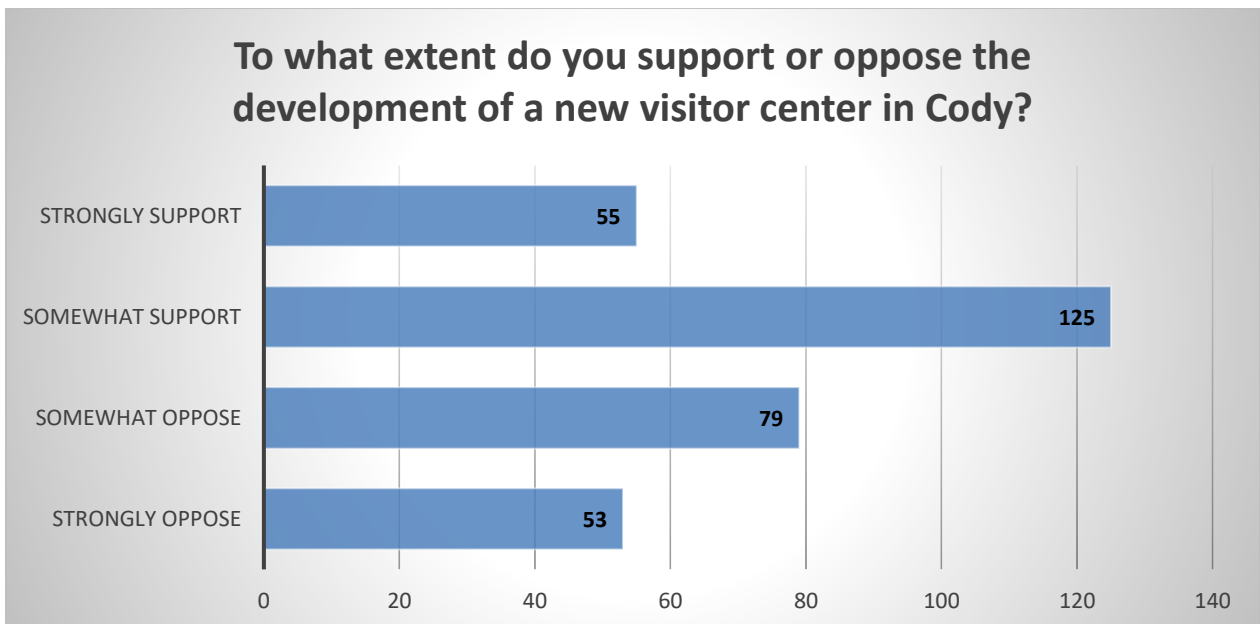
Comments relating to police range from “best in the nation” to “long term follow up and crime solving very limited,” and from “You need more cops and pay them more” to “we are overstaffed in the police dept.” Satisfaction with police protection is very high with only 5% either highly or somewhat dissatisfied and 80% highly or somewhat satisfied.

## 4. Placemaking

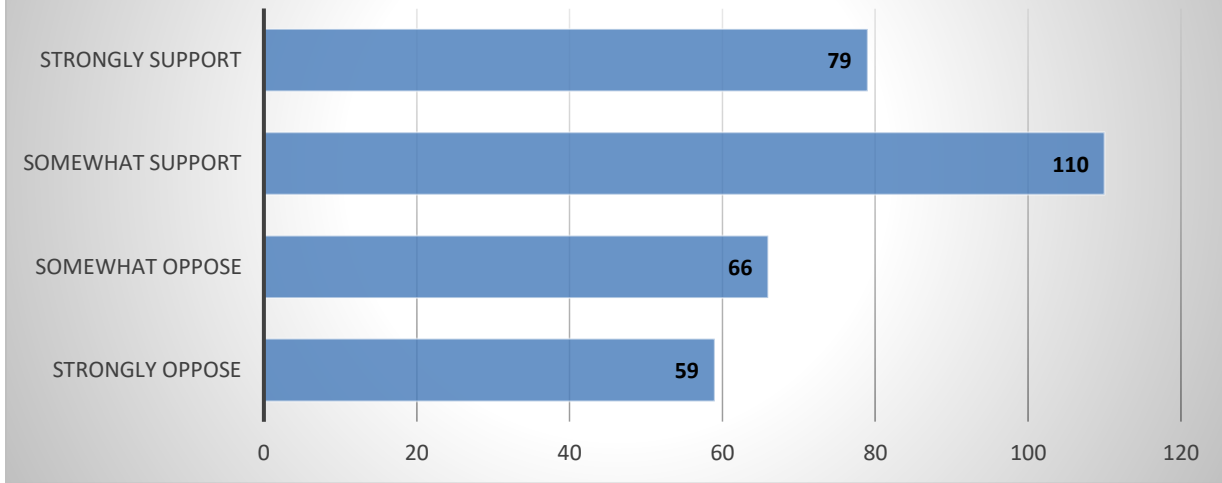


Satisfaction with Cody, as a place to be, is very high relative to other small towns in Wyoming. Respondents suggest two major changes related to Cody’s appearance and character. First, many would like for downtown decorations and maintenance be even better. Others feel trailers parked on streets are unsightly. The overall message relating to the appearance is that Cody is “A nice clean western town.”

