

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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Alpine Resource Team

March 6-8, 2001

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PROCESS FOR THE DEVELOPMENT OF THIS REPORT

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

The Town of Alpine requested a community assessment from the Wyoming Rural Development Council. Francene Jensen, the community contact, took the lead in agenda development, logistics and publicity in town for the assessment. Resource team members were selected to visit, interview citizens, business and community leaders; and develop a plan of recommended action for the town. The team members were carefully selected based on their fields of expertise that Alpine officials indicated would be needed to respond to the problem areas identified.

The Resource Team toured the town and received responses from approximately 375 people over a three-day period from March 6-8, 2001. The team interviewed representatives from the following segments of the Alpine community: Business Alliance, Students, Town Council, Construction, Real Estate, Banking, Landlords, Utilities, Parents, Seniors, Non-Profit, Educators, Health Care, Recreation and Tourism, Agriculture, Law Enforcement, Government, Economic Development, Retail, Conference Services, Forest Service, and Game and Fish. 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 Alpine?
- What do you think are the major strengths and assets in Alpine?
- What projects would you like to see completed in two, five ten and twenty years in Alpine?

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

The oral report was presented to the people of Alpine on March 8, 2001 at a Town spaghetti feed and meeting. Many of the citizens of Alpine who participated in the interviews were in attendance.

Following the oral report, a formal written report was prepared and presented to The Town of Alpine. It was agreed that the Town would print copies or summaries for each person interviewed.

EXECUTIVE SUMMARY

The elements are all here for Alpine to have a successful future. To become a growing, vibrant community takes only a few people willing to roll up their sleeves and go to work. Once this nucleus begins to exert effort, it will begin to show some successes. Then this nucleus needs to expand to include more and more of the community until the entire community is involved. But the work is not on big jobs; it is on small ones that can be achieved quickly. The big ones come later after Alpine has seen the results of the smaller and sees that it can accomplish things.

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

Each of you individually must decide what it is that you want to do—what kind of project you want to tackle. There are enough tasks for everyone. Each small step, every accomplishment, no matter how limited, is movement in the right direction toward achieving Alpine's goals. It can be done! There is no problem facing Alpine that cannot be solved by the people living in the community. It is your choice, your decision, you can do it.

On behalf of the Alpine Resource Team, I want to thank the community and our sponsors, the Town of Alpine, for the warm hospitality shown to us during our stay. The meals and accommodations were outstanding. We ate so well! A special thank you goes to the restaurants that provided meals and the group that cooked enough spaghetti for an army!! We heard over and over in the listening sessions that Alpine was filled with great people, willing to roll up their sleeves and get to work. We can certainly attest to that! Thank you very much.

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

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

Sincerely,

Mary E. Randolph, Executive Director, Wyoming Rural Development Council and Team Leader for Alpine

RESOURCE TEAM MEMBERS

Alpine, Wyoming Resource Team March 6-8, 2001

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Alpine Resource Team Members

Alpine Community Planning Team



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RESOURCE TEAM AGENDA
Alpine, Wyoming of Lincoln County
March 6, 7, 8, 2001

<u>Tuesday, March 6, 2001</u>	<u>Activity</u>	<u>Location</u>
10:30 a.m. to 11:30 a.m.	Orientation & Organization Meeting	Town Center
11:30 a.m. to 1:30 p.m.	Lunch with Community Resource Team Planners	Kringle's Café
1:30 to 2:50 p.m.	Resource Team leaves for area tour	Town Center
<u>Listening Sessions Groups</u>		
3:00 p.m. to 4:00 p.m.	Business Alliance	Town Center
4:00 p.m. to 5:00 p.m.	Students	Town Center
6:00 p.m. to 7:00 p.m.	Working Dinner	Kringle's Café
7:00 p.m. to 8:00 p.m.	Town Council	Town Center
<u>Wednesday, March 7, 2001</u>		
6:45 a.m. to 7:45 a.m.	Breakfast	Kringle's Café
8:00 a.m. to 9:00 a.m.	Construction, Real Estate, Banking	Town Center
9:00 a.m. to 10:00 a.m.	Landlords, Utilities	Town Center
10:00 a.m. to 11:15 a.m.	Parents	Town Center
11:30 a.m. to 12:45 a.m.	Lunch	Kringle's Café
1:00 p.m. to 2:00 p.m.	Seniors, Non-Profit, Educators	Town Center
2:00 p.m. to 3:00 p.m.	Health Care	Town Center
3:00 p.m. to 3:30 p.m.	Break	Town Center
3:30 p.m. to 4:30 p.m.	Recreation & Tourism	Town Center
4:30 p.m. to 5:30 p.m.	Agriculture, Law Enforcement	Town Center
6:00 p.m. to ?	Dinner	Kringle's Café
<u>Thursday, March 8, 2001</u>		
6:45 a.m. to 7:45 a.m.	Breakfast	Kringle's Café
8:00 a.m. to 9:00 a.m.	Government, Economic Development	Town Center
9:00 a.m. to 10:00 a.m.	Retail, Conference Services	Town Center
10:00 a.m. to 12:45 p.m.	Lunch	Buffalo Café
1:00 p.m. to 4:30 p.m.	Prepare for Town Meeting	Town Center
5:00 p.m. to 6:30 p.m.	Dinner	Town Center
7:00 p.m. to ?	Resource Team Town Meeting	Town Center

WHAT WAS HEARD FROM WHAT WAS SAID

After listening to the citizens of Alpine, the Resource Team reviewed what was said and condensed the comments down to a few basic statements or themes. These are in no particular order or priority.

PLANNING

- Strategic (community theme, vision)
- Responsible
- What you want to be when you grow up
- Annexation
- Open Space
- Master Plan
- Image and Appearance
- Growth has to pay for itself
- Inter-agency planning
- Fire
- Watershed
- Community Services Plan

CAPITAL IMPROVEMENTS

- Recreation Center
- Bike-way
- Ball field
- Shooting range
- Ski hill
- Campgrounds
- Library-resource center
- School
- Marina
- Boat dock
- Park – Restroom Facilities
- Paved streets

NATURAL RESOURCES

- Rich in natural resources
- Multiple-use
- Resource enhancement
- Environmental protection
- Wildlife viewing areas
- Maps
- Fishery enhancement
- Cross-country ski trails

- Ski Hill

YOUTH

- Latch-key kids
- Day
- Community involvement
- Activities
- Employment
- Transportation
- Absence from family

TOURISM

- Marketing plan
- Becoming a destination
- Funding mechanisms
- Support services
- Facilities

COMMUNITY SERVICES

- Fire
- Health
- Law Enforcement
- Search and Rescue
- Emergency Management Services
- Recreation program
- Community Center
- Snow plowing
- Road-Streets
- Sidewalks

ECONOMIC DEVELOPMENT AND OPPORTUNITIES

- Local job creation (call center, light industry)
- Utilities
- Consumer Services Business (pharmacy, grocery store)
- Line to Natural Resources

RELATIONSHIPS (Who and causes)

- Intra-city
- Inter-city
- County
- State
- Federal
- Idaho
- Interests groups

- School district
- Local
- Volunteer users
- Teton County
- Religious

RESOURCE TEAM MEMBER REPORTS

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I enjoyed meeting the people of Alpine. I hope a few of the following suggestions may encourage you to try new things. It's been about 15 years since I spent much time in Alpine and I was amazed to see your progress and your willingness to build your town. You have a fantastic community.

Leanne Whitman

Planning

Planning is not a major interest of mine, but I do recognize it as a necessity. Others will have more information for you on how to accomplish your goals. Basically, the goal of planning should be to find the common concerns in the community and determine who can best work towards accomplishing them.

Types of Plans

As you plan, remember to look at the broadest issues, which are reasonable. You need a land use plan for the town, which must be limited to the city limits. There are also broader issues like health, recreation, tourism and so on, which are not bounded by the town. These issues affect the town, Greater Alpine, the lower valley and all of Star Valley. As you look for funding sources, you may find it is easier to find money for the larger area. You may also have an easier time finding funding if you have included the project in a plan. Planning is a time to look to for commonality rather than differences.

Grants

One of the common concerns in planning is always: How do we pay for the ideas? More and more you will be looking for grants from governments, businesses and foundations to pay for things. There are many sources of information on grants including the Internet. The words I searched for were grantsmanship and grants. Grants tended to find me more research money, while grantsmanship led me to several sites with excellent information on how to prepare a grant application and examples of successful grants. A few of the web sites I found interesting include: TGCI.comfndcenter.org

www.governing.com

An excellent resource on grant writing is Emily Quarterman. She recently presented a grant-writing workshop in Uinta County. Her address is:

Grants Clearinghouse Coordinator
Wyoming Health Resources Network
1920 Evans
Cheyenne, WY 82001
307/635-2930

Another excellent source of assistance with funding in our counties is Mary Crosby of LUAG.

One of the concerns of receiving grants will become: Who manages the money? Due to tax laws, most donors will want to give to a 501C3 corporation. Others donors may want to give to the town. You may wish to consider forming a "Greater Alpine Foundation" --which exceeds the town boundaries--as a 501C3 to receive and administer funds for the grants, even if the town clerk becomes the foundation accountant. If you are interested in a community 501C3, contact the Wyoming Community Foundation.

Wyoming Community Foundation
221 Ivinson, Suite 202
Laramie, WY 82070
1-866-70-TRUST or 307-721-8300

www.wycf.org

Planning Assistance

Finally, as a part of planning there is a need of how to go about it. Several years ago the Centers for Disease Control developed a "cookbook" for doing community health planning. This process is easy to follow and has been used successfully in several counties for health planning. It would be easily adapted to determining some of the issues in your community that you would like to work on. It may be available through your local public health office or is available through my office in Evanston.

There are also some resources available through Cooperative Extension Service, which may be of value to you. Mary Martin of the Teton County office has experience with Our Town, which is a community-planning program that encourages residents to look at the community through the eyes of a visitor. Her number is 307-733-3087. At the state level you can contact Tex Taylor, 307-766-5682 or Roger Coupal 307-766-5246 who serve as our Community Development Specialists.

Capital Facilities

School

One of the facilities mentioned often was a school. Even more often, I heard people who wanted a school building for all the uses communities use such a building for besides teaching the youth. You are not likely to have a public school in the community until the community grows to the point you are likely to have 20 to 30 kids for each grade over a period of several years. When your community grows to that point, you may be

faced with giving up some of the small town benefits you now have. The other option is to establish a private school of some type, which then may struggle for funding. I do think you should consider carefully the social aspects of a very small school. It is hard to have quality activities like sports or plays when the student body is small.

You may want to look at building a “school building” or a public building, possibly with a gym, which could be used for a variety of activities, like a computer center, a library, meeting area, or day care center. It may be possible to obtain portable classroom buildings to use for the facility. As you look and dream though, it is important to consider the operating cost as well as the cost of the purchase. The cost of supervision, utilities and cleaning may easily exceed the cost of the initial purchase within 5 years.

Transportation

Another concern I heard was a difficulty in getting kids and parents to the various ball games and activities in other areas of the valley. This is especially a problem for parents who work outside of the area. A community bus may help in this area. An old school bus or possibly a smaller bus similar to many used by Senior Centers might help to solve some of the transportation problems.

Rest Area

One of the things your community can use to get people to stop is a rest area. All of us need a rest from time to time and while one member of the party uses the facilities, others are often looking around to see what the community offers. An information center with listings of things to do in Alpine would be viewed often if it was just outside the restroom.

Natural Resources

Yurts

One of the unusual facilities we have in Uinta County is a system of yurts, which are available for rent through the Bear River Outdoor Recreation Association (BRORA). If you have no idea what a yurt is you may want to check the web site at Evanstonoutdoors.com. These yurts are available to the public to cross country ski or snowmobile to. Firewood is provided and a stove for either day or overnight backcountry recreation. Some are also available in the summer. This may be a recreational possibility for Alpine also as you have some wonderful country close by. President of the BRORA is:

Joe Wright
307-789-5225
BRORA
Box 2600
Evanston, WY 89230

Bird Refuge

Even if some of your local fishermen are discouraged by the pelicans, celebrate them. Hundreds of people would enjoy seeing them. Have some signs made, which talk about the birds, not just pelicans, and get people to stop and watch them. If you can stop

them for an hour, they may stay for a meal or overnight. You have an excellent facility in the bird refuge so use it to celebrate birds and promote it to passerbys..

Fishing

You have excellent fishing areas but, is there a place in the area where I could rent a fishing pole? Do you have some teens or retired persons who would give a fishing lesson? Either one of these would allow a person who didn't remember to pack a pole a chance to sample the waters.

Youth

One of the concerns we heard from youth was "There is nothing to do in this town." I find if you believe that, all you need to do is to try to schedule a meeting and find out just what they are doing. Even so, involving youth in the community can be a valuable resource for both the community and the youth.

Involvement

Plan to involve youth in the community through a variety of resources. Invite them to serve on boards or committee with full membership and voting rights. It is often surprising what they see as important and if they feel valued, they can make a valuable contribution. Evanston has had a Teen Town Council to learn what youth feel is important and to teach them the operation of government. The youth may want to plan monthly activities for teens. Local youth may be valuable manning an information booth for the community.

Day Care

Another consideration is to look at day care possibilities. You have a large contingent of latch key children who arrive from school hours before their parents return from work in Jackson. Can people of the town assist in organizing an after school program with activities, homework help, and other assistance for these kids? They like to feel valued and parts of the year would assist in community services if someone would supervise. This is a program area where grants and assistance are often available and latch key children generally fit the "at risk" definition when looking for funding.

Community Programs

VISTA or Volunteers in Service to America is a part of AmeriCorps which will pay a stipend for a person to come to your community and spend a year or two trying to implement programs to improve the community. The volunteer also receives scholarship money to pay for educational loans or schooling. In Wyoming, we have an active program working with Healthy Communities/Healthy Youth which may be able to supply a volunteer for Alpine. The state program director is Pat Gallizzi at:

Corporation for National Service
2120 Capitol Avenue Room 1110
Cheyenne, WY 82001
307-772-2385

He can give you additional information if you have a project you think might be helpful to your community.

The coordinator for the Healthy Communities/Healthy Youth VISTA project is
Terri Thompson-Wolfe
WCCHE VISTA Grant Coordinator
3347 Stagecoach Drive
Casper, WY 82604
307-232-0155

She can share information with you on their program, which involves working to improve things for youth at risk by developing mentor programs and other activities for youth. Our Uinta County VISTA is under this program.

Emergency Services Day Care

Related to both youth and community service is a concern that you are having trouble finding youthful people who are willing to serve as firefighters or EMT's. While people greatly appreciate the volunteers you have, there is a stumbling block for many young mothers and that is day care. It is nearly impossible to serve as an emergency volunteer when there are young children in the home. A method of solving the problem would be to have a babysitter on call with the emergency crews. When an emergency is called, the babysitter responds to the fire hall to care for the children while the parents take the emergency call. This may also allow some people who are not suited for fire or ambulance service due to interest or age to provide a valuable service to the community.

Tourism

Niche Marketing

I enjoyed seeing your advertising brochures but as I studied them closely, I wondered what I would do. The people who were pictured were all apparently fairly young, healthy and fit—the type I tend to associate with Jackson. This is a good audience to target as they do pass through on the way to Jackson. On the other hand there are also groups to whom Jackson has less appeal—young families, who want lower prices; the older, retired folks, for whom the activity level is too high; and the physically fit who are looking for less rigorous activities. While the snowmobiler picture is fantastic, more people who may stop and spend money, might identify with an older couple who has been trail riding and stopped to enjoy the view. As you plan for tourism, look for some types of people who may not enjoy the Jackson Hole experience and appeal to them.

Special Events

You have some excellent facilities and I would encourage you to try to use them to get a group of 20 to 30 people to come to town for an event at least once a month. You do not need to have large events like Mountain Days every month, but work to get a group there often. Some I thought of and might like to come to are: a quilting conference, a culinary arts lesson and festival, cowboy poetry and music, a general music festival, snowmobile races on your airstrip, a summertime fly in, a regatta, an arts festival. If you can find 3-5 people in the community interested in an activity and market it, you can have a mini-festival. I suggest a mini-festival as some of these things are very well known and marketed, but they become very expensive to attend. By having a small festival and marketing to a middle class type audience, you reach an entirely different group of people.

