

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

## PROCESS FOR THE DEVELOPMENT OF THIS REPORT

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

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

The Resource Team toured the town and interviewed over 200 people over a two day period, March 24 & 25, 2008. The team interviewed representatives from the following segments of the community: local business, city, law enforcement, grandparents, parents, and the general public.

Many of these people had reviewed the questions with their respective businesses or organizations and were representing many people at the listening sessions. Each participant was asked to respond to three questions designed to begin communication and discussion, and to serve as a basis for developing the action plan. The three questions were:

*What do you think are the major problems and challenges in Sundance?*

*What do you think are the major strengths and assets in Sundance?*

*What projects would you like to see implemented in 2, 5, 10, or 20 years in Sundance?*

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

The oral report was presented to the people of Sundance on March 27, 2008, and many citizens who participated were in attendance.

Following the oral report, a formal written report is presented to the Town of Sundance.



SUNDANCE  
COMMUNITY ASSESSMENT

*March 24-25, 2008*

**WYOMING RURAL DEVELOPMENT COUNCIL**

*Executive Summary*

*The Sundance Resource Team spent two days listening to members of the community, asking three basic questions:*

- ***WHAT ARE THE MAJOR PROBLEMS AND CHALLENGES IN SUNDANCE?***
- ***WHAT ARE THE STRENGTHS AND ASSETS OF SUNDANCE?***
- ***WHAT FUTURE PROJECTS WOULD YOU LIKE TO SEE ACCOMPLISHED IN THE NEXT 2, 5, 10 AND 20 YEARS?***

*A summary of the most common answers to these questions follows.*

PROBLEMS & CHALLENGES

- *Jobs*
- *Housing*
  - *Senior housing*
    - *Assisted living*
    - *Condominiums*
  - *Affordable/workforce housing*
  - *Rentals*
  - *Subsidized housing*
- *Infrastructure*
- *Day Care*
- *Lack of vision/planning*
- *Don't have zoning/land use planning*
- *Things for kids to do*
  - *Need to listen to youth – they have ideas*
- *Update and expand medical services*
- *Need to recognize volunteers, especially EMS/Fire*
- *Aging population/Losing youth*
- *Resistance to change*

- *Not taking advantage of opportunities, such as tourism, recreation, cultural history*
- *Funding/financing solutions*
- *Need to clean up town*
- *Attracting and keeping new businesses*
  - **Economic/retail leakage**
  - **No industry**
  - **Not enough good paying jobs**
- *No indoor recreation/training facility*
- *Inadequately equipped EMS/Fire*
- *Not taking care of what we have*
  - **EMS/Fire equipment and facilities**
  - **Existing infrastructure (water/sewer)**
  - **Don't complete projects that we start**
  - **Streets and sidewalks**

### STRENGTHS & ASSETS

- *The people – friendly, supportive*
- *Location – near I-90, National Forest, Devils Tower, just right distance from larger communities, beautiful, scenic, outdoor recreational opportunities, wildlife*
- *Good schools*
- *Great place to raise family*
- *Low taxes*
- *Great place to retire*
- *Library*
- *Senior center/activities*
- *Diverse economy*
- *Safe community*
- *Law Enforcement, EMS/Fire protection*
- *County seat/City offices/several agencies based here – and they work well together*
- *Museum*
- *Old Stony*
- *Medical facilities – hospital, clinic, staff, hospice*

### FUTURE PROJECTS

- *Old Stony*
  - *Rec Center*
  - *Community Center*
  - *Day care*
  - *Housing*
  - *New infrastructure (water/sewer/roads/fire safety)*

- *Grow tax base*
- *New businesses/industry*
- *Develop things for youth to do*
  - **Open up downtown gym more/for free**
  - **Indoor swimming pool – fix it and heat it more effectively/longer season**
  - **Bowling alley**
  - **Place for youth to hang out**
  - **Skate park**
  - **Movies/theatre**
- *Planning*
  - **Develop common vision for future**
  - **Infrastructure (Water/sewer/streets)**
  - **Annexation strategy**
  - **Setting priorities for limited budgets**
  - **Housing assessment**
  - **Adopt/enforce building codes**
  - **Tourism/marketing of community**
- *Grow Tourism*
  - **Plan to promote/brand community**
  - **New restaurants/activities**
  - **Work with public agencies to develop new outdoor recreational opportunities**
  - **Improve parks**
  - **Strengthen Chamber/open office**
- *Continue to be a great place for families*
- *Improve EMS/Fire equipment/facilities*

#### WHAT WE HEARD FROM WHAT YOU SAID

*Based on the community's expression of concerns, hopes and dreams, several common themes were repeated throughout our listening sessions. Some of the problems, strengths and future projects cut across several interest groups, and some of them are inter-related. These Common Themes will become the outline of the Resource Team's final report*