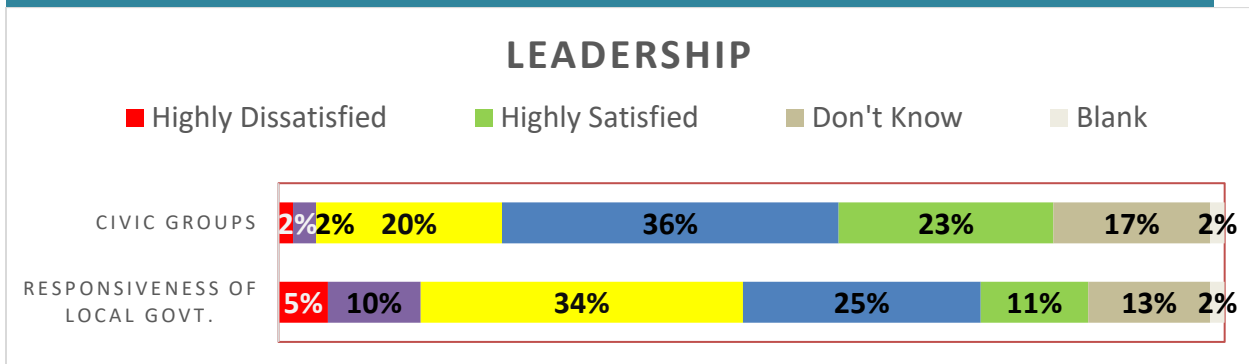
Two survey questions dealt with construction of either a new visitor center or a convention/event center. Both options had general support, but the convention/event center was a slightly more popular idea.



## To what extent do you support or oppose the development of a convention/event center in Cody?



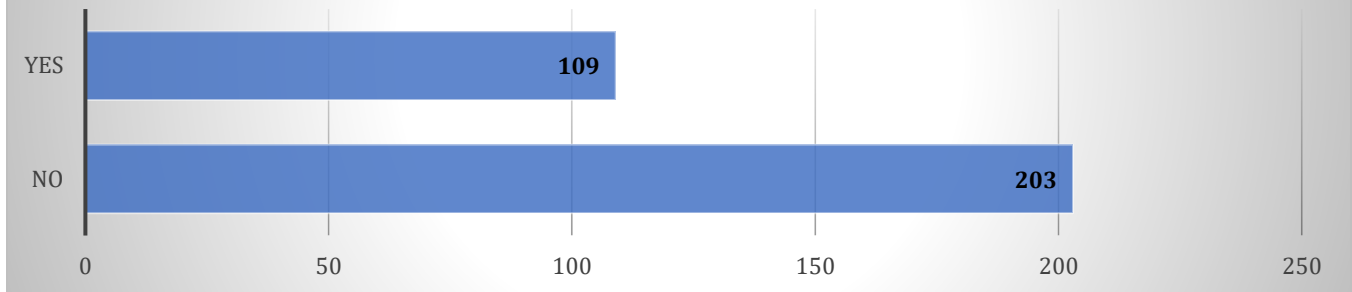
## 5. Leadership



Satisfaction with civic groups is very high. Satisfaction with local leadership is not as high but is still quite high. Many of those dissatisfied with leadership do not trust leaders' community-mindedness, with concern that support for business and local business elites' agenda over-powered concern for the average residents.



**Have you been involved in a neighborhood or community project in the last 12 months? (For example, youth development, community beautification, fund raiser, etc.)**



This same distrust came through when responding to the follow up question:

**Please complete this sentence: “I would be involved in more community projects if...”**

Number of times mentioned out of 194 responses	Reasons (total of 219 reasons since some responses had more than one reason)
<b>96</b>	Not <b>able</b> to help due to personal limitations: time (43), age (21), health (17), live out of town (6), other (9)
<b>75</b>	Not <b>willing</b> to help due to <b>project</b> attributes: projects not being meaningful (28), not being invited or feeling welcome (22), poorly implemented or lacking impact (9), not inclusive leadership (6)
<b>31</b>	Not <b>aware</b> of projects in time to participate
<b>27</b>	Not <b>willing</b> to help due to <b>personal</b> attributes: does not match personality (14), don't think community supports it (4), other (9)

Recurring in the reasons people gave for not being more involved is a sense that the project is not in line with the individuals values or that the group carrying out the project is not inclusive. This reinforced other comments in the survey that Cody has a politically polarized populace with competing views of community priorities.