Host Training

One of the common concerns in a community is the tourist's initial point of contact. Often this is a young person working as wait staff in a restaurant or the local service station attendant. If they are a typical teen, when the tourist asks, "What is there to do in this area?", they answer, "Nuthin." One of the ways around this is to offer a "host training" to the front line people in the community. Stress the importance of letting visitors know why they should stay in Alpine. A tabbed notebook with sections on fishing, camping, horseback riding, lodging etc. may also be a useful resource. People's decision to spend a few hours or the night is often based on the brief interaction with the first service person they meet.

Picture Menus

You are in an area with a large number of foreign visitors. Many of them struggle with English and are limited in their food choices by the language. Work with restaurants and food vendors to develop "picture menus." Take pictures of the most commonly served meals on the menu so a visitor could look at the picture and decide their selection. Some of the pictures could be shared among the restaurants to avoid duplications. With the Olympics coming up, foreign visitors could greatly increase.

Advertising

Increase your advertising of the community. The lodging tax is a great way to gain funds for advertising. It is paid by the folks who stay in the motels, people who were encouraged to stop, based on your advertising. When this first began, I resented it as I usually travel for business, not based on advertising. By now it is so wide spread that most folks simply expect to pay it. It is a countywide tax so you will need to work with other communities to get it passed, but it is useful.

Tourist Activities

Plan activities within the community, which allow people to experience a few minutes or an hour or two of the western life. You might want to offer nightly campfires in the park where a few of your singers or yarn spinners would spend time talking about the history or the nature of the area, similar to the ones the rangers do in Yellowstone. Work with a local farmer or two to have "visits to the dairy farm". City folks are fascinated to learn that milk does not come from bottles or eggs in little cardboard boxes. Look into offering sleigh rides at the elk refuge. Consider allowing tourists to "help" when the cows come off the Greys. While some of this is everyday stuff to rural people, it is fascinating to people who have never been in rural areas.

Community Services

Banking and Shopping

Community services are a difficult thing. We all like the services and shopping which come with a large population, but we want to live in a small town. Until the area grows to a certain level of population, there are simply some services, which are not economical. This is not the type of report, which will stop there. I want to try to give

you some ideas for adapting some of the services to a small town so you can have some form of service until you are ready to grow.

The banker stated they did not feel a bank in Alpine would be profitable as the population of the town is very low during banking hours. They offered an ATM, which meets some of the needs. Internet banking is probably also available. Now it is time to look at other services, which would be helpful. One is likely to be deposits for business. Would the bank consider a night deposit box in Alpine, which they could service, by messenger? For those occasional times when you would actually like to see a person, would the bank consider having a person in Alpine from 3 to 8 one day a week? They might consider it if someone would donate the office space. Try to be creative and work with the banks on some non-conventional solutions.

Another often heard desire was for a grocery store. It takes a population to support the store. For example, next time you are at the market, look at the number of types and sizes of cereals. I think one of our local stores has 10 ways to buy corn flakes when all of the brands and sizes are considered. Each one of those brand or sizes you see usually represents a case of cereal or 24 boxes. Now think of your own family and the number of boxes or bags you buy. How many families would it take to purchase just the 240 boxes of corn flakes in a reasonable amount of time? If the market stocks less, will customers just go elsewhere? Also, how many of the local families will drive to the warehouse markets regardless of the selection? For a solution, you may want to look at having a branch of another store in the valley. Instead of buying cases, they could get partial cases from the other store. If you wanted a small size box, it could be special ordered from the other store. The problem here is the price goes up every time an employee touches a product so customers are faced with balancing cost and convenience. It is a worthy goal to obtain a grocery store, but be prepared to look for creative solutions. The town of Lyman chose to purchase a building so it could be leased at a lower cost to a grocery store.

The drug store and the dry cleaners face similar problems, so look for creative solutions. Both of these services are available at Thayne. Would it be possible to create a messenger service with them? During the school year, perhaps the bus driver could ferry prescriptions between the drug store and the clinic. Perhaps someone could create a small business as a personal shopper and even purchase groceries. It could even be a Jackson commuter if they could work out the hours. There should be a solution other than everyone in Alpine making the same trip.

Libraries are expensive also and your chances of a regular branch are probably slim until you are considerably larger. Why not set up a book exchange? Ask folks to donate some books to get you started and place them on shelves. In the future, folks can exchange a book they have finished for a new one for perhaps fifty cents. If they want to buy a used book, for a dollar or two, they can do that also. It provides new reading material to the community without everyone spending five to eight dollars for a paperback or trying to meet the book mobile during its limited visit. The charges provide a little income for the person who provides the space and cleans up the mess.

Volunteer Recognition

We heard concerns that it is hard to get people to volunteer to be EMT's or firemen and I have listed many new opportunities for volunteers in this report.

Volunteers generally thrive on recognition. As I sat in your meeting room looking at all those white walls, I thought—Volunteer Recognition time. Place the names of the people who serve or have served the town in some way on the walls so everyone knows who they are. You will need to look for something which won't be damaged by a basketball, but that shouldn't be too hard. There will be some investment of funds, but you are recognizing people for investing their time and energy.

Rescue Services

We also heard concerns raised about the costs of providing rescue services for people who are basically spending their money in Jackson. I am vaguely remembering a case about 10 years ago in Albany County, I think, where the Sheriff took a family to court and proved they were negligent in providing supervision for their child who became lost. Since they did not exercise proper care and judgment, the Sheriff was allowed to bill the family for the costs of searching for the child. I don't know if such a thing could be pursued in your case, but I assume many of the rescues involve people who failed to exercise care or judgment.

Scandal Sheet

One of the things I used to enjoy in Dubois was a local scandal sheet. It was about 2 pages of copy paper printed on both sides. It had a few local ads but the bulk of it was news of local events and happenings. It told about new babies and community happenings and even sometimes about who had company as well as the occasional joke or riddle. It was on the tables in the restaurants to be read while you waited for food. You could also buy one for a dime. I did visit several places in Dubois after reading about them in the scandal sheet. It provides visitors and your part-time locals with information about the town, while establishing a sense of community among others. It's also a good source of recognition for volunteers and others who have done something special. It is also a good way to let the public know why progress is or is not being made on projects.

Discounts for regular customers

As you work with the business people in the town, encourage them to support the locals. They may provide discounts to regular customers or special promotions like a free cup of coffee after you buy 10. The locals sometimes pay higher prices as they live in a tourist area and it is nice to give them some return for supporting the businesses. Locals need to know the costs of doing business in a small town are higher, and they may pay for the convenience of shopping locally. Businesses, and even the city, should be encouraged to remember you are basically a bedroom community and you may benefit from offering services outside of regular business hours.

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Introduction

Our visit in Alpine was an extremely interesting window into the hopes, dreams, aspirations and problems of a community. While I was there I was extremely impressed with the delightful “sense of place” that everyone had. In an odd way the community reminded me of the old TV show *Northern Exposure*. There was sense of very personal interaction and intimate knowledge of one another as well as the physical environment which is fairly common in small communities but seems particularly intense in Alpine. There is also an almost pioneering spirit about the town, probably because it is still developing its character. These observations are offered purposely because they set the stage for my comments and recommendations in three areas: relationships, community planning and economic development. I see these three themes as closely interrelated in Alpine. They will be addressed not necessarily in order of importance, but in a manner that shows how they are interrelated and that success in one area may lead to success in another.

Relationships

Community relationships occur at many levels. Within the community they cover the everyday interactions of individual citizens, business owners, elected officials, visitors and young people. They also involve more complex interactions between various organized factions and organizations within the community and the town government. These are called *internal community relationships*. A second set of relationships revolves around how the community, as a whole, interacts with external organizations like the County, School District, other towns, state government agencies, legislators, federal agencies and others. These are termed *external community relationships*.

- **Challenges**

Difficulty in both internal and external relationships was a dominant theme and concern of many citizens, business owners and local leaders throughout the week. Some of the internal issues mentioned were friction between “old timers and new comers”; conflicts between seasonal and year round residents; differences between those who live west of the river and those who live east; conflicts

between those who favor growth and those who are opposed to it. The list is lengthy.

A second set of difficulties seems to revolve around the apparent social clash between the community and the larger social environment of the Star Valley. This clash has two related dimensions. One is centered on religious differences and the second is a clash of culture and values. This produces feelings of being looked down on, social isolation and rejection from the mainstream by many town residents. Many of these conflicts play themselves out in the School District. Some of the younger parents also mentioned that they have no extended family nearby and had to rely on other community members to fill that role, which may intensify individual feelings of isolation.

A third set of difficulties (which may be partially related to the second) is a perceived lack of cooperation, support, involvement and even neglect by external agencies and government entities outside the town, especially within Lincoln County.

Many of the difficulties regarding relationships in Alpine may be related to the newness of both the community and many of its citizens to the area. There appears to be an underlying sense of unease with each other and the larger community of the Star Valley and Lincoln County, which is typical of the “newcomer” or “outsider”. The town itself was only incorporated in 1986 and for most of its previous history had simply been a settlement without political form. This may translate into a personal sense of anonymity and a perceived or very real lack of acceptance and support by the larger community in Lincoln County.

- **Solutions**

Unfortunately there are no real short-term solutions to this problem. It will require a long term and concerted effort by the community to overcome its difficulties in this area. The up side is that efforts can be focused in a manner that will not only help solve this problem but also addresses the other two topics mentioned above. Here are some places to start:

- 1. Community Visioning and Goal Setting**

As a starting point the community needs to come together and solve some of its differences over identity and future character internally. Many communities have found that a community visioning and goal setting process is one of the best ways to build a sense of community, overcome conflicts and move forward without endless bickering. Everyone is given an opportunity to participate and those who don't, have little basis to complain in the future. Reaching consensus on joint issues and courses of action also produces more community support and buy-in for decisions of local officials even when some choose to agree to disagree. Support for the Community Assessment proves that Alpine has the capacity and

ability to carry off such a process. If done quickly after the assessment process is complete much of the work of the assessment can be carried forward to act as a catalyst and framework for a community visioning and goal setting process. The community vision provides the answer to the question “What to we want to be when we grow up as a community?” If done now it will form a firm basis for much of the physical planning, economic development and tourism development that the community seems to want. A neutral outsider, preferably a consultant that specializes in such work, should facilitate the process. Grants can be sought and are available for such activities.

Resources for visioning activities include:

- Jennifer Goodman – Executive Director
Wyoming Community Network
307- 766- 3998

- Mary Randolph – Executive Director
Wyoming Rural Development Council
307-777-6430

- Ray Sarcletti – Southwest Regional Director
Wyoming Business Council
307-382-3163

- Mickey Beaver
Navigating Change
307-235-5572

- Larry Keown
Assessment Team Member
307-673-4838

- Susie Scott-Mullen – Program Officer
Wyoming Community Foundation
866-708-7878

2. Promotion of Intergovernmental Communication and Cooperation

The citizens and the Town of Alpine should know that the tension and lack of communication that they perceive with other levels of government is real and not unusual. Rather than a deliberate effort, especially with Lincoln County, it is more likely a natural result of competition for resources and time. In Wyoming the tension between levels of government is felt in every corner of the state and in every city and county no matter how large or small. The same is true of

local/state relations. Without going into war stories as to why this is true it is more productive to look at models for cooperation and actions that appear to overcome this trend:

- In Campbell and Crook Counties the elected officials of the local governments meet monthly at a regularly scheduled lunch or breakfast meeting. In the case of Crook County one staff person, designated annually, gathers items for discussion on an agenda, schedules the meetings at rotating locations around the County and sends out meeting notices. In Campbell County, the City of Gillette and the County meet at a luncheon meeting monthly to talk about issues and open up the lines of communication. Sometimes staff members are invited to brief on specific topics but generally the elected officials themselves lead the discussions. Costs associated with lunch are picked up on an alternating basis between the two governments. These meetings have been very successful in ventilation of issues and opening up the lines of communications. A frequent topic of conversation is how to jointly fund services and facilities.
- Many communities have found it useful to schedule periodic tours and invite state and federal officials in to see ongoing projects and discuss issues and needs. These “familiarization tours” when done on a regular basis tend to lower barriers and reduce turf issues between governments. Mayor Mike Mills in Newcastle has been very successful in carrying out such activities.
- A third strategy is for the Mayor or a designated Council Member to attend County Commission meetings on at least a quarterly basis to report on local activities and projects.
- Another tried and true method of promoting regional cooperation is formation and participation in a multi-county association of governments. The Lincoln-Uinta Association of Governments is one such organization with a long history. Other successful regional organizations include the North East Wyoming Economic Development Coalition which brings elected officials together from five counties and the Big Horn Mountain Country Coalition which covers 4 counties. In both cases both mayors and county commissioners participate. In many cases legislators, federal agency personnel as well as state officials seek out such forums as ideal venues for

presenting new programs or gathering input on issues and planned projects that affect the local area.

Whatever approach is used, the key is not to stand on ceremony but to begin a program of regular and frequent dialog with other governmental leaders in your area. The proactive approach is generally most beneficial to the government willing to initiate contact.

Resource persons for help with intergovernmental cooperation include:

- Susan Bigelow – Executive Director
North East Wyoming Economic Development Coalition
307-686-2603
- Mayor Frank Latta – Mayor
City of Gillette
307-686-5203
- Mayor Mike Mills – Mayor
City of Newcastle
307-746-3268
- Don McCracken – Executive Director
Big Horn Mountain Country Coalition
307-548-6153
- Bryn Stewart – Director of Administrative Services
Campbell County
307-682-7238

3. Cross-Cultural Assimilation

One of the most difficult relationship issues that the community faces is the perceived or real lack of social acceptance of community members and the community of Alpine by the larger Star Valley area. Newcomers to Alpine, from more diverse urban areas on the east and west coasts seemed to find this particularly troubling. Realistically, whether real or perceived, this lack of acceptance is likely to continue until, if and when, there is a time that a sufficient influx of new residents dilutes the influence of the dominant culture of the area. This age old problem of cultural assimilation is found wherever a group of new in-migrants with different worldviews encounters a larger and more established cultural or religious group within the confines of limited territory.

This is a heartfelt issue to which I can offer no concrete solutions. However I will offer some observations that might give some clues as to how assimilation might be hastened.

The Star Valley was settled rather early in Wyoming's history and was part of a general colonization effort throughout the intermountain west. This colonization was centered in the Salt Lake valley prior to the Civil War and was pushed out from there by population growth in the late 19th century with enclaves springing up where ever irrigated agriculture could be established. Many of the families in the Star Valley have deep roots in the area going back several generations. These families have strong connections into larger communities in Utah and Southern Idaho.

Because of its isolation and rural, agrarian history, the area has had limited influence from outside social forces for most of its earlier history. The dominant culture has strongly held religious beliefs and conservative, traditional family values. Outside influences are, undoubtedly, seen by many as a threat to these values.

Some of the commonalities that I heard in our listening sessions could however hold the key to opening up lines of communication. The strongest of these is the desire by many of the younger families in Alpine to build a strong, rooted family structure in a new, safer environment. There was worry and frustration expressed over sending children forty miles one way on a bus to school while many parents traveled 40 miles the opposite direction to work. Another issue for many families is a lack of extended family in the area as a support mechanism to help strengthen family life.

It occurs to me that on one hand the dominant culture has the deep- rooted family structures and support that the new in-migrants crave, while the newcomers may offer new ideas and skills that may not be present in the traditional population. It would seem that, leaving religious differences out of it, that fruitful discussions could be had with the school district as well as local social organizations centering on the need and desire to develop and strengthen family life in Alpine and that each group might have a good deal to offer the other.

The health of our youth is a universal concern and making the connection in that manner could go a long way towards building trust and lowering suspicions on both sides. Asking for help might be the best way to open up lines of communication and promote sharing of ideas and resources. These overtures must, however, come from the newcomers and be perceived as a genuine desire to fit in and adapt to prevailing values without being seen as a threat to those values.