#### COMMON THEMES [and name of Resource Team member who will focus on theme]

- *Planning and Visioning [Brandon Cammarata]*
- *Housing [Laura Koenig]*
- *Youth [Linda Harris]*
- *Managing Growth (Economic development, physical infrastructure, responsible fiscal decisions, funding) [Joe Coyne]*
- *Social infrastructure (Families, Quality of life, community services) [Leslie Kedelty]*

Team Leader  
Joe Coyne



Sundance, WY - 1890's

Source: <http://www.wyomingtalesandtrails.com>

## **SUNDANCE COMMUNITY PROFILE**

(Elevation: 4,750)

Sundance is located in the northeast corner of Wyoming, situated along the eastern slope of the Rocky Mountain range. The town was named for nearby Sundance Mountain, which was a sacred spot for many Native American tribes. The Lakota Sioux and their allies held a religious ceremony each summer in which they participated in the sun dance - a grueling ceremony that involved, among other things, staring at the sun. Festivities lasted several weeks and centered around a four-day period in which young men fasted, prayed, blew whistles made of eagle bones, waited for visions, and danced around a ceremonial altar pole adorned with an eagle nest and a buffalo skull. The sun dance was an important communal and religious event, and forms of it are still practiced by some Plains Indian groups.

The first white settler in Sundance, Albert Hoge, set up a supply station for ranchers in 1879. Cattle and lumber became the primary industries over the next century, with a few other influences on the economy coming and going, such as an airfield and energy services.

Today, many associate Sundance with Harry Longabough, the Sundance Kid. Longabough, born in New York State, found himself down on his luck near Sundance and stole a horse belonging to the VVV Ranch. Captured by the Crook County Sheriff near Miles City, Montana, he served 18 months in the Sundance Jail for horse theft. Following completion of his sentence he wandered to Belle Fourche, S.D. There he bragged about his experiences in the jail with such bravado that he earned the outlaw title "The Sundance Kid."

The town incorporated on October 5, 1887 and is the county seat of Crook County. In Sundance, unparalleled scenery, adventure and history abound. Nestled between Devils Tower and Mount Rushmore in the heart of the Black Hills, Sundance is a perfect travel destination.

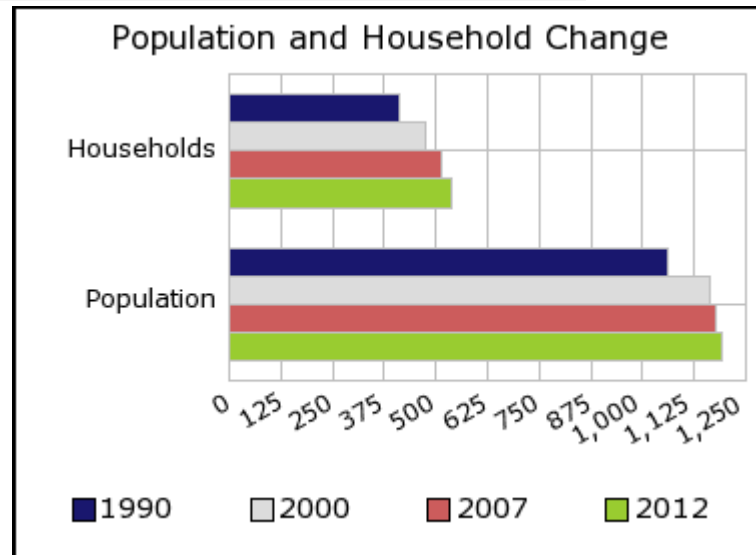
Sources: <http://www.ultimatewyoming.com/sectionpages/sec3/Sundance/sundance.html>  
<http://www.wyomingbnb-ranchrec.com/City.Sundance.html>  
<http://www.sundancewyoming.com/parallel/geo.htm>

## Sundance Executive Summary

### Population Demographics:

The number of households in Sundance in 1990 was **414** and changed to **476** in 2000, representing a change of **15.0%**. The household count in 2007 was **512** and the household projection for 2012 is **536**, a change of **4.7%**.

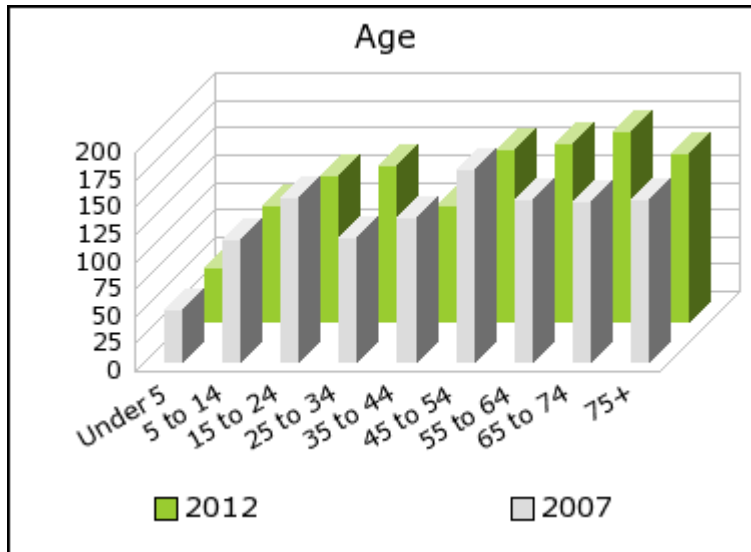
The population in Sundance in 1990 was **1,062** and in 2000 it was **1,161**, roughly a **9.3** change. The population in 2007 was **1,178** and the projection for 2012 is **1,191** representing a change of **1.1%**.