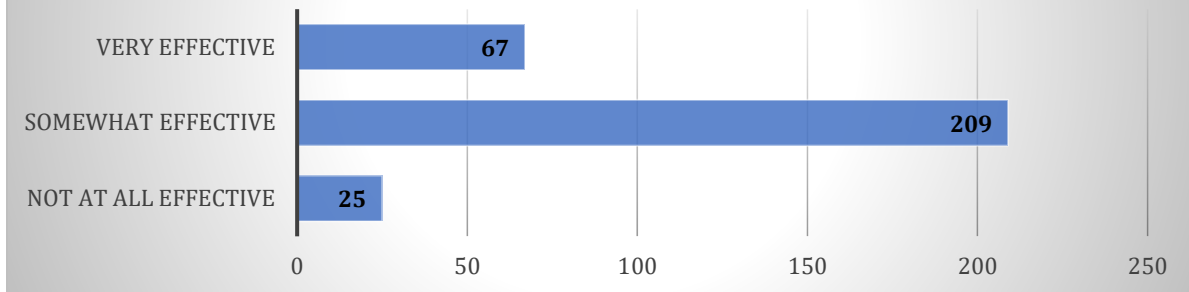
Below is the list of activities with which respondents were involved in the last 12 months.

Cultural	Youth	Community Quality of Life
<ul style="list-style-type: none"> <li>• Buffalo Bill Ball (3)</li> <li>• CIS Craft Fair</li> <li>• Community events</li> <li>• Local science talks</li> <li>• Crow Tribal Members for Sacred Lands &amp; History</li> <li>• Community choir</li> <li>• Citizens Academy</li> </ul>	<ul style="list-style-type: none"> <li>• Youth development (5)</li> <li>• Music events</li> <li>• Fundraising</li> <li>• Food for Kids Backpacks (4)</li> <li>• Yellowstone Quake Hockey (2)</li> <li>• Church youth groups (2)</li> <li>• Wyoming Promise</li> </ul>	<ul style="list-style-type: none"> <li>• Community beautification</li> <li>• Library (2)</li> <li>• Highway cleanup (5) (one person says they've been doing trash pickup for 50 years!)</li> <li>• Weed control</li> <li>• Community improvement</li> </ul>

<ul style="list-style-type: none"> <li>• Wild West River Fest</li> <li>• Cody Theater for Sleeping Giant</li> <li>• Rocky Mountain Dance Theater</li> <li>• Yellowstone Quilt Fest (2)</li> <li>• Wine tasting</li> <li>• Museum (2)</li> <li>• Art show (2)</li> <li>• Dog races</li> </ul> <p><b>Miscellaneous</b></p> <ul style="list-style-type: none"> <li>• PCAS</li> <li>• Rendezvous Royale</li> <li>• Peaks to Conga</li> </ul>	<ul style="list-style-type: none"> <li>• Boy Scouts</li> <li>• Dream it, be it career support for girls</li> <li>• Girl Scouts</li> <li>• Little League BB</li> <li>• Young life</li> <li>• 4H</li> <li>• Scholarships (2)</li> <li>• Youth hunters</li> <li>• Youth Camps</li> <li>• School support (2)</li> </ul>	<ul style="list-style-type: none"> <li>• Zoning upgrade</li> <li>• Fundraisers (9)</li> <li>• Swing into Spring</li> <li>• Elks (2), Eagles, Lions (3)</li> <li>• Rotary</li> <li>• Park City pedaler trails</li> <li>• Clean &amp; Mow Green Space</li> <li>• Runs &amp; Bike Races Park</li> </ul>
<p><b>Health, Safety &amp; Community Resources</b></p> <ul style="list-style-type: none"> <li>• Cody Cupboard (7)</li> <li>• Mountain View Health</li> <li>• Habitat for Humanity (4)</li> <li>• Long term care</li> <li>• West Park (3)</li> <li>• End of Life Panel</li> <li>• Medical Foundation Events (4)</li> <li>• Serenity Fundraiser (2)</li> <li>• CASA (3)</li> <li>• Food Drive (4)</li> <li>• Soroptimist</li> <li>• Run for Hope (2)</li> <li>• Jail ministry</li> <li>• Homeless shelter</li> <li>• Senior Center (3)</li> <li>• Adult ed</li> <li>• VFW</li> <li>• SPCA</li> <li>• Families in need</li> <li>• Animal Shelter (2)</li> <li>• Treatment Center &amp; Recovery</li> <li>• Bed Frames for kids</li> <li>• Thanksgiving dinner</li> <li>• Dog rescue</li> <li>• Hunter education</li> <li>• Right to life (2)</li> <li>• Jubilee</li> <li>• Innertown ministry</li> </ul>		<p><b>Natural Resources</b></p> <ul style="list-style-type: none"> <li>• North Fork beautification (3)</li> <li>• Beartooth Ranch</li> <li>• March for Science</li> <li>• Citizens Climate Lobby</li> <li>• Outdoor recreation (3)</li> <li>• Predator removal</li> </ul>