This is just some food for thought on a difficult topic. As in all the areas discussed under **relationships**, the only real solutions are based in better and more sustained communications as a community and citizens of that community both internally and externally.

Resource persons:

- John D. Rohrer, Ph.D. - Ohio State University Extension
614-292-6232
- Chet Bowling, Ph.D. – Ohio State University Extension
614-292-6348

Community Planning

Another frequent issue touched on by nearly everyone participating in the assessment was the issue of community planning and growth. A wide variety of reaction to this topic was in evidence but nearly everyone agreed that some level of growth is inevitable for Alpine and nearly everyone wants to see it happen in a responsible, managed manner. Few people expressed opposition to planning but there seemed to be disagreement in defining an acceptable character and level of growth that is desirable for the community. There is currently no planner working for the community and the Lincoln County Planning Office has attempted to provide some services to the community in the past. This agency is responsible for ultimate approval of development outside the town limits.

The proposed large-scale, multi-use development immediately across the Snake River, in an unincorporated portion of the area, is particularly worrisome to many residents. There is a strong underlying fear that further development will bring higher prices and taxes to the area. Since many of the newer residents moved there in the first place to escape higher prices in the Jackson area, they are justifiably afraid of being again displaced. A smaller number of people were concerned with more specific planning issues such as having a “theme” for the appearance of the town, development of a wild land/urban interface fire plan, or planning new bike paths and a trail system around the town.

- **Challenges**

As a professional planner visiting the area for the first time, several things are apparent to me that may or may not be as readily apparent to residents. I would go so far to call these basic observations a virtual certainty even though some residents have apparently refused to accept them as such. These are as follows:

- The Alpine area will continue to feel increasing growth pressure and really cannot escape some type of further development. Teton County

continues to be the fastest growing area in Wyoming and that growth will continue to pressure surrounding areas. Limited development space because of mountains and large amounts of public lands will force the overflow into adjoining areas such as Alpine.

- Northern Lincoln County itself is poised for a great deal more growth because of thousands of undeveloped rural lots and parcels that are available to the market. Data supplied by the County planning department estimates the number that can be documented at around 3,000 or more. The population which utilizes these lots will need services and will cause the communities in the Star Valley to grow as well.
- In order for the residents of Alpine to receive more public and retail services (i.e. a new grocery store, bank, school, recreation center, etc.) the town and the area around it must add more population. The services most residents want will not develop until more critical population mass is achieved. In addition the only way to keep revenues growing for the town is to annex new development and keep growing its population. Virtually all municipal revenue under the current State system is tied to population loss or gain in relation to some bigger area. If the municipality allows growth on its fringe without annexation it will eventually experience increasing costs for services and no corresponding increase in revenue. This is a fact of life that many citizens may not understand if they come from other parts of the U.S., where revenues are collected and distributed differently.
- The character of development in Alpine is currently not very efficient for delivery of services and probably not sustainable over the long run. The area has a rural feel that many residents love but the low-density development pattern if continued will eventually make services extremely costly as the area continues to develop. Ways should be found to reserve open space and maintain the open feel of the community while developing at a density that will allow for efficient annexation and delivery of services in the future.

- The natural environment around Alpine will make for difficult and costly development. The river, reservoir, National Forest, wetlands, elk feed ground as well as broader natural constraints such as flood plains, steep slopes, forest and general climatic conditions all call for careful and efficient development. In some cases development cannot occur in these areas at all, guaranteeing open space and recreation nearby. This is all good, but will require careful monitoring and sensitive management by a concerned and informed community.
- The conclusion to all this is the same as what we heard from most residents. “Development is going to occur and is needed to maintain a healthy maturing community. Let’s do it right” Those who believe otherwise are in denial and while their input should be listened to, they should not be allowed to chart the future course of the community. They will lead it down a dead end path.

- **Solutions**

The solutions to Alpine’s planning issues lie with the community taking full responsibility for its future character and destiny. Lincoln County can be an important partner but cannot and should not do this for the community. Sufficient legal authorities exist under state statutes for the town to control its development and act in consort with the County to manage its growth for maximum efficiency in future cost and livability. The County has expressed a willingness to work as a partner with the town to see that happen. The following is a brief scenario of how this should happen:

- Alpine should move quickly to complete the visioning and goal setting process outlined under relationships. This will help move the community positively towards the physical planning process. An outside facilitator should facilitate the process.
- The Town planning commission and Council should consult with the County Planning staff on a schedule and scope of work to complete an updated master plan. The idea of hiring a consultant to complete the plan expeditiously should be explored.

Funding could be provided jointly between the County and Town with perhaps a supplemental grant from another source.

- Wyoming Statutes allow for the town to establish a master plan area that covers up to three miles outside the municipal boundaries with the concurrence of the County Commissioners. The extraterritorial area should be agreed to in advance and then the plan prepared and adopted on that basis. Both entities should also agree to implement policy jointly and spell out procedures in a joint adoption resolution.
- Since the County cannot, under state statutes, approve a subdivision within one mile of a municipality without its concurrence the plan should address questions of improvements and density such that the town can efficiently annex and service any new development on its boundaries. The County should also adopt appropriate local zoning standards according to the plan in areas, which are not yet developed.

- **Community Education**

In order for the planning process to be successful it is critical that citizens and town officials educate themselves about the economics of planning and municipal finance. In the last analysis planning can sometimes be sold on pure aesthetics but the imperative for moving it forward is more easily understood by citizens and officials in dollars and cents. These realities when clearly understood under Wyoming's laws make it clear that local governments benefit from good planning and population growth. Even the most diehard property rights advocate has a hard time arguing against the savings and efficient utilization of tax dollars which results from good planning and managed growth.

Unfortunately most citizens have a poor understanding of taxation, government revenue and other issues that are critical to making good decisions about community growth. Falling back on general knowledge based on conventional wisdom, other places or worse yet myths and misconceptions will lead many people to faulty conclusions in regard to the true course of action that should be followed. It will also allow developers to fool local officials and the public into unwittingly subsidizing development that should, in reality, pay its own way or not be

built. Educate yourselves on these issues as you undertake the planning process and it will be much easier to develop a satisfactory outcome and explain it to the public.

- **Resources**

The following are resources for assistance with planning and municipal finance:

- Mike Archibald – Director of Planning
Lincoln County
307-877-9056 ext 337
- Steve Kurtz – Editor
Western Planner Resources, Inc.
307-266-2524
- Diana Robb – Secretary
Wyoming Planning Association
307-464-1666
- Nancy Friedman – Executive Director
Rocky Mountain Land Use Institute
303-877-6319
- Michael Walden-Newman
Wyoming Tax Payers Association
307-635-8791
- George Parks – Executive Director
Wyoming Association of Municipalities
307-632-0398
- David Spencer – Assessment Team Member

Economic Development

Many citizens and business leaders are concerned about economic development in Alpine. Comments generally fell into two broad categories. The first was a desire by some to create more primary jobs in the community so that fewer people have to work outside the community in Jackson or other places. A second area of concern was expansion of retail and service businesses in the community so that residents don't have to travel to larger communities so often to buy basic necessities or get services. Some of the businesses mentioned included a grocery store, a bank and a clothing store. Getting started with the relationship building and planning activities outlined above first will

ensure a more likely successful experience in carrying out economic development activities.

- **Challenges**

Economic development in a small community is difficult at best. Strategies must be applied which have a realistic chance of success. Because Alpine is in a remote location, attraction of primary employers to the community will be problematic. This is not to say however that it is impossible. One of the best strengths the area has to offer is the low cost of electric power and upgrades being made to telecommunications infrastructure in the area. The labor market is limited, in size, so businesses employing 50 or less would be the most realistic. Of higher priority would be development of any existing businesses in the community that, with proper nurturing, might employ more people. Forming a local economic development group to organize efforts would be a necessary first step.

Development of service and retail business to better serve residents will require a different approach. In general the development of this type of business is dependent on population growth. When a market develops generally, business follows or is developed by local entrepreneurs. There are ways to foster this development so that it is not totally dependent on whims of the market place. In general however the community must be willing to support growth in population if it expects to see growth in services and retail.

- **Solutions**

- 1. Form an Economic Development Committee?**

Many community economic development efforts start with a small citizen's committee. Usually, however, it is best to get involved in a multi-community effort within a county or region. Coalitions of communities can pool resources, share leads and spread the workload. They also have a good opportunity to attract grant money and technical assistance.

It appears to me that the only ED organization in Lincoln County is based in Kemmerer and only serves that area. Possibly forming an ED organization in the Star Valley would be a good way for Alpine to develop closer ties with some of its sister communities in the area. I believe all the efforts there now are single communities. The Star Valley Chamber of Commerce is listed as an economic development contact for Afton but is not a member of the state economic development association.

Resource persons for help in starting a local ED effort are:

- Ray Sarcletti – Southwest Regional Director
Wyoming Business Council
307-382-3163
- Paula McCormick – Coordinator
Wyoming Economic Development Association
307-332-5546

2. Recruiting New Retail and Service Businesses

Generally new location decisions by larger commercial businesses, banks, food stores, etc. are based on canned demographic statistics. For example when Wal-Mart decides to enter a market it is based almost solely on published population and market data. Frequently smaller retailers and franchises follow the majors and will not do their own research about when to locate in an area but simply open outlets when a larger company thinks an area is “ready” and commits to a location.

The most productive approach a smaller area can follow, to have a chance of attracting retail to a community, consists of trying to make a business case that a market exists that is not reflected in demographics. This can consist of doing market surveys or organizing data that the company might not otherwise see through normal channels and presenting it to company officials to make a business case for a location. For example documenting tourist traffic in the summer that could be captured in addition to local residents might be convincing if the numbers are high enough. Estimates of rural population or nearby unincorporated communities like Etna could also be utilized to help make the case. Local consumer surveys showing shopping patterns, preferences, expenditure levels and how far people travel to shop for different items would also be very helpful.

Generally smaller independents and chains would be the most susceptible targets for the use of supplemental data. In addition local or regional franchises already in nearby areas such as Jackson, Afton, Idaho Falls etc, might be induced to at least look at Alpine since they already are in the market area. If the business case is a strong one sometimes a local person can be induced to expand or create a new business to meet local market needs. However franchising and large scale buying and marketing by chain retailers has almost eliminated the competitive ability of independent retailers and this would be a long shot.

Resource persons for this approach are:

- Thomas Johnson – Southeast Regional Director

Wyoming Business Council
307- 635-7735 (*Reference efforts at grocery store recruitment in Rawlins*)

- Ray Sarcletti – Southwest Regional Director
Wyoming Business Council
307-382-3163 (*Reference grocery store and discount store recruitment efforts in Lyman*)

Good Luck With Your Efforts!!!

Alpine Resource Assessment Report

March 6-8, 2001

Prepared by: **Larry Keown**
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Introduction:

First and foremost, I would like to thank the community of Alpine for their exceptional hospitality, participation, and openness during our visit. One can easily judge a community by its citizens, customer service, and friendliness and Alpine stands above most communities in this regard. This is truly an asset that can, and should be, capitalized upon to define Alpine's future and character.

Members of the community presented many issues and what stands out significantly is the fact that there is no shortage of positive energy to achieve the community's goals. The only concern I observed is the potential for "burn out" as a result of attempting to take on too many issues or projects in a short amount of time. It will be critical the community prioritize and pace their work and take time to celebrate the successes. John Ruskin makes an important point when he says,

"In order that people may be happy in their work, these three things are needed: they must be fit for it; they must not do too much of it; and they must have a sense of success in it."

Ruskin's statement is the basis for my report. Alpine must be "fit" for the work they intend to undertake – meaning building community capacity to achieve their objectives and goals. Secondly, "they must not do too much of it" meaning the community must pace itself to avoid "burn out." And finally, "must have a sense of success" is paramount in keeping the citizens engaged and committed.

My report addresses issues in the following format:

Theme

Issue

Questions to Ponder

Suggestions

Resources

Theme: Planning

Issue: Alpine's Future –

The community and surrounding area of Alpine do not appear to have consensus on what their future is or should be. A number of individuals and/or groups either do not share or have a clear definition of Alpine's future. The issue becomes "If you don't know where you are and where you going, how will you know if and when you get there?" Furthermore, if the community of Alpine does not define their own future, someone else will!

Questions to Ponder: A number of questions are presented to frame the issue of Alpine's future –

1. Is there consensus on the current vision for Alpine's future?
2. Is the current vision used as criteria for evaluating development opportunities, marketing strategies, or setting priorities?
3. What assets and amenities does the community of Alpine have to build upon?
4. What is the future of the community of Alpine -- Tourism based? Jackson bedroom community? Winter sports? Retirement? Other?
5. What are Alpine's options for the future?
6. Who and what interests would be attracted to Alpine?
7. How should the citizens of Alpine define their future?
8. If Alpine does not define their future, who will and what will be the outcome?
9. What will happen if Alpine avoids this issue?

Suggestions: Two strategic approaches are available to help the community define it's future. They might include:

1. Verifying the Current Vision – The current vision defines Alpine as "A reason for All Seasons" or something to that effect. If this vision is valid, the community should achieve consensus and commitment from all community members. Reopen the door to dialogue to validate or edit this vision statement. Then, an effort needs to be initiated to specifically define what each season can provide – such as, winter (cross country skiing, snowmobiling) or summer (camping, fishing, summer stay for snowbirds, or other recreational opportunities).
2. New Vision – Should the community choose to reopen the door to defining a new vision or direction for Alpine they will need to start from scratch. An effort would include identifying Alpine's assets and amenities and brainstorming on how to capitalize on these assets and amenities. From that point, a specific vision could be developed with consensus from

the entire community. This would become the basis for building an image (both visual and mental) of the community.

3. Undertake a strategic planning effort for either 1 or 2 above and identify specific goals and objectives for achieving the community's vision. Document these goals and objects in a community strategic plan that establishes priorities, tasks, needed resources, time schedules, and milestones.

Resources: A number of resources are available to assist Alpine in achieving these strategies.

1. Retain a consultant to facilitate the community in defining it's future
2. Numerous skills are available in the community to facilitate Alpine defining it's future
3. There are state organizations that have skills in assisting the community define it's future – Wyoming Business Council, Wyoming Rural Development Council, Extension Service
4. Visit other communities that have comparable issues, e.g., Dubois, Powell, West Yellowstone, etc. to discuss and observe how these communities have addressed similar issues in defining their future
5. USDA Strategic Planning Guide

Theme: Planning

Issue: Programmatic Plans –

A number of observations were made regarding programmatic planning issues, such as, wildland fire, responsible growth, interagency, community services, reservoir, marketing and advertising, etc. in the community. These individual plans must fall under the umbrella of a comprehensive strategic plan. They also need to be congruent with broader planning efforts in order for Alpine to capitalize on resources provided at the state and county level.

Questions to Ponder: A number of questions the community should think about regarding planning include:

1. What programmatic plans (fire, law enforcement, growth, water use, etc.) have been completed?
2. What programmatic plans need to be completed?
3. Do completed plans match the needs of and address issues of other entities, e.g., county?
4. How can these plans address community needs for addressing other themes identified in this report, e.g., capital improvements, natural

resources, youth, tourism and marketing, community services, economic development, and relationships?

5. Do these plans compliment the community in achieving its vision?
6. Are the current plans in a state that assists the community in applying for and receiving grants?
7. Do these plans identify partnerships with sister entities and agencies, e.g., county, state, and federal agencies?

Suggestions: Some suggestions to consider include:

1. Collect all programmatic plans that have been completed and evaluate them for consistency in meeting Alpine's needs and achieving their future vision
2. Evaluate all completed plans to ensure consistency with higher level plans, e.g., county strategic plan
3. Undertake planning efforts for areas that do not have programmatic plans, e.g., wildland fire
4. New planning efforts must include sister agencies, e.g., Lincoln County, Wyoming State Division of Forestry, USFS, etc.
5. Plans must identify needs for the community in order to achieve their goals and vision

Resources: A number of resources are available to assist Alpine in achieving these suggestions.