	1990 Census	2000 Census	2007 Estimate	2012 Projection	Percent Change	
					1990 to 2000	2007 to 2012
Total Population	1,062	1,161	1,178	1,191	9.4%	1.1%
Total Households	414	476	512	536	15.0%	4.7%

### Population by Age





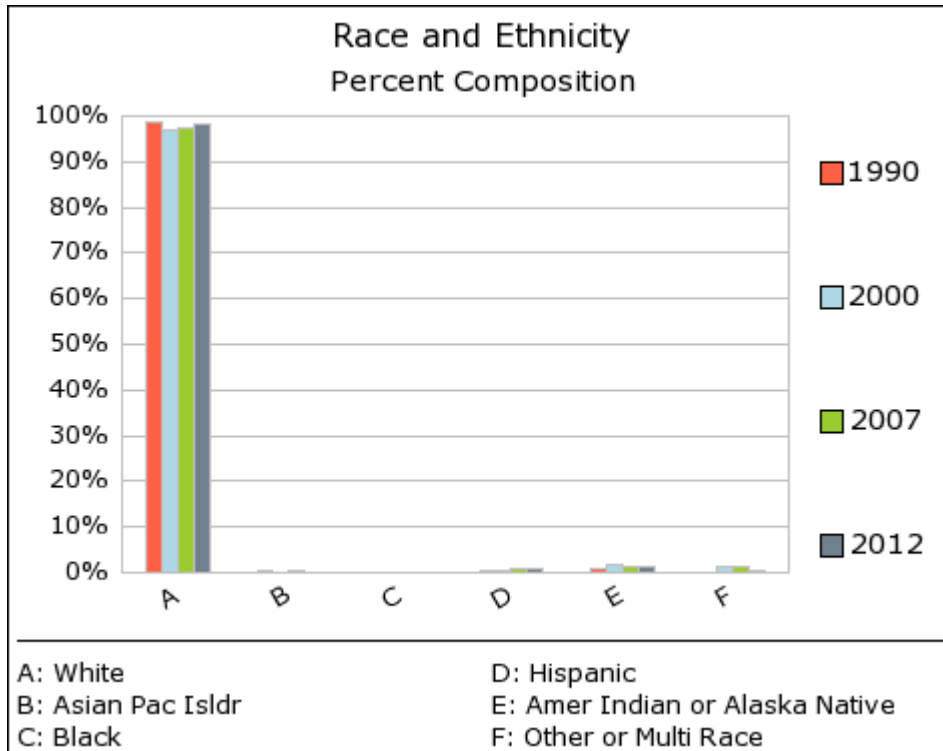
In 1990, the median age of the total population in Sundance was **36.6**, and in 2000, it was **42.5**. The median age in 2007 was **47.1** and it is predicted to change in five years to **49.3** years.

In 2007, females represented **51.9%** of the population with a median age of **48.9** and males represented **48.1%** of the population with a median age of **45.2** years. In 2007, the most prominent age group was **Age 45 to 54** years. The age group least represented was **0 to 4** years.

### Age Groups

	1990 Census		2000 Census		2007 Estimate		2012 Projection		Percent Change	
		%		%		%		%	1990 to 2000	2007 to 2012
0 to 4	77	7.2%	49	4.2%	48	4.0%	50	4.2%	-36.0%	5.5%
5 to 14	176	16.6%	162	14.0%	112	9.5%	107	9.0%	-7.8%	-4.6%
15 to 19	68	6.4%	97	8.3%	75	6.4%	63	5.3%	41.8%	-16.1%
20 to 24	37	3.5%	41	3.6%	75	6.4%	71	5.9%	11.6%	-5.7%
25 to 34	146	13.8%	90	7.7%	113	9.6%	143	12.0%	-38.5%	26.0%
35 to 44	164	15.5%	187	16.1%	131	11.1%	106	8.9%	14.2%	-19.1%
45 to 54	117	11.0%	162	14.0%	176	15.0%	158	13.3%	39.3%	-10.3%
55 to 64	122	11.5%	120	10.3%	149	12.7%	163	13.7%	-1.4%	9.2%
65 to 74	85	8.0%	129	11.1%	148	12.5%	174	14.6%	52.0%	18.1%
75 +	70	6.6%	123	10.6%	149	12.7%	155	13.0%	75.3%	3.5%