Lack of communication about projects came up frequently, as it typically does in most rural communities. Two respondents note that they heard about projects through the paper after it was too late to get involved.

## In general, how effective do you think the residents of your community are at working together to solve challenges?

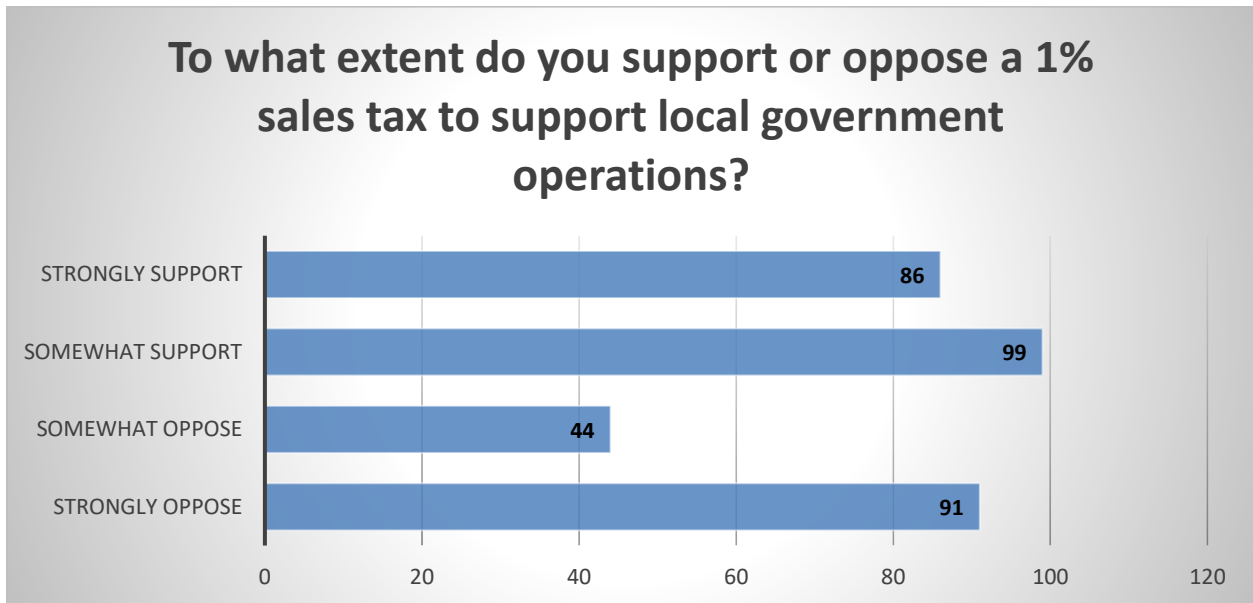


The following comments represent the spectrum of more than 200 perspectives shared about this question:

1. Lots of organizations, volunteers, boards, people working together.
2. Many residents "take the bull by the horns" resulting in outcomes: handicap park, off road biking, jump park, heritage museum, low income evening health clinic, etc.
3. The openness of our public servants and the strong commitment of the citizens to making Cody strong and attractive.
4. When it comes to a crisis...we pull together but when it comes to politics we are as divided as the entire US.
5. There is a divide between economic classes of residents as to what the challenges are.
6. When "regular" people try and voice an opinion or another way of doing something they are often ridiculed or just ignored.
7. Lots of people want this town to stay how it is, others want it to grow.
8. People need to put personal preferences aside and consider what is best for the entire community.