1. USDA Strategic Planning Guide (overall)
2. Wyoming State Division of Forestry (Wildland fire)
3. Federal agencies – Forest Service, Bureau of Land Management (Fire)
4. Consultants (overall planning)
5. Lincoln County (strategic, transportation, growth, fire, law enforcement, etc.)
6. Wyoming Department of Transportation (roads, highways)
7. LUAG (economic development)
8. Wyoming Business Council (economic development)
9. USDA Rural Development (economic development, grants)
10. Other communities (addressing growth, economic development, etc.)
11. Wyoming Water Development Commission (basin-wide water planning)

Theme: Planning

Issue: Community Capacity –

Alpine appears to be undertaking numerous projects and initiatives. Many of these are yet to be completed and some even appear to be stalled or making little forward progress. Causes can include loss of interest and energy, inadequate resources (funding) to

complete the project, lack of commitment, or simply taking on too much for the available resources.

Questions to Ponder: The community of Alpine should consider evaluating where they are and how much they can take on before initiating new projects or initiatives.

1. Would an evaluation of projects and initiatives be helpful?
2. What resources (funding, staffing, expertise, etc.) are needed in the community to ensure success of new projects and initiatives?
3. What limitations or constraints are preventing projects and initiatives from being completed – Time? People? Skills? Funding? Commitment?
4. Are successes being celebrated as projects and initiatives are completed?

Suggestions: Consider the following suggestions to ensure projects and initiatives are being completed.

1. Conduct an inventory of,
 - a. What projects are currently in progress and what is their state of completion?
 - b. What resources are limiting completion of projects or initiatives?
 - c. What is needed to bring completion to those projects started?
 - d. How do these projects and initiatives fit into Alpine's priorities?
2. Consider supplementing the resources in the community to ensure projects and initiatives are completed – attracting more resources (funding), adding a community planner or project coordinator, town planner, etc.
3. Build community capacity through education sessions on planning, organizing volunteers, community leadership, conflict resolution, etc.
4. Take time to celebrate your successes through community events

Resources: The following resources may be helpful in conducting your assessment of projects and initiatives.

1. Community assessment
2. Joint evaluation with Lincoln County
3. Wyoming Rural Development Council
4. Extension Service

Theme: Capital Improvements

Issues: Facilities

The community addressed the need for a number of facilities to enhance social and economic conditions, such as, a library, community center, resource center, golf course,

cross country ski center, bike paths, school, kid center, rifle range, RV park, etc. The challenge that faces the community is the likelihood all these needs can become a reality due to funding, resource, and time limitations.

Questions to Ponder: The community needs to address a number of questions.

1. What are the needs and objectives for each facility?
2. What is the demand for each facility?
3. What is the priority for each facility?
4. What is the financial return for each facility?
5. What resources are available to manage, maintain, improve, and/or expand facilities?
6. What facilities will most likely contribute to achieving the community's vision and goals?
7. What are realistic timeframes for achieving these facilities?
8. How can one multi-purpose facility achieve meeting specific needs – rather than multiple facilities?
9. What incentives can be provided to the private sector to assist in development of facilities?
10. What grants and government programs are available for planning, design, and construction of facilities?

Suggestions: The challenge the community faces is the diversity of needs that different individuals and groups envision for a facility. Some ideas to enhance efficiency might include:

1. Analyze types of facilities that will complement the community achieving their vision and goals
2. Conduct a supply and demand analysis with financial projections
3. Develop facilities that will enhance opportunities in a broader area than Alpine, e.g., north end of valley AND Jackson/Teton County
4. Development of a multi-purpose facility
5. Combine facilities to accommodate a multitude of uses
 - a. Bike path and cross country ski trail
 - b. Golf course and cross country ski facility
 - c. RV park and winter sports parking area
 - d. Recreation, day care, resource, kids center, etc. facility
 - e. Down hill skiing and mountain biking
 - f. Summer rendezvous area and winter sports carnival
 - g. Auto tours and snowmobile trails
 - h. Rifle range and biathlon (shooting and cross country skiing) course
 - i. School and environmental education campus, library, adult education programs, computer resource center, etc.

Resources: A number of resources are available to assist the community in facility planning and development.

1. Engineering consulting firms
2. Wyoming Business Council
3. Lincoln County
4. KOA, Good Sam, etc. commercial campground associations
5. School district and Wyoming Department of Education
6. Wyoming and National Education Association
7. Federal and private foundation grants
8. Snowmobile associations and corporations
9. Golf associations and corporations
10. Computer (Dell, Gateway, Compaq, Microsoft, etc.) corporation grants

Theme: Economic Development Opportunities

Issue: Almost every session during the assessment addressed the need for economic development opportunities to meet local needs, such as, a grocery store, drug store, bank, etc. These represent basic services desired for the community to provide jobs, economic benefits, stability, and keeping salaries in the local area. The bottom line is that for every dollar spent in Alpine, the need exists for that dollar to be used 4-5 times before being exported. For example, \$1 buys gas from a tourist outside the community, then it is used by the gas station owner to purchase groceries, then used by the grocer to purchase prescription drugs, and finally by the pharmacist to purchase a house from a local bank or realtor.

Question to Ponder: Consider the following questions when addressing economic development needs.

1. What businesses would provide the greatest dollar turnaround?
2. What businesses would best keep dollars earned in Alpine and other areas IN Alpine?
3. For every break in the chain of using \$1 – what is the affect on Alpine. For example, what portion of salaries goes to Jackson, Idaho Falls, or Afton to buy basic services that could be provided in Alpine?
4. What business would make tourists, and others passing through, want to stop in Alpine?
5. What does Alpine need to do to establish an identity of its own?
6. How can the community join forces to portray an image of its own, such as the downtown section of Dubois?
7. What marketing and advertising planning is necessary to attract businesses and others to Alpine?
8. What businesses would enhance Alpine's ability to keep people in the community overnight or for multiple nights?
9. What is there to do in Alpine and the surrounding area that would keep people there for one or more nights?

10. What would make me want to stay in Alpine and ski in Jackson?
11. What transportation system would provide convenience for visitors, e.g., bus service to Jackson ski areas?

Suggestions: The following suggestions might be considered in developing Alpine's economy and attracting businesses to provide basic services.

1. Explore the formation of an "Alpine Community Federal Credit Union" that serves the north valley
2. Conduct an analysis to determine what businesses could be profitable in Alpine
3. Conduct an economic analysis of how many dollars are exported and the potential dollar turn around in Alpine. This information is valuable to determine the viability of locating a specific type of business in Alpine.
4. Provide incentives for businesses to locate in Alpine, e.g., grocery store
5. Consider attracting a small mall developer for multi-hosting businesses, e.g., grocery store, pharmacy, credit union, ice cream store, etc. Constructing one large facility might be more efficient than numerous smaller facilities and provide one-stop shopping.
6. Consider a broader economic base that includes servicing the communities of Thayne and Afton.
7. Analyze the basic services visitors must have in order to want to stay one or more nights in Alpine

Resources: The following resources might be valuable in conducting economic growth analyses or have information on where to get assistance.

1. National Association of Credit Unions
2. Mall developers
3. University of Wyoming Economic Extension Office
4. Wyoming Business Council
5. LUAG
6. Economic development districts
7. EDA
8. SBA
9. Wyoming Lodge Owners Association

Theme: Relationships

Issue: There appears to be significant friction between the community of Alpine and other entities, e.g., county, Afton, outer Alpine, Jackson, retirees, etc. A number of individuals expressed the lack of representation in government due to Alpine's proximity in the north valley. Some even expressed concern over what other entities thought of Alpine residents. This friction is eroding energy needed to address the really important issues in Alpine and the surrounding community.

Questions to Ponder: Building effective relationships that enhance cooperation and joint problem solving are critical to a community's success. Some questions to consider are:

1. What are the issues that create distress between Alpine and other entities?
2. Are the issues in conflict hurting the community of Alpine when it comes to being heard and/or represented?
3. What can Alpine do to work more effectively with other entities towards a positive resolution of issues – search and rescue with Teton County, fire planning with federal agencies, or growth planning with Lincoln County?
4. Those in conflict can jointly address what issues, with a high probability of success, in order to build healthy alliances for the benefit of all?
5. How can citizens of Alpine become proactively engaged in county government, school districts, county planning, etc.?
6. What changes in school district, county, or local government organization would enhance Alpine's chances of being represented?

Suggestions: The following suggestions might be considered to address strained relationships with other entities.

1. Conduct "Conflict Resolution" education seminars for those in conflict
2. Identify a list of issues that, if jointly resolved, would benefit all entities – present and propose joint resolution with those entities
3. Consider working with Lincoln County to adopt a Ward type of representation for the county
4. Citizens of Alpine become aggressively represented and involved in county and region-wide issues and organizations – develop a community strategy to maximize resources and energy
5. Diffuse conflicts by proactively working towards solutions
6. Consider hosting government and organization meetings
7. Build joint alliances with other entities to address region-wide issues

Resources: The following resources may assist in addressing stress and conflict between entities:

1. Educational consultants
2. Trained facilitators

Yvette R. Wilson
USDA – Rural Development
320 E. Lincoln
Riverton, WY 82501
307-856-7524 ext. 4
Fax 307-856-2383
yvette.wilson@wy.usda.gov

I heard very valuable concerns for The Town of Alpine. Some of the major concerns I heard was the town had no library or resource center, no schools, no day care facilities and no recreation center. Also, the Town people would like to see, bike paths, infrastructure improvements, public transportation, affordable housing, marketing for businesses, expanded health care, re, a cultural arts center and much, much more.

The following are programs that Rural Development has to offer rural communities such as Alpine. Community Facility loan funds can be used to construct, enlarge, expand or otherwise improve facilities providing essential community services

FACILITIES

Recreation Center, Conference Center, Media/Resource Center, Cultural Arts Center, Movie Theatre & Schools.

There were many concerns expressed on the lack of a recreation centers, school and library. These projects could be viewed in combination or by themselves. The community needs to evaluate the uses for each facility and decide on a facility that would be big enough to serve the purpose, but not so big that full utilization would be difficult. Rural Development's Community Facility Loan/Grant funds may be used for any of the above projects.

In addition to fund raising efforts the community might consider the following:

1. Form a Non Profit Organization.
2. The Town of Alpine could apply for loans and grants.

Funding sources might include:

1. Rural Development – Community Facility loan/grant. Contact person is Rod Hansen, Rural Development Manager, 100 E. "B", Federal Building-Rm. 1005, Casper, WY 82601. E-mail address is rod.hansen@wy.usda.gov.
2. Local banks have funds available for projects and the loan can be guaranteed by Rural Development. Contact a local bank or contact Rural Development at the address above.

3. Any of the Bond Councils in the state can help set up bond elections and give advice as to the best bonding route to pursue. Three bonding companies are:
 - a. Borthwick Law Firm, 1312 Capitol Ave., Suite 506, P.O. Box 1124, Cheyenne, WY 82001, phone 307-635-2433.
 - b. Herschler, Frudenthal, Salzburg & Bonds, 314 E. 21st Street, P.O. Box 387, Cheyenne, WY 82003-0387, Phone 307-634-2240.
 - c. Wiederspahn, Lummis & Liepas, PC, 2020 Carey Ave., Suite 700, Cheyenne, WY 82001, phone 307-638-6417.
4. State Loan and Investment Board, Brad Miskimins. Phone 307-777-6646.
5. Private foundations can be found through the Internet at the Foundation Center. Their web site is www.fdncenter.org.

INFRASTRUCTURE

Water & Sewer, Street Improvements, Bike Paths & Transportation

There was some concerns expressed that the existing roads and streets needed improvement. Also, there were concerns that Alpine could use more paved roads and sidewalks and even a bike path. The following resources may be available.

1. Rural Development's Water and Waste Disposal Loans and Grant program is designed to provide financial assistance to rural areas and town of up to 10,000 people. The town would be eligible to apply for this assistance. Funds can be used to restore a deteriorating water supply, or to improve, enlarge, or modify a water facility or an inadequate waste facility.
2. Rural Development's Community Facility Loan and Grant program could be utilized for bike path's, offstreet parking, sidewalks, street improvement, street maintenance equipment and buses for public transportation.

Contact person for this program in your area is Rod Hansen, Rural Development Manager, 100 E. "B" St., Federal Building Rm-1005, Casper, WY 82601. His phone number is 307-261-6326 ext. 6. E-mail rod.hansen@wy.usda.gov.

BUSINESS

Marketing and Advertising, New Business startup

There were several listening sessions that expressed concern for lack of advertising and marketing. This suggestion would focus on the existing business and ways for them to market and advertise their product our service. Also, existing business could utilize the Business and industrial program in order to expand their business in order to create more employment. New business loans are available for person interested in starting a new business. The following resources are available.

1. The Rural Business Enterprise Grant may be used to facilitate the development of small and emerging private business enterprises and can be used for technical assistance such as market research, product and/or service improvement, or feasibility studies. The following program is available to public bodies such as towns counties, states, districts and Indian tribes. It is also available to private nonprofit corporations. The grant applicant has an ultimate recipient in mind when applying for the grant funds.
2. The Business and Industrial Loan program is designed improve, develop or finance business, industry and employment and improve the economic and environmental climate in rural communities. An approved lender makes the loan and Rural Development would guarantee the loan. Contact your local bank or Rod Hansen.

Contact person: Rod Hansen, Rural Development Manager, 100 E. "B" Street, Casper, WY 82601. 307-261-6326 ext. 6. E-mail rod.hansen@wy.usda.gov.

Housing Issues

Senior Affordable Housing, Single Family Affordable Housing, Assisted Living

There were many concerns expressed on the need for affordable housing. In order to obtain senior housing or low income subsidized multi-family facilities a need must be demonstrated in the community. There also appears to be a need for single family housing that is affordable.

Funding sources might include:

1. USDA-Rural Development's 502 direct loan or guarantee program for single family dwellings. This program delivered out of the local office in Afton and new funds are allocated each year. These loans are designed for very low to low income applicants in order to purchase a home. The maximum loan amount for Lincoln County is \$93,950 and funds can be used to purchase existing houses, construct new houses or purchase new manufactured housing. Contact person is Rod Hansen, Rural Development Manager, 100 E. "B" St., Federal Building – Rm 1005, Casper, WY 82601, phone number 307-261-6326 ext. 6, e-mail is rod.hansen@wy.usda.gov.
2. USDA-Rural Development's Multi-Family Section 515 Loan program. This program is administered by the use of a Notification of Fund Availability (NOFA) which is published in the Federal Register. Generally these funds are made available around the first of each year. Rural Development also has a guaranteed loan program under Section 538. This program is also handled under the NOFA system. These loans are designed for low and very low-income tenants. Specific details as well as developers who have worked in this program can be obtained from Rod Hansen at the address and number listed in number 1.
3. Wyoming Community Development Authority (WCDA) is the State housing authority. They have control over Low Income Tax Credits and the HOME Investment Partnership Program. These funds can be used for development costs if a

subsidy is passed to the tenants. WCDA also has a Multi-Family bond authority but this generally only works with projects of 150 or more units. The contact person at WCDA is Cheryl Gillum, Housing Programs Director, 155 North Beech, Casper, WY 82601. Her phone number is 307-265-0603.

4. Funding sources for an Assisted Living Facility might be obtained through USDA-Rural Development's Community Facility program. This program has funds for direct loans and guaranteed loans. The same office listed in number 1 above handles these programs for your area.

DAY CARE FACILITY

A concern for the lack of day care was expressed. A not-for-profit group that is willing to take the lead could develop this type of facility. Once such project that has been recently completed is the Children's Discovery Center in Pinedale. The director of this facility is Carol Chidsey. Her address is P.O. Box 100, Pinedale, WY 82941. Her phone number is 307-367-6272.

A funding source for this type of project is through the Community Facility loan program of Rural Development. Contact person is Rod Hansen, 100 E. "B" St., Federal Building-RM 1005, Casper, WY 82601, his phone number is 261-6326 ext. 6. E-mail is rod.hansen@wy.usda.gov.