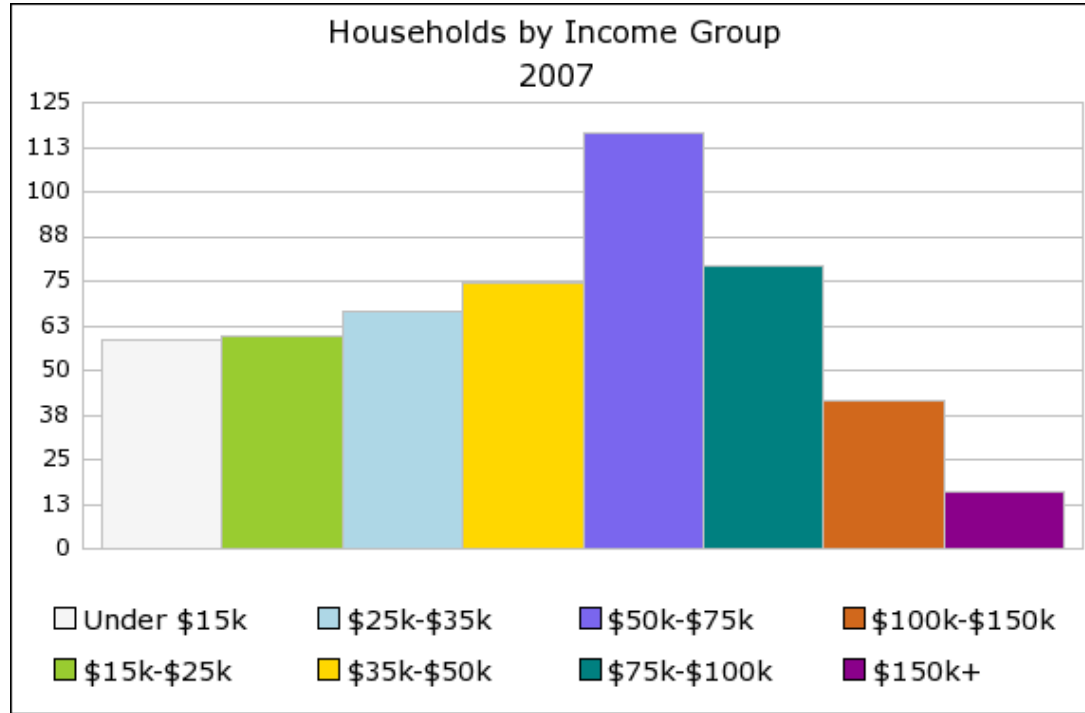
### Population by Race/Ethnicity



Race & Ethnicity	1990		2000		2007		2012		Percent Change	
	Census	%	Census	%	Estimate	%	Projection	%	1990 to 2000	2007 to 2012
White	1,048	98.7%	1,125	96.9%	1,145	97.2%	1,169	98.1%	7.3%	2.0%
Black	0	0.0%	0	0.0%	0	0.0%	0	0.0%	N/A	N/A
American Indian or Alaska Native	10	1.0%	19	1.6%	16	1.3%	14	1.2%	83.3%	-11.1%
Asian or Pacific Islander	3	0.2%	2	0.1%	3	0.2%	3	0.2%	-33.3%	0.0%
Other Race	2	0.2%	2	0.2%	2	0.2%	1	0.1%	0.0%	-50.0%
Two or More Races			14	1.2%	13	1.1%	5	0.4%		-60.0%
Hispanic Ethnicity	4	0.4%	6	0.5%	8	0.7%	10	0.8%	40.0%	22.2%
Not Hispanic or Latino	1,058	99.7%	1,155	99.5%	1,170	99.3%	1,182	99.2%	9.1%	1.0%

### Households by Income

In 2007 the predominant household income category for Sundance was **\$50K - \$75K**, and the income group that was least represented was **\$150K+**.



### HH Income

Categories	1990 Census		2000 Census		2007 Estimate		2012 Projection		Percent Change	
		%		%		%		%	1990 to 2000	2007 to 2012
\$0 - \$15,000	102	24.7%	68	14.4%	59	11.4%	56	10.4%	-33.0%	-4.5%
\$15,000 - \$24,999	91	21.9%	75	15.7%	60	11.6%	57	10.6%	-17.6%	-4.5%
\$25,000 - \$34,999	79	19.1%	61	12.9%	67	13.0%	60	11.3%	-22.5%	-9.3%
\$35,000 - \$49,999	82	19.7%	76	16.0%	75	14.6%	75	14.1%	-6.5%	1.2%
\$50,000 - \$74,999	54	13.1%	121	25.4%	116	22.7%	109	20.4%	123.0%	-6.1%
\$75,000 - \$99,999	4	0.9%	51	10.6%	79	15.4%	87	16.2%	1,325.0%	10.1%
\$100,000 - \$149,999	4	1.1%	17	3.5%	42	8.1%	69	12.9%	280.0%	66.0%
\$150,000 +	0	0.0%	7	1.5%	16	3.1%	22	4.1%	N/A	38.9%
<b>Average HH Income</b>	\$29,195		\$49,323		\$56,725		\$65,603		68.9%	15.7%
<b>Median HH Income</b>	\$26,292		\$40,732		\$49,297		\$54,562		54.9%	10.7%
<b>Per Capita Income</b>	\$11,183		\$20,224		\$23,999		\$28,738		80.8%	19.7%