A majority of comments about local government responsiveness were positive, although some feel there is an inordinate focus on supporting needs of tourist businesses and the "haves" and not enough on other local business needs and needs of low resource and working class residents and families. Comments about civic engagement and the great projects spearheaded by volunteer efforts were largely positive as well. There is great appreciation for what has been accomplished. At the same time, a fair number of comments suggested there could be more inclusion of different voices in decision-making and leadership positions in the community.

**Question: To what extent do you support or oppose a 1% sales tax (also known as the "5th Penny" or General Purpose Excise Tax) to support local government operations?**



58% Somewhat Support or Strongly Support this tax, while 42% oppose it, with twice as many feeling strongly about opposition than those who somewhat oppose the idea.

## Great ideas for Cody

*Adapted from Great ideas for your downtown, Linda Klink, WY Main Street*

1. Hire a manager or hire a coordinator to help coordinate the activities in Cody.
2. Beat the streets...know the constituents and keep them informed! Find out the needs of the businesses by communicating with them on a regular basis. React with appropriate projects.
3. Publish a newsletter to keep primary stakeholders and others in the community informed about your progress.
4. Recognize a volunteer of the month in the newsletter or the local newspaper.
5. Develop a work plan for the upcoming year that clearly defines the organization's mission, goals, projects, and specific tasks. Develop a timeline and budget for each task, and delegate the projects to specific individuals. Develop a budget for the organization based on this work plan.
6. Hold a town meeting. Identify town priorities by building consensus.
7. Hold a fundraiser for a specific project. (could be a Placemaking project)
8. Educate various stakeholder and community groups about the importance of local businesses.
9. Throw a party to bring people together.
10. Organize a youth advisory board to tap into students' viewpoints about the community, increase the volunteer pool, and provide an educational opportunity for area youth.
11. Sponsor monthly "coffee beaks" for merchants to talk about activities and issues that affect them. Rotate the locations among businesses.
12. Take a field trip to other communities that have implemented successful programs or projects.
13. Put together a slide show highlighting your accomplishments for presentations to community groups.
14. Create an instantly recognizable logo for the organization that symbolizes the downtown. Make sure the logo is easy to use and will be able to meet various graphic needs.
15. Build a strong relationship with the area's news media. Make it easy for them to cover stories about your community.
16. Install quality "Welcome" signs at the entrance to the central commercial district.
17. Hold an annual cleanup day with the assistance of volunteers and community groups. Make it fun! Also develop an ongoing maintenance program.
18. Create incentive programs for building renovation projects. Grant and loan programs have been used successfully by many communities.
19. Coordinate a walk through downtown. Identify "problem areas" that need attention. A survey list is available to use through the Wyoming Main Street program.
20. Spruce up...plant flowers, clean the alleys, sweep the streets, pull the weeds.
21. Put together a banner program.
22. Target some realistic façade improvement projects in the early stages of the program.
23. Put together a "sign squad". Remove signs and the supporting hardware that no longer serve existing businesses.
24. Sponsor design workshops to educate building owners, contractors and volunteers n appropriate building improvement projects.

25. Complete an inventory of the streetscape amenities, such as trash receptacles, benches, streetlights and trees. Develop a plan for future improvements.
26. Create people places – a park, children’s play area or a town square/plaza.
27. Create a historic walking tour and brochure to promote community history.
28. Plan and publish a calendar of events.
29. Invite citizens to teach a craft or hobby.
30. Involve children in revitalization activities by providing them with activities that help them understand the community’s importance.
31. Have a parade! Maybe make it a pet parade?
32. Hold a street dance!
33. Coordinate an exciting holiday promotion to bring people to local businesses.
34. On a designated evening or Sunday afternoon, have merchants fix simple hors d’oeuvres to serve in their business.
35. Develop a business directory with a map to help visitors and local people find what they are looking for. Business directories also call attention to the wide variety of retail businesses, services, professional and government offices offered.
36. In the summer, show movies on the outside of a building.
37. Schedule performances in downtown by local artists and musicians.
38. Hold a treasure hunt.
39. Sponsor an advertising and marketing seminar.
40. Conduct a market analysis to better understand the customers and to help identify their needs. Gather census information on the community and trade area. Also, conduct “focus groups.”
41. Encourage businesses to extend store hours so employees can shop on their way to or from work. Also, establish uniform hours.

## 20 CLUES TO RURAL COMMUNITY SURVIVAL

### **1. Evidence of Community Pride:**

Successful communities are often showplaces of care and 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. Health care is considered essential, and smart strategies are in place for diverse methods of delivery.

### **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 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 conservative 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.

\*Reprinted from Heartland Center Leadership Development, Spring 2002 *Visions Newsletter*.