To obtain further information on any of the Rural Development programs mentioned, you may log on to our web site at <http://www.rurdev.usda.gov>

You may also contact the Department of Administration and Information, State Library Division in order to obtain a catalog of Wyoming State Grant Programs. The address is 301 Capital Ave., Cheyenne, WY 82001 or log on to their web site at <http://www-wsl.state.wy.us/sis/grants/index.html>

Alpine Community Assessment

I was very pleased to be part of the team for the Community Assessment for Alpine. I had never been to Alpine and it was a great experience for me. During the week, I was impressed with the friendliness of the people who attended the listening sessions. All seemed very open and did not have ulterior motives. There was a feeling of great concern for the future of Alpine from all that I encountered. The concern was remarkable in the respect that all that attended showed it through their passion and interest.

Completing a master plan offers a unique, different, yet viable planning option. Many items must be taken into consideration. Where you in Alpine may feel you are more of a bedroom community and seek the community development to be a full time living community as well as a destination spot, planning is essential. These types of plans, when in place, can go beyond recommending facilities, programs and special events and offer communities such opportunities as:

- Changing the entire image of a community
- Proposing community development initiatives over specific facility or program initiatives
- Enhancing the sense of community
- Recommending quality investment and development
- Proposing marketing strategies
- Aesthetics and themes options

I am not qualified to embark on all these subjects. But I would like to offer the information that I have that might be helpful to your community.

First of all, I was very impressed with the interest in improving the business appearance and feeling the need for cooperating to better the businesses of Alpine.

Challenge:

Building a Business Alliance for the betterment of the community of Alpine.

Ideas:

- 1) Many things could be done to insure a successful alliance. One of the first items I would recommend is to form your **core group** of interested businesses.
- 2) Develop a **marketing plan**. The marketing plan is especially important for the continued success and future growth of the business community. Plan for 1 year, 2 years, 5 years, etc. Plan first, then implement. Don't let a few do it all and burn out. Distribute the fun.
- 3) **Advertising** through a "local business flyer" could increase interest from other businesses as well as new businesses. Also, brochures that are full of the local beauty, businesses, benefits of Alpine that are placed in every business in Alpine. A = Advertise, B = Beautify -- that will bring C = Customers.
- 4) **Alpine Web Page!** Could be done with all of the businesses in Alpine listed, the benefits of visiting or living in Alpine, the magnificent beauty of Alpine and the wonderful people in Alpine! Major selling points.

- 5) Don't forget to include your **youth**. Let them have say in the process. Set up a local representative for youth on the Business Alliance and the Town Council. Don't be afraid to include lots of youth! And listen to them.
- 6) There will be a need to set up **committees**. Please do a search for volunteers to help so a few are not being overworked.

Contacts: **Wyoming Community Network**
Director Jennifer Goodman
307-766-2107
Website: www.wyomingcommunitynetwork.com

and the: **Small Town Main Street Program**
1785 Massachusetts Avenue, N.W.
Washington, DC 20036
Website: www.mainst.org

Also for beautification: **Tree City USA**
Wyoming State Forestry
Mark Hughes
1100 West 22nd St.
Cheyenne, WY. 82002
307-777-7586

Another: **Wyoming Business Council**
www.wyomingbusiness.org
214 West 15th Street
Cheyenne, WY 82002

Consulting: **Wyoming MAMTC** with offices in Laramie, Casper, Cheyenne, Powell
and Pavilion
www.mamtc.com/

Wyoming Small Business Development Center
www.uwyo.edu/sbdc
800-348-5194

Training Courses: [www.sbaonline.sba.gov/cgi-
bin/print_hit_bold.pl/regions/states/wy/index.html](http://www.sbaonline.sba.gov/cgi-bin/print_hit_bold.pl/regions/states/wy/index.html)

Challenge:

Park enhancement. There are many options available to the City of Alpine. The downtown park area is in need of updates, such as restroom, cement pad for basketball, stage area for dramas and shelter area. Lots of volunteer labor from everyone in Alpine, but lots of fun times for barbecues and water fights. There are many foundations and organizations with dollars to help fund. Just taking the time for researching the options and following through is one of the biggest challenges.

Contacts: Best Buy Children's Foundation

Carrie Monroe
P.O. Box 9448
Minneapolis, MN 55440
Phone: 612-947-2650

More: Paul Newman

Newman's Own Foundation
246 Post Road East
Westport, CT
203-222-0136

**Still more: SFC (Singing for Change) Charitable Foundation, Inc.
(Pop musician Jimmy Buffett's foundation)**

Judith Ranger Smith
P.O. Box 15210
Gainesville, FL 32604
352-380-0273

Challenge:

Library/Media Resource (Satellite) There seems to be a real need for a building that will house the satellite library and media center. The youth as well as adults in Alpine would benefit a great deal with a full time library.

Ideas:

Locate a building in the central part of Alpine and contact the County Library for an opportunity to visit with the board as to a full time center. There are a good many grants out there available to support youth with computers and media and even some that will donate reworked computers free for youth.

Contacts: computerecycleforeduc.com

They may be able to work with you when the time comes. Also, Dell and Gateway.

RGK Foundation
1301 West 25th Street
Suite 300
Austin, TX 78705

(We need to be able to work with these foundations and bring them to Wyoming. This Foundation focuses on programs that promote the health and well being of children, increase literacy and encourage minority and female students to study math and science.

Cyber Grants – This is online service to help you develop grant proposals and find a match with a grant giver. You need to have official nonprofit status. Also, for foundation info you can get help for \$19.95 a month (Unlimited searches) from the Foundation Center on the Web at www.fdncenter.org.

In closing, I recommend you set up some planning sessions and come to a consensus on the most important items. You can't do everything at once, so focus on the most important ones. Someone will have to take responsibility for the projects. A timeline is essential and measuring your successes.

Good luck in all your decisions.

Please contact me if you have any questions.

DeAnne Hensel

Southeastern R C & D

304A 16th Street

Wheatland, WY 82201

307-322-2187

307-322-9061

e-mail: deannehensel@hotmail.com

Mary Randolph
Executive Director
Wyoming Rural Development Council
2219 Carey Ave.
Cheyenne, WY 82002
307-777-6430
Fax: 307-777-6593
mrand@state.wy.us
web site: www.wyomingrural.com

ALPINE TEAM MEMBER REPORT

I would first like to join with the other team members in thanking the community and members of the community of Alpine for letting us share your lives for a few days. You are a melting pot of incredible people and it was a great experience for me. I continue to be amazed at the passion and dedication people who live in rural America have for their communities. The people will be what ultimately keep our rural communities alive.

In developing this Resource Assessment Team process for Wyoming, we felt strongly that this would not be a process and report that would end up on a shelf in Town Hall. So, we are committed to doing everything we can to offer assistance in making your visions and dreams for your community come true. We hope to do this by offering you “follow up and through”. The members of the Alpine Resource Team will continue to be available to you for further assistance and resources. Please feel free to call them at any time. In addition, the next steps that we offer in this program are as follows:

1. My office will prepare a summary matrix of the team member reports. This will be in an easy format for community members to read and digest the recommendations. This report will be sent to you a few weeks after you have received the final report.
2. Approximately 1 month after you have received the final report, the team leader will come back to Alpine and facilitate a second town meeting. We have developed a process for this meeting that will lead community members into looking at the Team recommendations and prioritizing projects. We will help you get down to 5-8 top priorities to begin concentrating on. The important part of this step is that the community members help set the priorities.
3. Many partners have been involved in this Resource Team Assessment Process to assure your community gets a really good product. The partners are also committed to offering follow up assistance. One major partner is the Wyoming Community Network who we are providing for the follow up.

At the follow up town meeting, the Executive Director, Jennifer Goodman, of the Wyoming Community Network will attend. She will give a short presentation on who and what the Network is, and then offer her services to assist your community with follow up acuties. This assistance may be helping you to obtain a grant for a project, facilitate meetings to reach a goal, or assist in making connections to accomplish projects.

**Jennifer Goodman
Executive Director
Wyoming Community Network
P.O. Box 3354
Laramie, WY 82071
3070766-2107
jgoodman@uwyo.edu**

PLANNING

Much of the discussion during the listening sessions kept coming back to people realizing that planning is imperative to the viability of Alpine. *A strategic plan lays out the blueprint for change within a community. It takes a community from a pie-in-the-sky vision to specific actions.*

Recommendations:

1. Alpine has formed a Business Alliance organization that should be the core steering committee to move this assessment process through. I would suggest at one of their meetings, they spend some time doing an over view of what strategic planning is and the steps a community must go through to develop a strategic plan.

The Wyoming Association of Municipalities presents a strategic planning session at their conventions, the next one being June 7-9, 2001 in Green River, WY. If someone from the community is attending this conference, they should definitely sign up for "Harnessing the Power of Vision". Larry Keown and myself teach this course, and we would be happy to come to the community, attend a meeting and present the program.

Contacts: Monique Ojeda
WAM
307-632-0398

Mary Randolph
Wyoming Rural Development Council
307-777-6430

2. It is obvious that Alpine is surrounded by National Forest and many people expressed concern over the threat of wildlife and wildfire/urban interface. Firewise Communities sponsor's workshops to learn first hand the complexities involved in building communities that are prepared for the effects of unwanted wildland fire.

Contact: FireWise Communities
Scott Woods
Colorado State Forest Service
303-404-9057

*****COMPLETED!!!** This session can already be added to your list of results of the Wyoming Resource Team Assessment. The Wyoming Rural Development Council is sponsoring Walter Hiem to attend this workshop in Denver, Colorado May 23-25, 2001.

CAPITAL IMPROVEMENTS

It was very obvious in the listening sessions that are many, many capital improvements that would incorporate the assets of your community with the identified needs of your residents.

Recommendations:

1. Many recreation improvements were identified from a recreation center to ball fields. Yvette Wilson has provided you with great information regarding a community center or recreation center. USDA Rural Development is probably the best source to beginning this project in your community. If more assistance were needed in finishing your ballpark, I would look toward RC&D (Resource Conservation and Development) as a potential funder.

Contact: Kirk Heaton
RC&D Coordinator (for your area)
307-382-3982

2. To complete work on the boat dock, Wyoming Game and Fish has grant or fund opportunities available.

Contact: Wyoming Game and Fish
307-777-4600

NATURAL RESOURCES

Next to the people of Alpine, your greatest asset truly is the natural resources surrounding your community. People in the listening sessions talked not only about marketing this asset but also protecting it.

Recommendations:

1. The Ted Turn Foundation offers an environmental grant program. The Foundation solicits grant proposals for the protection of rivers, lakes, wetlands, aquifers, and other water systems from contamination, degradation and other abuses. The geographic focus of this program is the states of New Mexico, Montana, Colorado, Nebraska, North and South Carolina, Georgia and Florida. However consideration is given to some other states as well. (This grant program might fit very well into protection of the bird refuge).

Contact: Peter Bahouth
Turner Foundation, Inc.
One CNN Center, Suite 1090-South Tower
Attn: Program Department
Atlanta, GA 30303
404-681-9900
turnerfi@mindspring.com
<http://www.turnerfoundation.org/turner/water.html>

2. Continue to use the US Forest Service Rural Assistance Grants. They can be used for a variety of projects.

Contact: Mesia Nyman
307-886-3166

ECONOMIC DEVELOPMENT AND OPPORTUNITIES

It was very obvious that the residents feel they are lacking many consumer services businesses and the drives to other communities is not only inconvenient for residents, but hurts any true economic development opportunities with tourists.

Recommendations:

1. The Wyoming Business Council has a company under contract that will do an assessment and feasibility study for grocery stores in your community.

Contact: Den Costantino
Wyoming Business Council
307-777-2840

2. An excellent program offered by the Federal Reserve Bank is called “Doing the Dobable Deal”. This program is offered free of charge by the Reserve and will give you a great insight on how to plan for growth, how to compete for business and how to prepare for new businesses to come into your community.

Contact: Larry Meeker, Vice President
Federal Reserve Bank of Kansas City
816-881-2476

YOUTH

The commonly used cliché, “The Youth are the Future”, holds very true for Alpine and any of our rural communities. In every community we have visited, the youth always say to us, “there is nothing to do here”. I must admit that when the youth in Alpine said this to us; it was the first time they were telling the truth. I would strongly suggest you find as many ways as possible to include your youth in planning, leadership and any other opportunities.

Recommendations:

1. Create a youth council, and have a youth representative sit on your Town Council.
2. Explore a “Youth Entrepreneur Training Program”. You need more business and job development and your kids need something to do. From basic lemonade stands to more complex business ideas, high school students and elementary age children can and do own and run their own businesses. There are program to help train young people in responsibility, basic business skills, and teamwork. There are no quick fixes for youth issues, and there is never only one answer. I encourage you to tackle these problems from as many angles as possible.

Contact: <http://www.esc05.k12.tx.us.REAL>

Contact: The community of Powell, WY developed an excellent youth entrepreneurship program – I might suggest you take a look at their program. Creating this kind of program would take working with the school district.

Dave Reitz
First National Bank of Powell
307-754-2201

3. If you have not already done so, I would make sure that a youth representative sits on your Business Alliance organization. If there are other boards created by the Town, consider a youth as a member.

MISCELLANEOUS RECOMMENDATIONS AND RESOURCES

1. Telemedicine: I believe that Alpine would be an excellent candidate for some programs in telemedicine. I would contact the State Tele-medicine task group to obtain information about their program and goals:

Contact: Deborah Hinckley, task group member
307-771-6843

2. Internet Masters: The Wyoming Rural Development Council in partnership with the UW Cooperative Extension and the Big Horn Mountain Country Coalition provide an Internet Masters training program. This is a 30-hour course in all aspects of the Internet including web page design and e-commerce. After finishing the course, participants are required to give 30 hours of volunteer Internet training time back to the community. This can be done by providing training or assistance in the use of the Internet to individuals, organizations or businesses. The program is patterned after the Master Gardner program of Cooperative Extension.

Contact: Mary Randolph
Wyoming Rural Development Council
307-777-6430

3. E-Commerce: There seems to be many opportunities for small or home owned businesses in Alpine and training in e-commerce could be very beneficial.

Contact: Mahlon Sorenson
Small Business Administration
307-261-6300

The Small Business Administration Office can be a great resource for MANY training and business opportunities.

4. Many of the projects and recommendations presented in all of our team reports, are pointing you to writing and obtaining grants. There are several ways of getting help in grant writing. The Wyoming Health Resource Network provides a 1-day grant-writing workshop that is free to your community. RC&D (Resource Conservation and Development) sponsor an outstanding grant-writing workshop and the Wyoming Rural Development Council sponsors a person from a community each year to attend this session.

Contact: Emily Quarterman
Wyoming Health Resource Network
307-635-2930

Kirk Heaton
RC&D
307-382-3982

Tim Pexton
Wyoming Rural Development Council
307-777-6430

There are MANY federal grants to apply for all the time – many times our smaller communities do not have the capacity to administer these grants, but many times they are small enough and worth going for. The Government Committee is developing a web portal that will provide online access to federal grant information. The site should be up in December 2001, but bookmark the site now and then it will be available for you in the future.

<http://www.cfda.gov/federalcommons/>

Another excellent website for individuals/organizations interested in federal grants is: <http://www.ezec.gov/News/index/html>

5. Alpine has many wonderful volunteers, but you can tell they are getting burned out. Find some opportunities to celebrate their work, ways of doing training to keep them feeling “loved” and “professional”. A website that might give you some ideas:

www.project.org

6. Make tourism a priority with your Business Alliance. Develop a sub-committee that will pursue a tourism plan and marketing for your community. Contact the Wyoming Department of Tourism for assistance and opportunities. Get a logo or motto – “A Reason for All Seasons” that was mentioned is GREAT!

Contact: Laurie Green
Director of Tourism
Wyoming Business Council
307-777-2800

7. CELEBRATE YOUR SUCCESS!! It is important in the Resource Team Assessment Process for your community to celebrate its successes. No matter how small they are, celebrate. Make people aware that your community is making progress and working together to move forward positively.

Alpine Resource Team Assessment March 6-8, 2001

WHAT WAS SAID AT THE INTERVIEWS

The Resource Team spent three days interviewing the local residents to hear what they had to say. We also received written answers from residents. Those being interviewed were directed to answer three questions:

What are the major problems/challenges in the community?