### Employment and Business Percent Change

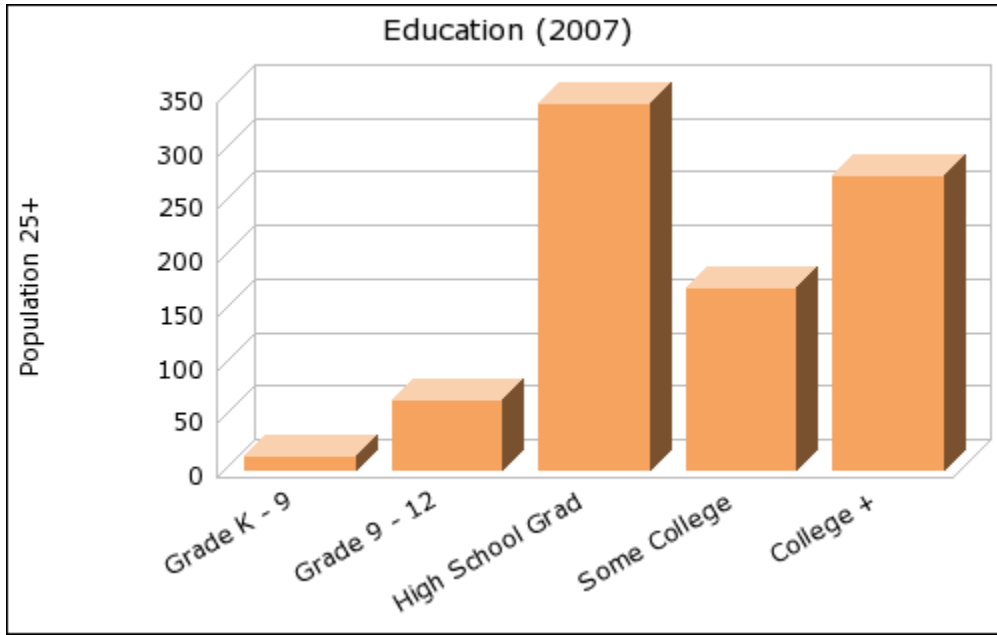
	1990 Census	2000 Census	2007 Estimate	2012 Projection	1990 to 2000	2007 to 2012
Age 16 + Population	784	923	1,004	1,020	17.7%	1.6%
In Labor Force	514 65.5%	610 66.0%	691 68.9%	702 68.8%	18.7%	1.6%
Employed	498 97.0%	581 95.3%	646 93.5%	658 93.7%	16.6%	1.9%
Unemployed	21 4.0%	29 4.7%	44 6.4%	43 6.2%	37.5%	-2.0%
In Armed Forces	0 0.0%	0 0.0%	1 0.1%	1 0.1%	N/A%	0.0%
Not In Labor Force	270 34.5%	314 34.0%	312 31.1%	317 31.1%	16.0%	1.7%
Employment in Blue Collar Occupations		276 47.4%				

					Percent Change	
	1990 Census	2000 Census	2007 Estimate	2012 Projection	1990 to 2000	2007 to 2012
Total Housing Units	491	546	581	604	11.2%	4.0%
Owner Occupied	317 64.6%	370 67.8%	401 69.0%	421 69.7%	16.8%	5.1%
Renter Occupied	97 19.7%	106 19.4%	112 19.3%	115 19.1%	9.2%	3.2%
Vacant	77 15.7%	70 12.8%	68 11.8%	67 11.2%	-9.2%	-1.3%

					Percent Change	
	1990 Census	2000 Census	2007 Estimate	2012 Projection	1990 to 2000	2007 to 2012
Average Vehicles Per HH	2.10	2.00	2.40	2.60	-4.3%	7.0%
0 Vehicles Available	18 4.1%	14 3.0%	12 2.4%	13 2.5%	-20.0%	7.1%
1 Vehicle Available	110 25.6%	104 21.8%	100 19.6%	99 18.4%	-5.6%	-1.8%
2+ Vehicles Available	303 70.3%	358 75.2%	400 78.0%	425 79.1%	18.2%	6.2%

					Percent Change	
	1990 Census	2000 Census	2007 Estimate	2012 Projection	1990 to 2000	2007 to 2012
Age 15+ Population	808	949	1,018	1,033	17.4%	1.5%
Married, Spouse Present	535 66.1%	537 56.6%	576 56.6%	585 56.6%	0.5%	1.5%
Married, Spouse Absent	10 1.3%	67 7.0%	71 7.0%	72 6.9%	541.7%	1.2%
Divorced	54 6.6%	88 9.3%	94 9.3%	96 9.3%	64.5%	1.8%
Widowed	69 8.6%	67 7.0%	71 7.0%	72 6.9%	-3.8%	1.2%
Never Married	143 17.6%	191 20.1%	205 20.1%	208 20.2%	33.9%	1.7%

					Percent Change	
	1990 Census	2000 Census	2007 Estimate	2012 Projection	1990 to 2000	2007 to 2012
Age 25+ Population	703	811	867	899	15.4%	3.7%
Grade K - 8	68 9.7%	17 2.1%	13 1.5%	10 1.1%	-74.7%	-26.7%
Grade 9 - 12	81 11.6%	85 10.4%	65 7.5%	50 5.6%	4.3%	-22.7%
High School Graduate	250 35.5%	299 36.9%	343 39.5%	373 41.5%	19.7%	8.8%
Some College, No Degree	123 17.4%	168 20.8%	171 19.7%	175 19.5%	37.3%	2.5%
Associates Degree	35 4.9%	59 7.2%	64 7.4%	67 7.5%	70.0%	5.4%
Bachelor's Degree	111 15.7%	135 16.6%	159 18.3%	169 18.8%	21.9%	6.5%
Graduate Degree	36 5.2%	48 6.0%	53 6.1%	54 6.1%	33.3%	3.3%



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Current year data is for the year **2007**, 5 year projected data is for the year **2012**.

## Crook County Profile

<b>POPULATION BY AGE:</b>	<b>2006</b>	<b>% of Total</b>
Population under 5 years	351	5.6%
Population 5 to 14 years	735	11.8%
Population 15 to 19 years	411	6.6%
Population 20 to 24 years	454	7.3%
Population 25 to 34 years	705	11.3%
Population 35 to 44 years	766	12.2%
Population 45 to 54 years	1,011	16.2%
Population 55 to 64 years	840	13.4%
Population 65 to 74 years	538	8.6%
Population 75 years and over	444	7.1%
<b>TOTAL</b>	<b>6,255</b>	<b>100.0%</b>

Source: U.S. Census Bureau

<b>RACE AND HISPANIC ORIGIN</b>	<b>2006 Estimate</b>	<b>% of Total</b>
<b>TOTAL</b>	<b>6,255</b>	<b>100.0%</b>
White alone	6,139	98.1%
Black or African American alone	5	0.1%
American Indian and Alaska Native alone	67	1.1%
Asian alone	10	0.2%
Native Hawaiian/ Other Pacific Islander alone	0	0.0%
Two or More Races	34	0.5%
Race alone or in combination with one or more races:		
White	6,087	97.3%
Black or African American	5	0.1%
American Indian and Alaska Native	62	1.0%
Asian	10	0.2%
Native Hawaiian/ Other Pacific Islander	0	0.0%
Two or More Races	32	0.5%
Hispanic Origin:		
White alone	52	0.8%
Black or African American	0	0.0%
American Indian and Alaska Native	5	0.1%
Asian	0	0.0%
Native Hawaiian/ Other Pacific Islander	0	0.0%
Two or More Races	2	3.0%

Note: Hispanic is an ethnic origin not a race.

Source: U.S. Census Bureau

<b>LANDOWNERS</b>	<b>Acres</b>	<b>Square Miles</b>
<b>United States Government</b>		
National Park Service	1,347	2.1
Forest Service	169,274	264.5
Fish and Wildlife	0	0.0
Bureau of Land Management	150,925	235.8
Bureau of Reclamation	15,843	24.8
<b>Wyoming</b>		
State Lands Commission	115,550	180.5
Recreation Commission	0	0.0
Game and Fish	284	0.4
<b>Local Government</b>		
County	59	0.1
City	489	0.8
School District & Colleges	39	0.1
Other Lands	6,499	10.2
Surface Water	7,635	11.9
<b>Total Public</b>	<b>460,309</b>	<b>719.2</b>
<b>Total Private</b>	<b>1,410,704</b>	<b>2,204.2</b>
<b>TOTAL LAND</b>	<b>1,827,840</b>	<b>2,856.0</b>

(a) Data not available

Source: University of Wyoming, Department of Geography & Recreation

<b>PERSONAL INCOME</b>	<b>2004</b>
Total Personal Income (000s \$)	\$193,022
Per Capita Personal Income	\$32,000
Per Capita Current Transfer Receipts*	\$4,283
Per Capita Dividends, Interest, and Rent	\$5,576
Average Wage and Salary Disbursements	\$25,959
Average Non-farm Proprietors' Income	\$24,939

\*Mainly includes Social Security, Disability, Medicare/Medicaid, and other income maintenance payments.