What are the major strengths/assets of the community?

What projects would you like to see implemented in your community in the next two, five, ten, or twenty years?

We have listed below, without comment, what we heard from those who volunteered to be interviewed.

What are the major problems and challenges in your community?

- Better employment
- Population influx
- Too much growth at a fast pace
- School and activities too far from Alpine
- Many properties owned by those who do not live here year round
- Many properties owned by those who do not live here year round
- Many properties owned by those who do not live here year round
- Many properties owned by those who do not live here year round
- Environmental constraints (also a plus)
- We are not a destination point
- No services
- There is nothing for us to do to have fun
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- There is nothing for us to do to have fun
- There is nothing for us to do to have fun
- Must travel 30 miles to have any fun

- No skate park
- Community will only support football and wrestling
- Too much homework
- I don't think we have any major problems right now, I just don't think we should provide for more bars
- Difficulty in accessing supportive services due to location
- Difficulty in accessing supportive services due to location
- Difficulty in accessing supportive services due to location
- Difficulty in accessing supportive services due to location
- Not enough money for school system
- Not enough money to make any changes Not enough money for school system
- Divided community - finger pointing and people taking sides
- No cultural arts events
- Taxes go to Afton and others
- Not enough money for school system
- Too many small businesses
- Too expensive, not enough choices
- No commitment
- No housing choices
- Not enough money for school system The people in residential areas have no respect for their neighbors
- Lack of timely communication from county to town to citizens-printed or otherwise
- Lack of programs to attract businesses/local retailers
- Lack of credible master plan-or old one should be revisited
- No local bank
- No Trail System through town
- No Trail System through town
- Identity crisis -Retaining/developing own identity. NOT suburb of Jackson or Afton annex
- Water supply and sewage too large of a demand on resources
- Community support, primarily financial
- Community awareness of commitment of volunteer services
- Coordination of services
- High School and Jr. High drop out rate
- Resistance to ideas involving growth
- Not enough industry to support economy
- No strong economic base outside of traveling to Jackson
- No public recreation facilities in lower Star Valley area

- Extreme conservative bias due to Mormon, political control
- Apathy or uniformed ignorance of issues
- Fear of positive change
- No employment
- Short money making season due to winter
- Too much uncontrolled growth
- Other counties sending everything undesirable to our beautiful area
- No interest from County Commissioners and Planning Board
- Growing too fast
- Losing open space
- The issue of growth vs. non-growth
- Not a united community
- No conveniences
- Public school location
- Very little youth activities
- Not a cohesive community
- Lack of opportunity for small businesses
- Too many firework stands
- No school, no grocery store, no bank, no movie theatre
- School system
- Keeping kids out of trouble
- Lack of good jobs
- Lack of convenience
- Lack of grocery store, drug store, movie theatre or some type of entertainment
- Alpine will be Jackson's answer to affordable housing
- No community feeling
- No grocery store, bank, restaurants
- Division of Town of Alpine
- No infrastructure
- No grocery store
- Lack of community feeling
- Cheesy firework stores
- Mormon vs. Non-Mormon differences in the education system
- No grocery store
- Religious discrimination
- No community feeling
- Division of Town of Alpine
- No covenants of buildings
- Divided community-finger pointing and people taking sides
- No updated Master Plan
- People drive thru on the way to Jackson/Yellowstone and don't stop and shop
- No cultural arts events
- Taxes go to Afton and others
- No school or library

- Junk and discards alongside businesses and residences
- Divisiveness
- No recycling
- No control of growth
- Over-population
- Teton County & National Park are being over-regulated and restrictive
- Non-resident fishing license too expensive
- Availability of local maps
- Game and Fish needs better availability of personnel
- Kids bussed to school
- Divided community
- More labor poor
- Lack of community interest in growth
- Small population creates small tax base
- Consistent income
- Labor pool Lack of industry to utilize available work force
- Lack of industry to utilize available work force
- Lack of industry to utilize available work force
- Lack of industry to utilize available work force
- Lack of industry to utilize available work force
- Lack of interest in local affairs due to past negative experiences
- Lack of interest in local affairs due to past negative experiences
- Lack of interest in local affairs due to past negative experiences
- Lack of interest in local affairs due to past negative experiences
- Parents - NO support of children because of work schedules
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- Housing
- Housing
- Housing
- Housing
- Housing
- Drugs & littering
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- Season work makes difficult to make a living
- Community services removed from Alpine
- Community needs plan with consensus and plan
- Lack of faith about new ideas due to past issues
- Need job training and work ethic so employment is maintained
- Consistency and e commerce
- Out of date master plan
- Master plan not inclusive of whole community
- Alpine is pass through community
- Lack of billboards and advertising outside of community

- Fear of change
- No consensus on changes
- Adequate housing (safe for climate)
- No strong industry, rely on outside income
- Lack of infrastructure, no paved roads
- Small population makes business ownership difficult
- Lack of faith in community Old Timers-NO GROWTH
- Old Timers-NO GROWTH
- Old Timers-NO GROWTH
- New comers - Too much growth
- Realizing there is difference between old and new
- Small business needs resources to operate, i.e. computer equip. tech.
- No school
- No library
- No cultural arts events
- Religious community effects political and school system
- No marketing plan to make town well known
- Town needs plan
- Plenty of cultural and scenic areas, just have to drive, No lack of arts
- Segregation from Star Valley
- Need chamber of commerce for businesses to pull resources (move to # 3 too)
- Need library
- Chamber of commerce
- Neutral area where adults and children can access internet
- Taxes go to Afton and others, we don't get our fair share
- One major event a year and it's not in alpine, need to bring in alpine
- Need 1 major event for each season
- Jackson using Lincoln county resources without paying
- Snowmobilers use Lincoln parking for Jackson snowmobile
- Tax base too high with no service
- Taxes are double precipitate
- Businesses need something to keep business alive in winter
- Nothing for kids to do
- Nothing to do and no grocery store
- Nothing to do in summer
- Nothing to do, just space
- Boring small town
- Nothing to do

- Town not receptive to ideas because of age
- Snow plow removes 1 inch of snow and leave layer of ice
- No grocery
- Not enough facilities to accommodate activities
- Grocery store
- No school
- Need town govt. to make town more friendly for businesses
- Need more for children to do
- Lack of interest from county officials
- Lack of communication from govt. officials
- Need more help from government
- Too long to travel for emergency services
- Need more responsible growth
- Need city govt. to be more responsive
- Lack of communication
- Master plan needs updated
- Lack of business incentives
- Lack of long-term community plan
- No centralized area for recreational activities
- No community plan for children events
- Need more specific interest events to show community spirit
- No bank
- Economic growth desired, however, vocal minority kill ideas
- How to handle economic growth
- Lack of density in rural areas – rural rates (tele-communications)
- Lack of hotel and meeting space
- Great ideas that don't fit into Alpine – not the theme we are looking for
- Some proposals don't fit here
- Town is a mess – mismatched
- Waiting too long, we will lose opportunities
- No Schools
- No set goal that community is working toward
- Lack of place community can come together and interact
- No after school activities
- No town master plan
- Only a few folks that come together and support community
- Public school location
- No youth activates
- Not a cohesive community
- Lincoln County too big – not represented with county government
- Not a united community
- Lack of school
- Lack of common plan
- No community feeling

- Bedroom community
- Lack of grocery store
- Voting districts
- Improvement of infrastructure
- No cohesion in community
- No interest in seeing community grow
- Can't come down to solutions that please everyone
- No representation in County – goals of communities are different
- Lack of grocery
- Lack of bank
- Lack of services
- Lack of cohesiveness in community
- Lack of cohesiveness in ideas
- People are resistant toward change
- Lots of backstabbing and nastiness
- Lack of local sheriff department
- Lack of more youth facilities
- Lack of youth activities
- Kids are missing out (sports, activities, schools)
- Lack of recreation program
- Growth vs. non-growth in area and Valley
- Lack of population for business growth and attraction
- County level – lack of cohesiveness
- Don't have a voice in the larger area
- Kids communicating with parents
- Not to have high density
- Impact of growth from North Alpine project and its effects
- Health Care
- No Pharmacy
- Winter driving
- Snow shoveling
- Not an assisted living unit in Alpine
- Not enough volunteer help (also a need)
- Impact of growth
- Community has bad reputation with Valley to the south
- Perception and image problem
- Ditto with all above
- County looks at Alpine as wicked step child
- Either don't get benefits, services, etc. or we get leftovers
- "Cannibal Flats" – use to be called
- Changes are going to effect young and old
- Alpine supports valley in their project – they don't support us
- Clicky community (those on one side of River, those on the other)
- Lack of law enforcement

- Distance to schools
- Gang beginning in Star Valley (Straight Edge)
- Parents do not get involved in activities
- Parent attitudes
- Change within school district regarding bussing kids
- Lacking Alpine Master Plan
- Start projects and don't finish for funding or other reasons
- School district – bussing –how to deal with more time on bus, learning centers
- Young people not interested in community
- Lack of activities for teens in the valley
- Disproportionate high taxes
- No pharmacy
- Lose business to Jackson and Afton
- School issues
- Feeling of being shunned
- Clinic needs to expand to accommodate needs
- Jackson wants to bring nurses and doctors here, combining would be better
- People are sent to Star Valley, if they cannot be helped they are transported back to Jackson.
- Need more health care without having to go somewhere else.
- No drug store, closest one in Thayne
- Lack of health care
- Affordable health care in Alpine for seniors
- Lack of both health care facilities
- Labor force
- Lack of people who don't participate because of paying issues
- Lack of grants for healthcare in alpine
- Branch of the search and rescue in alpine
- No facility for the elderly i.e. assisted living in Alpine
- No home health care for general public and elderly
- No noticeable destination
- No noticeable destination
- Negativity to growth
- Negativity to growth
- Pass through town rather than destination
- Alpine not destination
- No close campgrounds closest one 12 miles away
- Need more recreation and RV camp ground facility i.e. KOA
- Need more stable economy and growth
- Need to market Alpine so that people will stay
- Need Ski hill or snow boarding hill
- Lack of knowledge about activities and services availability
- Need more advertising and tourist information
- No capacity to advertise

- Still at gorilla advertising level
- Need resources for marketing
- No resources for trade shows
- No marina
- No services, but the potential is her
- No canoe rentals
- No Jet Ski rentals
- No intertube rentals
- Requests for services, but town unable to supply and demand
- Alpine community not involved in the chamber of commerce
- No recreation center
- Revamping of the newspaper
- No places that will attract tourist to Alpine
- Lack of shopping for tourism
- Lack of promotion
- Businesses closing down on Sundays
- Lack of family facilities
- Chamber not receptive to people in lower valley
- “Lower valley mentality”, always being known as the stepchild
- Chamber needs participation from alpine residences
- Alpine not on Wyoming Map
- Negativity on taxing
- Many people don’t want to see growth
- Many people don’t want to see growth
- County meetings all held south
- County does not come to Alpine for meetings when issue effects Alpine
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- County does not come to Alpine for meetings when issue effects Alpine
- Law enforcement (can’t handle North Alpine project)
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- Lack of support in community
- Jackson using alpine area for recreation, but alpine not benefiting
- Folks not willing to be part of solution in regards to law enforcement
- Population growth – trying to keep up with services
- Losing old ideals with new folks moving in
- Cost of services
- Lack of resources (school, activities)
- Hard to keep up with growth
- Jackson outfitters – making \$\$, but don’t have to pay for rescue/law enforcement services
- Lack of volunteers for Search and Rescue
- More and more calls, less and less \$ - going to Teton County
- River runs services ragged
- More and more use of Greys River as years go on – increasing calls

- Job opportunities
- Wages
- Nothing to draw people to area
- No jobs for youth and to teach work ethics
- Travel 100 miles for shopping
- As population increases seeing more violent crimes – crimes are changing
- Jackson encroachment on Alpine
- Fear of losing “rural” atmosphere
- Lack of some services (grocery, bank)
- Impacts coming out of Teton County
- Challenges Incorporate the Town of Etna
- Lack of togetherness
- Infrastructure – sewer development, resources are limited
- Rapidly growing community becomes burden on county services
- Not having a school – result is not offering facility for other activities
- Creating a central economic district
- Water
- Reducing speed limit through Town of Etna during school times
- Funding – growing community - in relation to census
- Infrastructure – outgrow road system
- Impact of rafters and outfitters on funding services
- Challenge of creating a community identify separate from Jackson
- Contract Post Offices
- Water level in reservoir
- Surrounded by federal land and under government control – frustrating and cumbersome
- Lack of services– grocery store, pharmacy
- Project: get services built now – need before growth
- Infrastructure – county landfill space – what to do with solid waste
- Funding – growing community –in relation to census
- Lack of public transportation, commuters now stop at services because they are in their own cars
- Costs of landfill business and state statutes, regulations and criteria
- Ditto all of the above
- Incorporated and non-incorporated areas both known as Alpine
- Property taxes
- Advertising
- Conference service facilities
- Accommodations
- Promoting business – things are not growing
- Promoting business – things are not growing
- Business community has not pulled together, i.e. local specials, not supported each other
- Lacking Conference facilities

- Formalized network for businesses
- Too many phone books
- Fear of change in Valley – everyone butting heads
- Business community not pulling together
- No local employment available
- No local employment available
- No local employment available
- Not a local grapevine for business, ie to pass along bad checks
- Bad checks
- Town looks disjointed – don't look like a town
- Business community not cohesive
- Advertising Alpine before people get here (tv ad, western magazine, internet)
- Advertising – market research is weak or not available
- Business cannot be expanded because not within Alpine Town Limits
- Lack of equipment rental, outfitters locally
- Access to the lake
- Lack of facilities on lake – here in Alpine
- Growth and wildlife habitat
- Fishing daily permits too expensive
- Fishing w/o license
- Multiple use access for recreation
- Communication between local public and resource managers
- Multiple use access for recreation – private property starting to cut off
- Extra added impact of growth on wildlife
- Dogs running at large
- Dogs running at large
- Dogs running at large
- Access in upper valley to Forest
- Pelicans that are eating fish
- Availability of local map for the area – Forest Service map hard to get and expensive
- Fireworks and Forest – fire danger
- Fireworks and Forest – fire danger
- Water level and stability
- Lack of closer and maintained campgrounds
- Forest Service not cooperating regarding target range proposals
- Feed ground rumor – doing away with feed ground
- Rumor regarding picking up antlers
- Forest Service trails not maintained
- Not much support from Forest Service in some areas anymore
- Not much support from Forest Service in some areas anymore
- Keep public working in multiple use mentality
- Don't have good access to mountains in summer for hiking, trail bike riding
- Don't have cooperation between agencies to put above into effect

- Teton County and Teton NP being so over regulated that they are pushing people into our area and waterways
- Lack of availability of Game and Fish personnel
- Education of people on how to better take care of your Forest
- Forest Service Roadless Area proposal
- Forest Management – timber harvest
- Environmental groups well backed financially, but their opinions are minority – effect is difficult for others to be heard – Silent majority needs to stand up and be heard
- How deal with growth and maintain what we have here
- Lack of developed facilities
- How do we keep from becoming Jackson Bedroom Community
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- Autos/Trucks being licensed in Teton County-loss of Lincoln County revenues.
- How do we maintain our pristine and clean environment?
- Need Alpine Master Plan to keep from being over run by outsiders bent on solving their problems
- How do we maintain our pristine and clean environment?
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- Lack of industry to utilize available work force
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- Location of schools
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- School busses need heaters
- No Recreation Center or pool
- Long distance for market/banks/drugstore
- Animal Control enforcement
- Long distance for market/banks/drugstore
- Religiously dominated school system
- Valley political system, newspaper system
- Lack of cohesion with Valley residents

- No Car Wash Facility
- Inadequate Emergency Services
- Valley political system, newspaper system
- Lack of cohesion with Valley residents
- No Car Wash Facility
- Inadequate Emergency Services
- Affordable housing
- Lack of identity and direction
- Speed Limit
- Poor lighting
- Highway as our Main Street
- Fireworks Trailers
- How to force a Central Business District
- Development verses a Highway Sprawl
- Transportation
- Transportation
- Transportation
- Identity crisis -Retaining/developing own identity. NOT suburb of Jackson or Afton annex
- Many properties owned by those who do not live here year round
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- Many properties owned by those who do not live here year round
- Environmental constraints (also a plus)
- Short history in present location
- There is nothing for us to do to have fun
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- There is nothing for us to do to have fun
- Must travel 30 miles to have any fun
- Water supply and sewage too large of a demand on resources
- Fast food man
- No skate park
- Community will only support football and wrestling
- Too much homework
- I don't think we have any major problems right now, I just don't think we should provide for more bars
- No Trail System through town
- No Trail System through town
- Getting people to recognize what tourists & even people coming through town spend here
- Getting people to recognize what tourists & even people coming through town spend here
- Getting people to recognize what tourists & even people coming through town spend here
- Getting people to recognize what tourists & even people coming through town spend here
- What can be done to keep tourists here longer
- What can be done to keep tourists here longer
- What can be done to keep tourists here longer
- Difficulty in accessing supportive services due to location
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- Difficulty in accessing supportive services due to location
- Not enough money for school system
- Not enough money to make any changes
- No local bank
- Organizing events - Mountain Days, Fishing Derby, Dog Sled Races, Winter Carnival, Easter Bunny
- Potential Wildfire loses
- Not enough money for school system
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- Not enough money for school system
- Need to address whole community-daycare, senior center
- Emergency management plan-wildfires, natural disasters, etc.