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

<b>SALES TAX COLLECTIONS</b>	<b>FY 2006</b>
<b>INDUSTRY (NAICS)</b>	<b>Total Taxes (\$)</b>
Agriculture, Forestry, Fishing, & Hunting	\$3,504
Mining	\$340,484
Utilities	\$433,953
Construction	\$110,126
Manufacturing	\$194,341
Wholesale Trade	\$419,000
Retail Trade	\$1,903,629
Transportation and Warehousing	\$6,062
Information	\$104,836
Financial Activities	\$130,437
Professional & Business Services	\$30,623
Educational & Health Services	\$3,587
Leisure & Hospitality	\$428,149
Other Services	\$118,179
Public Administration	\$412,830
<b>TOTAL</b>	<b>\$4,639,740</b>

Source: State of Wyoming, Department of Revenue

<b>SELECTED STATISTICS: SCHOOL YEAR 2005- 2006</b>	
Number of School Districts	1
Number of Schools	10
Fall Enrollment	1,035
High School Graduates	92
Average Daily Membership (ADM)	1,044
Average Daily Attendance (ADA)	980
Certified Teachers	98
Certified Staff	14
Administration	14
Classified Staff	103
Students Transported Daily	685
Bonded Indebtedness, June 30th	\$0
Total General Fund Revenues	\$12,288,902
Total General Fund Expenditures	\$13,851,912
Operating Cost Per ADM	\$15,343

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

<b>CRIME OFFENSES BY CONTRIBUTOR: 2006</b>	
Murder	0
Rape	0
Robbery	0
Aggravated Assault	8
Burglary	17
Larceny	67
Motor Vehicle Theft	4
Violent Crimes	8
Property Crimes	88
<b>TOTAL</b>	<b>96</b>

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

COUNTY EMPLOYMENT STATISTICS	
Labor Force (Nov 2007) <i>p</i>	3,431
Employed (Nov 2007) <i>p</i>	3,340
Unemployed (Nov 2007) <i>p</i>	91
Unemployment Rate (Nov 2007) <i>p</i>	2.7%
Ave. Weekly Wage - Covered Emp. (Q2_07)	\$616

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

COUNTY FINANCE	
Assessed Valuation (For 2006)	\$137,177,910
Total Property Taxes Levied (2006)	\$8,409,143
Sales and Use Tax Distribution (FY2006)	\$3,017,498
Bank Deposits (6/30/2006)	\$114,025,000
2006 Average County Levy (mills)	61.301

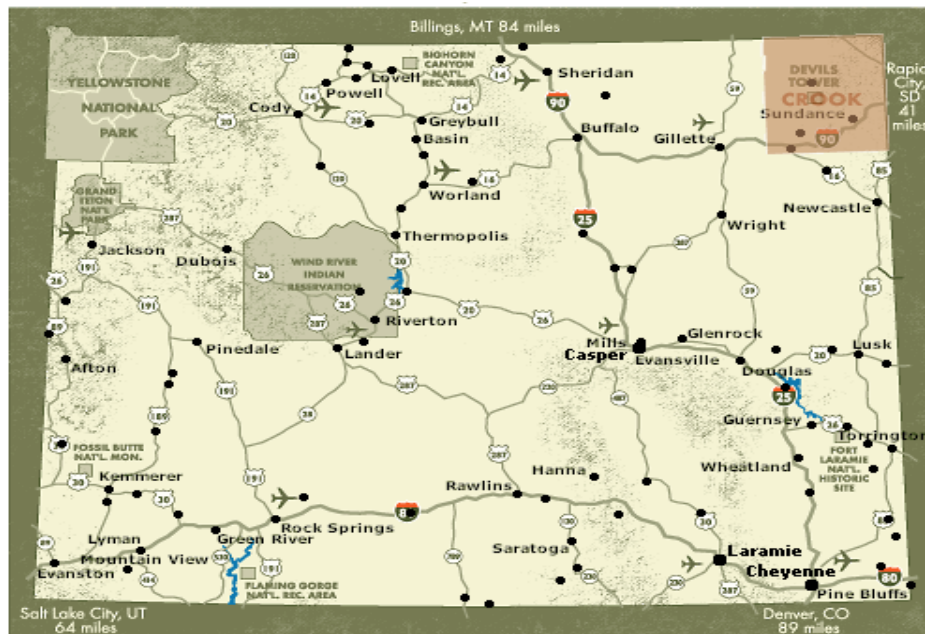
Source: State of Wyoming, Dept. of Revenue & Dept. of Audit