- The proposed Alpine low-income housing
- Fast development by outside interests prompted only by greed!
- Divided community - finger pointing and people taking sides
- No cultural arts events
- Taxes go to Afton and others
- Junk and discards alongside businesses and residences
- Control the quality of homes built
- To many small businesses
- Too expensive, not enough choices
- No commitment
- No housing choices
- Religious choices (only one church)
- The people in residential areas have no respect for their neighbors
- Lack of timely communication from county to town to citizens-printed or otherwise
- Lack of programs to attract businesses/local retailers
- Lack of credible master plan-or old one should be revisited

What are the major strengths and assets of your community?

- Opportunity to raise children in safe environment
- People in alpine are receptive, good location
- Location, great mountains and rivers alpine has lots to offer
- Cottage industries
- Beautiful country
- Outdoor recreations, all seasons
- Most beautiful spot and people are real
- People are willing to help retain life style of community
- Attractive area
- National Forests, wildlife, clean rivers, fishing, tourism and hunting
- Rivers
- Superb fishing
- Beautiful mountains
- Bird refuge
- Kayak run (Greys River)
- Strong work ethic
- Good working relationships between SAR and Sheriffs Department
- A universal desire to preserve the beauty and integrity of community
- Community's ability to pull together and help people in need
- Diverse population with strong work ethic
- Beautiful location, magnificent scenery
- Clean air

- No high density housing or over population
- Good water
- Quiet nights
- Ability to view night sky
- Good kids who need reason to remain here after school ends
- Talented people that have moved from many places
- 3 Rivers
- Reservoir
- Elk refuge
- Free life style
- Mountains
- Rivers
- Wildlife
- Easy, kick back way of life
- Pristine rivers, lakes and mountains
- Nature
- People
- Low crime
- Location
- Accessible local government
- Large successful volunteer base
- Outdoors
- Recreation opportunities
- Fishing, hiking, hunting, bike riding, snowmobiling, skiing, camping
- Beautiful, safe community
- Fantastic fishing
- Nice warm community
- Great potential for growth
- Natural beauty and accessibility to National Parks and National Forests
- People
- Recreation
- Location
- Safe for children
- Open-undeveloped land
- Close access to the Greys River
- Mountains
- Close, easy drive to Jackson
- Recreation
- Palisades
- Thousands of Forest Service acres
- Neighboring town of Jackson
- Central location for shopping
- Clean air
- Natural beauty

- Outdoor recreation
- Enthusiastic mayor
- Fledging Business Alliance
- People willing to volunteer and get involved
- Clean air
- Close knit group of people
- Natural resources
- Forest Service –very responsive
- Greys River road upgrade
- Community people take care of the community
- Community has what we have because of concerned citizens
- Beautiful community, sheep, elk, rivers
- Caring people
- Need more people to get involved in local businesses, need more resources
- Broad base of people in the small population
- Small town atmosphere is conducive to communication
- Independent spirit
- Wet lands project and bird refuge
- Fledgling business alliance
- Clean air
- Caring neighbors that pull together in time of need
- Great opportunities for winter sports (ski area)
- Nice small town with community participation
- Lakes, nature, outdoors
- Outdoors
- Snow and snowmobile
- Beautiful location
- Good population bases
- Small town with less crime
- Wonder place live
- Great EMT's
- Potential for responsible growth for business
- Great fire department
- Great Fire department
- Wonderful area with reservoir
- Beautiful area
- Natural resource
- Core community leaders
- Year around outdoor recreation availability
- Desire to maintain small town atmosphere
- Beautiful surroundings
- Snake river canyon
- Friendly community
- Low crime rate

- ARDA – aka mosquito abatement program
- Hard working people and people that live here because they love it
- Digital switching – everyone will have high speed Internet access
- Fiber networks and routes
- Technological assets for business/companies
- Air, water quality
- Year round attractions
- Beautiful canyon
- Mountains right across the street
- Healthy trees in our view
- Great place for recreation
- Potential amazing
- Openness (space)
- No crime
- Silver Star
- Power Company – fixed rates (6 years) – low rates
- Nature – location
- Safe community
- Trust neighbors
- Environment
- Grass roots and birth of everything that gets done
- Nature – location
- Safe community
- Good people
- Beauty
- Access to recreation opportunities
- Good people
- Beauty
- Small community
- Safe – don't need to lock doors
- Outdoors
- Small enough our kids can walk and be safe
- Beauty
- Lakes
- Safety
- Community support
- Affordable living
- Outdoor opportunities
- Close proximity to recreation opportunities
- Jackson and its amenities
- Central location
- Safe community
- Safe community
- National Forest surrounding community

- Accessible local government
- Large volunteer base and successful
- Location with National Forest
- Pretty
- Close to Jackson
- Cheaper to live in Alpine
- Beautiful surroundings
- People are passionate about ideals, recreation, lives
- Not easy to live here, so you have to like it!
- Great potential because of resources
- Easy accessible in 3 directions
- Within travel distance to National Parks
- Potential in summer for tourists and benefit businesses
- Lots of snowmobilers
- Yellowstone snowmobile regulations will push lots of business this way
- Affordability
- Potential of how community is going to grow
- Can count on each other
- Great network of people helping people
- Don't have extended families here, so we can count on each other
- Playroom in town meeting
- Small town atmosphere
- Pristine town
- Mountains
- Reservoir
- People who care
- National Forests
- People and the environment
- Quiet
- People are what makes Alpine
- People are here because they want to be
- Caring people
- Natural beauty of area
- Recreational Opportunities for young and old in all seasons
- People stick together through tough times
- Creativity is here and needs to be tapped
- Love of the mountains, rivers, lakes and wildlife
- People
- Most people came here because they choose to
- Like the way of life
- Talented people
- 3 rivers
- Elk refuge
- Reservoir

- Large workforce – skills and abilities are here
- Clean water
- Good air
- Clean water
- Good air
- Mile long runway
- Wetlands
- Landmarks
- Great assets to promote
- Post Office
- Health Clinic
- Jenkins
- Places to eat
- Magnet to pull kids back
- People, people, people
- Get on a snowmobile at your home and travel
- Proximity to activities
- Location
- Can drive 2 miles down the road and camp
- Security
- Can keep keys in your car
- Low crime rate
- Safe place – don't have to tie things down yet
- Land is set aside for services (school, library, park)
- Small community, people stick together, general feeling of helpfulness
- Location
- Outdoor recreation
- Unlimited wildlife
- Everything you need to raise a family
- Everything you need to raise a family
- Talented people from different areas that could be utilized
- Elk refuge
- 3 rivers
- Reservoir
- Camping is 10 minutes away
- Fishing
- Ice fishing
- Elk hunting, moose hunting if you can get a license
- Clean air
- Low crime rate
- Pristine area
- Healthy atmosphere for young people
- People
- Great EMT's that are overworked and overstressed

- Great access to lakes
- No light pollution
- Rivers
- Natural resources
- Wildlife
- The people themselves in the community
- Access
- Excellent snowmobile opportunities
- Recreational opportunities
- Natural resources
- Talented people from all over the country
- The real Alpine, not a fake
- Blue ribbon trout stream
- Fishing
- Forest
- Wildlife
- Beauty
- World's largest intermittent spring
- Hiking
- Newspaper
- Location
- Natural resources
- 3 rivers that are great fisheries
- Fly fisherman
- Fishing
- Bird refuge
- Kayaking being discovered
- 30 miles from graze lake which the whooping cranes come
- Wildlife
- Fishing
- Hunting
- Goat herd
- Best mule deer hunting on graze river, big bucks
- Quiet peaceful atmosphere
- Safe community can leave keys in car and not worry
- Historical resources
- Birds
- Elk refuge
- Elk
- Hunting and fishing opportunities
- Good hones hard working people
- Public lands
- High quality educational opportunities
- Community full of people that want to volunteer

- Tight community
- Moved here to be here – not a lot of population, peace and quiet
- People
- Young population that has committed to staying
- Community is small
- People will work together
- Scenic
- Wilderness
- Hunting
- Fishing
- Boating
- Hiking
- Snowmobile
- Close family atmosphere
- Access to Forest
- Not a lot of crime
- Safe community
- Working relationship between law enforcement and volunteer services
- County and city have been supportive of services financially – never let us down even though it is a challenge.
- County in particular has been supportive
- Nice people
- All kinds of churches coming in
- Large “valley” community
- People are wonderful
- Scenery
- Scenery
- Smallness
- Quietness
- Like small town
- Proximity to Greys River
- Proximity to work in Jackson
- Tons of recreational opportunities
- Water sports
- Small town
- More bang for buck in Alpine
- Winters are short
- Beautiful
- Electricity is inexpensive
- Beauty in surrounding area
- Availability of water, especially in town of Etna
- People
- Good mix of elected people locally
- Resources at confluences of 2 drainages

- Young, incorporated Town, brings vitality to the table
- Not afraid to tackle issues because they don't know any better
- Accessibility to 3 National Forests
- Hasn't been discovered by the chains – can develop unique character
- Not burdened by old buildings, because they are new
- Winter sports
- Fact that we have problems is a strength
- Access to Jackson and Idaho Falls
- Younger community and new arrivals – willing to take chances
- Water availability
- Location
- Traffic if we can trap it (junction is one of busiest in state all the time)
- Potential for development because of junction
- Whitewater potential
- Wildlife
- Fly-fishing
- Environment
- People of Alpine
- Wildlife
- Reservoir
- Reservoir
- Beautiful area
- Lucky to be here
- People
- Talented individuals
- Palisades
- Tourism
- Mountains
- Great fishing
- Great fishing
- Pioneering spirit – people willing to take a chance
- Budding businesses
- Pioneering spirit – people willing to take a chance
- Colors of valley – emerald colored before anyone else
- Open air
- Residential community – people own their own places
- People take pride in their community
- Good sizes lots
- Snow
- Diversity of wildlife for hunting, fishing, watching
- Ranch and farm community
- Heritage of Valley
- Snowmobile (trails and snow)
- Affordability of coming here for conferences or tours

- Wide-open spaces
- Forest Service – local level very responsive
- Scenery – mountains
- Wildlife
- Fishery
- Hunters
- Photo graphics
- Great place
- Clean water
- Access
- Small town access
- Wildlife and proximity to town
- Green Valley, smell of dirt and spring
- Greys River Road upgrade
- Trail system when maintained
- Snowmobiling
- Community members get involved
- Proximity to National Parks
- Small town aspect
- Greys River access to mountains
- Meridan Group's interest in community
- Three rivers and the lake
- Lack of development around lake
- Acreage of National Forest
- Growing through self reliance
- More capable of helping ourselves out
- Community has 4 great restaurants
- Health clinic
- Lot for school, library
- Book mobile
- Phone service
- Power Company
- Business opportunities because of that technology
- Large work force commuting to Jackson
- Natural ski hill
- Fishing areas- Grey's, Snake & Salt Rivers; Palisades Reservoir
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- Fishing areas- Grey's, Snake & Salt Rivers; Palisades Reservoir
- Fishing areas- Grey's, Snake & Salt Rivers; Palisades Reservoir
- Beautiful surroundings
- Clean air & water
- Friendly neighbors that respect individual rights
- Best: Hunting, boating, camping, fishing, snowmobiling
- Adequate Fire Department - well trained & dedicated
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- Good medical facility/dentist/vet clinic

- Good medical facility/dentist/vet clinic
- Potential for tourism development
- Adjacent to National Forest
- Adjacent to National Forest
- Adjacent to National Forest
- Happy medium for growth
- Recreational opportunities unstructured
- Recreational opportunities unstructured
- Recreational opportunities unstructured
- Forest & wide-open spaces, Elk feeding grounds
- Local Business Support
- Local Business Support
- The People - Communication & Volunteers - Strong Back Bone
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- Drill Team
- Baptist Church

- In Crisis situation - people ban together
- Growing diversity of businesses
- Small town feel with budding technological amenities
- Main Town Functions - Mountain Days, Fishing Derby, Dog Sled Races, Winter Carnival, Easter Bunny
- Low Stress level
- Open minded community - few natives or importance of birthplace
- En-route to Yellowstone - Jackson
- Fast Growth opportunities
- Adequate infrastructure for now
- Have opportunity to develop own character - not discovered by the big chains yet
- Minimal number of old, deteriorating buildings to deal with
- Lots of gas stations
- Lots of bars
- Safe environment to live
- Strong group of public officials who'll get town on right track
- Strong group of public officials who'll get town on right track
- Strong group of public officials who'll get town on right track
- Strong group of public officials who'll get town on right track
- Enthusiastic mayor
- Enthusiastic mayor
- Enthusiastic mayor

What projects would you like to see implemented in your community in the next two, five, ten or twenty years?

- Need dog catcher
- Grocery store
- Bike hiking path along river and to bird refuge
- Library
- Upgrade bird refuge
- Tourism or economic director that is qualified focuses on bring people in
- Stage at City Park for events
- Bike paths or walking paths around lakes
- K-12 schools in alpine
- Library or resource center
- Covered ice-skating facility

- Ice-skating rink
- Movie theatre
- Promotion of winter recreation
- Recreation Center
- Promotion of water recreation
- Recreation Center
- More projects for youth
- Bicycle path
- Ice Skate Rink
- Expanded bird refuge
- Nationwide tourism commercial
- 4 season special events
- Developmental planning
- Benefits for all volunteer services people
- Paid full time staff for volunteer services
- More facilities for recreation areas
- Recreation center
- Recreation center with swimming pool
- Bike path connecting Thayne to Alpine
- Public recreation facility
- Low impact industry
- Grocery store
- Projected growth and layout
- Leave it alone
- A community organization that puts the Alpine areas needs first
- Controlled growth
- Super market
- School, library, park and facility for future Mountain Days
- Slow growth
- Unit of Star Valley area
- Something that would attract visitors
- Schools
- Expand Alpine voting area
- Skating rink
- Bike path
- Closer schools
- Ski area
- More activities for kids
- Town beautification board
- Better dining out
- Hire full time tourism or economic development director
- Stage for City Park
- “Celebrate the Seasons” program
- “How to” workshops for seasonal tasks

- Annual Street Fair
- Transportation system
- Grocery store
- Bank
- More paved roads
- Dog problem fixed
- Own police officer
- Annual Christmas event
- Initiate a celebrate the seasons programs, i.e. spring-spring clean, winter-christmas,fall-square dancing, harvest
- Mickey mouse pancake contest for kids
- Bike path and boat marina tied together
- Summer recreation program for adults and children in alpine
- Schools in alpine that can be used as a facility for multiple community events
- Recreation center for athletics or arts
- Kids park needs emergency phone, restrooms
- Something to attract younger people
- Whole area should become one – vision of where town should go
- Community inclusion
- Chamber of commerce
- Town plan
- Need general goals for community
- Animal program
- Library
- Resource center
- Schools
- Recreation programs for children
- Well planned, positive growth
- Want place to walk
- Divide county in half
- Kids need adult guidance
- Find projects that can interest youth to get involved
- Recreation center
- Need to fund permanent emergency management personnel
- Convenience store
- Gas stations
- Golf course, 9 hole
- Recreation center
- Golf course
- How do we keep from becoming Jackson Bedroom Community
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- Autos/Trucks being licensed in Teton County-loss of Lincoln County revenues.
- How do we maintain our pristine and clean environment?
- Need Alpine Master Plan to keep from being over run by outsiders bent on solving their problems
- How do we maintain our pristine and clean environment?
- How do we maintain our pristine and clean environment?
- How do we maintain our pristine and clean environment?
- Employment opportunities
- People need to understand there is reliance on Jackson
- Location of schools
- School busses need heaters
- Recreation Center or pool
- Long distance for market/banks/drugstore

- Animal Control enforcement
- Long distance for market/banks/drugstore
- Religiously dominated school system
- Valley political system, newspaper system
- Lack of cohesion with Valley residents
- No Car Wash Facility
- Inadequate Emergency Services
- Valley political system, newspaper system
- Affordable housing
- Speed Limit
- Highway as our Main Street
- Fireworks Trailers
- How to force a Central Business District to development verses Highway Sprawl
- Transportation
- Transportation
- Transportation
- Short history in present location
- Fast food man
- Getting people to recognize what tourists & even people coming through town spend here

- Getting people to recognize what tourists & even people coming through town spend here
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- Getting people to recognize what tourists & even people coming through town spend here
- What can be done to keep tourists here longer
- What can be done to keep tourists here longer
- What can be done to keep tourists here longer
- Organizing events - Mountain Days, Fishing Derby, Dog Sled Races, Winter Carnival, Easter Bunny
- Potential Wildfire losses
- Need to address whole community-daycare, senior center
- Emergency management plan-wildfires, natural disasters, etc.
- The proposed Alpine low-income housing
- Fast development by outside interests prompted only by greed!
- Junk and discards alongside businesses and residences
- Control the quality of homes built
- Religious choices (only one church)
- Ski resort and motocross circuit
- More sports and recreation
- Need US Post Offices
- Mall
- Grocery store
- Movie theatre
- Rollerblading rink
- All season swimming pool
- Grocery store
- Skating rink
- Weight room
- Recreation center
- Recreation center
- Grocery stores
- Movie theatre
- Grocery store
- Baseball field
- Boy scout group
- Grocery store
- Bank
- School
- Pharmacy
- Dry cleaners
- Town beautification all the time
- Encourage the planting of trees

- Snow removal off the highway
- Community recreation center
- Library
- Media/resource center
- Town library/computer center
- Bike path and biking trails all around the valley
- Ways maintain reservoir water supply for recreational activity
- Receipting fishing license with Idaho
- Marina
- Full service marina
- Marketing plan for community
- Town law enforcement
- Complete Town Park and baseball park
- Public bathroom facility
- Rest stop
- Development wildfire plan
- NRA shooting event
- Rifle range
- Ski resort
- Growth
- Homes
- Duplexes
- More people (would help with voting)
- Overall theme for town
- Phone rates go down
- Reasonable -phone service rates for elderly
- Long distance phone rates
- Extended area service (state intervention – State Public Utilities)
- Long distance calling
- Telecommunication education
- Alpine, the resort area! (in 20 years)
- Cellular phone service
- Video services (telecommunications)
- Convention Center or Recreation Center
- Entice businesses and higher paid jobs
- More educational opportunities
- Recreation center
- Recreation center
- Summer programs
- Unified volunteer program
- Group of parent volunteers
- Master plan paper
- Ice skating rink
- Master plan – goal we can all work toward

- Recreation center
- Grocery store
- “We are convenient, not affordable”
- Recreation center, recreation for kids
- Tax revenue evaluated for needs of community
- Expand Alpine local voting area
- Recreation Center
- Skating Rink
- Sledding hill
- Recreation center
- Skating park - ice and summer
- Ball park completed
- Expand voting area
- School
- Light industry so there is job creation
- Library
- Recreation center
- Grocery store
- School
- Lake development (marina – use lake more)
- Stabilize lake water
- Expand Alpine local voting area
- Zoning and landscaping improvement
- School
- Library
- Marina
- Library
- Elementary school
- Better funds for teachers
- Marina
- Trail or boardwalk around lake
- Master planning
- Library
- Recreation Center
- Group that will focus on business attraction
- Religious center (non denominational)
- Recreation Center
- Responsible growth initiative that will validate survival of community
- Grocery Store
- Growth in valley to support what we want
- Growth in valley to support what we want
- Attract families to live here
- Attract families to live here
- More of community recreation projects (sidewalk, bike path)

- Grocery store
- Schools
- Want everything in 5 years!
- Public transportation to Jackson
- Wise planning and development
- Ditto
- Want it all in 2 years!
- More shops, more amenities
- Ski hill (small)
- Ski hill (small)
- Schools or alternatives
- Committee that will focus on business attraction
- Bank with real person in it
- School
- Art Center
- Ski hill
- Library
- Ski hill
- Tap into winter recreation opportunities and enhance that
- Regional police force
- Campgrounds
- Campground and motor cross track are potential for community
- Government give more financial support
- Resource center – computer, arts, etc.
- Expand on tourism
- Tourist information place or location
- Support business alliance
- Ski area
- Tap into Jackson resources (airport)
- Alpine, put on the map!
- Folks know Alpine is a good place to live and work
- Need to grow
- Fun stuff to do (festival, etc)
- Art Fair
- Farmers Market
- More businesses to create more jobs
- Hospital medical facilities
- Positive recreation marketing
- Develop what we have – white water opportunities
- Develop what we have – white water opportunities
- Paid fire department/emt
- United community
- Keep agriculture open space
- Special events

- School, High School, School sports
- Access more grants opportunities
- Agriculture easements
- Bike path
- Town of Etna incorporated
- Satellite emergency service
- Need law enforcement
- Need parents to get behind activities
- Beautification project finished
- Services in community – grocery store
- Grocery Store
- Bank
- School system
- Main street finished
- Trees on Main Street
- Stores put in and looking nice
- Main Street that fits Wyoming
- School
- School
- Projects started, be finished
- Parks to be finished
- Walk ways along River with shops
- Incentives to start business and assistance to start business
- Beautification and enhancement project completed
- Gazebo in town park
- Ice skating rink
- Large concentration on Recreation center or Teen Center for all ages
- Locate Recreation Center in lower valley that State is proposing
- Grocery store
- Drug Store
- Bank
- Park by river finished with shelter
- Town beautification project done before they start other business and projects
- Projected growth and layout (planned community)
- Look at need and supply of water resources
- Need business park area
- Amenities to be an independent community
- Ski area proposal looked into again
- School board representative in Alpine
- County Commissioner from Alpine
- Need to be represented in County
- Western atmosphere or theme
- Chamber of Commerce – organization in Alpine that takes care of needs
- Retail stores with curious, etc. that attract tourists

- Artist colony
- Work with Idaho on water stability
- Reciprocal fishing license
- Snowmobile/river rafting groups pay Alpine
- School
- Grocery store
- School
- Grocery store
- Pharmacy
- Hospital
- School
- Grocery store
- Pharmacy
- Pathways
- Recipitating fishing rights at the palisades
- Planned community of alpine with water resources available, roads, sewer plants (master plan)
- Commercial land available for schools, banks, grocery stores, hospitals
- To not be a bedroom community to Jackson and Idaho
- All the services to accommodate our needs
- Finish projects that haven't been finished
- Affordable health care
- Recreation area for teens
- Assistance for businesses
- Plan for community growth for businesses
- Communication with other state and counties on Alpine issues
- Grocery store open on Sundays
- Marina
- Marina
- Finish beautification project
- Ice rink in Town Park
- Gazebo in Town Park
- Complete ballparks
- Gazebo or facility for alpine mountain days
- Bike path connecting Thayne to alpine connecting to bird refuge (connecting to natural resource)
- Improve bird refuge
- Conference facilities
- Planned growth
- Ski hill
- Snowboard hill
- Alpine as destination point and take tourists trips to Jackson
- Nation wide tourism commercial for alpine
- Rec. center

- Marina
- Baseball Park
- Grocery store
- Planned growth
- Give people a reason to stay another night
- Word of mouth advertising
- Water slide
- Work state to get equitable share
- Develop activity for all seasons
- Gun range/rifle range
- Gun range – indoor and out
- Recreation center with pool
- Recreation opportunities
- Firearm training for use
- Community college
- Clean industry
- Get a handle on dogs at large
- Slowly develop
- More people come in that don't need to leave area to work
- Clean industry
- Small growth that we can handle
- Fire sub-station
- Fire Training building
- Recruit more fire volunteers
- Sub-station and expanded fire station
- Have more people
- Community swimming pool
- Recreation Center
- Area should focus on recreation
- Ski lift
- Swimming pool
- Swimming pool Sulfur spring
- Clean up town throughout county
- Better funding of volunteer services
- Retirement Standards for EMT and Search and rescue members
- Volunteer force needs to be better supported by county and state
- Park in Etna
- Grocery store
- Bank
- Shopping mall (big)
- Keep small town atmosphere
- Highway – aloneness!
- Things changing and booming a little bit
- Growth

- Houses
- Boat ramp completed
- Marina
- Responsible growth, positive growth
- 100-200 homes sites north of town
- Don't want to see Jackson's problems be pushed on us
- Small ski resort (1 lift – little hill)
- Recreation opportunity so we don't have to travel
- More sport activities for kids
- Grocery store
- Amenities so we don't have to drive elsewhere
- Growth happen sooner
- Public toilet
- Baseball Park completed
- Bike path on Hwy 89
- Groomed, Cross country ski trails other side of bench (Targee NF) Existing trails
- US Post Offices
- Incorporating Etna
- State Park
- Boat Ramp into Palisades
- State or County Park on Snake River
- Marina – utilizing reservoir – result increase tax base
- Incorporate all of Alpine – future annexation
- School
- Develop a gateway to Star Valley image
- More businesses of type that are located in Jackson i.e. whitewater rafting
- Community development plan – Master Plan
- Landfill development
- Light manufacturing that will keep payroll and cars in valley
- Recreation Center
- Recreation and wildlife amenities need additional projects: interpretive areas, trails, bike paths – develop packages
- Development of central water and sewer on north end of town
- Elk Herd, Mountain Goat areas, develop viewing areas
- Master Plan
- Health Care needs to be strengthened
- Ski hill
- More accommodations
- Marina
- Marina
- Water Slide Park
- Something more oriented toward families
- Low impact opportunities such as snow skiing – trails
- Computer kiosks – town kiosks

- Museum
- Green belt
- Target range
- Museum
- Artist colony
- Recreation Center
- Bike path be cross country ski trail
- Tourist information center
- Cabana – restrooms, picnic area in town
- Groomed ski trails
- More planned open areas
- Gazebo in Town Park
- Alpine Master Plan
- Revised Master Plan
- No massive housing complexes
- Land trust
- Responsible growth
- Maintain multiple use concepts
- Multiple use trail system
- Trailhead access
- Responsible growth
- Access along valley to Forest
- Snowboard hill
- Facilities to access river and lake
- More camping
- Camping on the Greys River
- Trail Heads with camping spot
- Sidewalks
- Access along valley to Forest
- Recreation Center
- Recreation Center
- Bike path
- Toilet in Park
- Shooting range
- Motorcycle park
- RV campground
- Some project that will get people to come and make this a destination place
- (winter and summer project)
- Evening activity in town (Playhouse)
- Tubing Hill
- Ski Hill, even with tow rope
- Trail system – biking, hiking
- Access to island between Greys and Snake Rivers
- Planning for this area – something that will fit into this area

- Need full service grocery store/drug store
- Need zoning ordinances to protect property values
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- Need Alpine Master Plan (should spell out community purpose, reason for existence, hopes for future)
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- Land use plans in keeping with Master Plan
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- Community Task Force (should look at specific problems & insure Alpine's best interests are followed)

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- Need Bank
- Need Industry of some nature
- Use spring water for irrigation of town parks, highway beautification and construction on Grey's River Road
- Develop North Greater Alpine Area
- Have Forest Service gravel Nelson Lane
- Car Wash Facility
- Tourism needed to provide revenue - Alpine as a Destination location
- Tourism needed to provide revenue - Alpine as a Destination location
- Tourism needed to provide revenue - Alpine as a Destination location
- Tourism needed to provide revenue - Alpine as a Destination location
- Tourism needed to provide revenue - Alpine as a Destination location
- Need funding for Drill Team
- Housing that is affordable - RESPONSIBLE, Planned growth
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- Schools - Elementary, Jr. High, High Schools
- Structured recreational activities - pool, ball field
- Bike path, BMX Track, skate board ramp & roller blade park
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- Bike path, BMX Track, skate board ramp & roller blade park
- Bike path, BMX Track, skate board ramp & roller blade park
- Bike path, BMX Track, skate board ramp & roller blade park
- Library
- Higher Speed Limits
- Theme for town
- Newspaper with REAL news
- Movie Theater
- Movie Theater
- Movie Theater
- Movie Theater
- Parks & Sheltered picnic areas
- Fast food
- Parks & Sheltered picnic areas
- Parks & Sheltered picnic areas
- Parks & Sheltered picnic areas
- Larger Chain Stores
- Upgrade Shooting Range
- Upgrade Shooting Range
- Upgrade Shooting Range
- Lower Fuel Prices in Alpine

- Residential Cleanup- junk cars removed
- Improved National Forest access for recreation
- Multipurpose path - horse, bikes, walking
- Continuation of Highway Beautification Process
- High Density Neighbors - NOT to include Modular Parks to allow for lower income quality growth
- Sidewalks in Etna
- Upgraded water system in Etna
- Increase emergency services membership
- Increase emergency services membership
- Need Fire Training Facility
- Create more Public education/training programs
- Continue to upgrade fire/emergency equipment/vehicles
- Build New Fire Station South of Alpine
- Need Full time paid staff for Fire/emergency facility
- Need Full time paid staff for Fire/emergency facility
- Need Full time paid staff for Fire/emergency facility
- Need Full time paid staff for Fire/emergency facility
- Bird watching blinds
- Snowmobile trails, cross-country ski trails, warming hut
- Snowmobile trails, cross-country ski trails, warming hut
- Encourage retention & attraction of basic health care services
- Encourage retention & attraction of business services
- Enhance center of town appearance - make it clear where the city center is
- Develop image of Gateway to Yellowstone, Jackson, Star Valley
- Develop eco-tourism- including package tours
- Develop eco-tourism-including package tours

- Enhance private marketing - coordinate efforts around a central theme
- Local Merchants Association to coordinate and speak with one voice
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- Local Merchants Association to coordinate and speak with one voice
- Main Town Functions - Mountain Days, Fishing Derby, Dog Sled Races, Winter Carnival, Easter Bunny
- Natural Gas
- Cable (better phone lines also)
- Cable (better phone lines also)
- Growth to 5,000 people
- Air Strip for small commercial planes
- Mall
- Nothing to do but sex. Will leave in 5 years so doesn't matter, but need things to do now
- New bus driver for Etna
- New Post Office
- Golf course between town & Greys River
- Creation of Venture Capital Company to help up-start companies to enable industry to be based in
- Alpine/Star Valley
- Ban on environmentalists
- Emergency management plan for all natural disasters
- Get snow machines off Greys River Road
- Expand sewer district to include all of Alpine
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- Paved Streets
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- Own police & animal control officer
- Website for more access to town government & upcoming events
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- Planned growth with some rhyme and reason
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- Assisted living center-help people with aging parents & handicap family members
- Land developed for homeowners-condos (\$98,000), homes (\$150,000-\$250,000)
- Be more independent

- Less political problems
- More religious choices
- Better restaurants
- Target marketing
- Mapping system for access
- Closer campgrounds
- Multiple-use concept
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- Need Game and Fish Personnel here
- Petition Government to control Pelican population