FULL AND PART TIME EMPLOYMENT	2004
Wage and Salary	2,377
Proprietors	1,462
Farm	606
Forestry, Fishing, Related Activities	123
Mining	297
Utilities	(D)
Construction	346
Manufacturing	170
Wholesale Trade	(D)
Retail Trade	302
Transportation and Warehousing	130
Information	17
Finance and Insurance	(D)
Real Estate, Rental, and Leasing	(D)
Professional and Technical Services	94
Management of Companies and Enterprises	(D)
Administrative and Waste Services	(D)
Educational Services	(L)
Health Care and Social Assistance	139
Arts, Entertainment, and Recreation	92
Accommodation and Food Services	297
Other Services, except Public Administration	155
Government and Government Enterprises	718
<b>TOTAL</b>	<b>3,839</b>

EARNINGS (000s of \$):	2004
Wage and Salary	\$61,704
Supplements to Wages and Salaries*	\$15,467
Proprietors	\$26,261
Farm	\$4,709
Forestry, Fishing, Related Activities	\$2,805
Mining	\$16,693
Utilities	(D)
Construction	\$12,772
Manufacturing	\$7,547
Wholesale Trade	(D)
Retail Trade	\$7,282
Transportation and Warehousing	\$3,359
Information	\$310
Finance and Insurance	(D)
Real Estate, Rental, and Leasing	(D)
Professional and Technical Services	\$3,029
Management of Companies and Enterprises	(D)
Administrative and Waste Services	(D)
Educational Services	77
Health Care and Social Assistance	\$2,352
Arts, Entertainment, and Recreation	\$2,973
Accommodation and Food Services	\$2,543
Other Services, except Public Administration	\$2,010
Government and Government Enterprises	\$25,736
<b>TOTAL</b>	<b>\$103,432</b>

\*Supplements to Wages and Salaries include employer contributions for employee pension/insurance funds and for government social insurance  
 (D) - not shown to avoid disclosure of confidential information. (L) - less than 10 jobs or \$50,000 in earnings.

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



## Workforce Training

1. Wyoming Department of Workforce Services offers employers up to \$2,000 per employee for training. (<http://wyomingworkforce.org/how/wdtfp.aspx>).

2. Quick Start

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

training in:

- Customer Service
  - Manufacturing
  - Warehousing and Distribution
- (<http://www.wyomingbusiness.org/business/workforce.aspx>).

## State Incentives

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

## Taxes

1. No corporate state income tax.
2. No personal state income tax.
3. No inventory tax.
4. Crook County has a 6% sales and use tax (statewide base of 4% plus 1% optional county tax plus 1% capital facilities tax). Source: Wyoming Department of Revenue, Excise Tax Division (July 2007).
5. Unemployment Insurance - taxable base rate of \$20,100. Tax rates by industry grouping - WY Dept. of Employment. Source: <http://wydoe.state.wy.us/doe.asp?ID=876>.
6. Workers' Compensation - rates vary by occupation and can be found at:  
Source: <http://159.238.91.226/etd/Rates/2008-Rates.xls>.
7. Property taxes. Average tax rate in Crook County is 6.4700%.  
Source: Wyoming Department of Revenue, Ad Valorem Division

**Tax computation:**



Fair Market Value of Property \* Level of Assessment (9.5% for Residential and Commercial Property) \* Tax Rate

**Example:** Tax on a commercial facility valued at \$1,000,000 is as follows: \$1,000,000 x 0.095 = \$95,000 x 0.064700 = \$6,147.

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

### Cost of Living Index (Prices as of July 11, 12, and 13, 2007, Statewide Average = 100)

Food	Housing	Apparel	Transportation	Medical	Recreation & Personal Care
94	79	110	100	97	101

Source: State of Wyoming, Economic Analysis Division (<http://eadiv.state.wy.us/wcli/NewsRelease-2Q07pdf>).

### Average Price of Single-Family Home (2006)

\$138,568

Source: A Profile of Wyoming <[www.wyomingcda.com](http://www.wyomingcda.com)>

### Higher Education

Sheridan College: Campuses in Sheridan & Gillette  
University of Wyoming Outreach Program

### Transportation

#### 1. Airports:

Gillette-Campbell County (GCC)  
4 miles northwest of Gillette  
Commercial Service: Great Lakes (United Express)  
Daily flights to: Denver  
Fixed Base Operators: Flightline Aviation  
Runways: 7,500 x 150 ft., concrete  
5,800 x 75 ft., concrete

#### 2. Highways:

Interstate 90  
U.S. 14  
U.S. 16  
U.S. 212

#### 3. Railroad:

Burlington Northern Santa Fe  
Dakota, Minnesota & Eastern

## Crook County Business Report (Estimate)

<b>Daytime Population: Total Employees (2007)</b>	<b>1,304</b>	
<b>Business Counts: Total Establishments (2007)</b>	<b>194</b>	
<hr/>		
<b>Employees By Occupation</b>	<b>2007</b>	<b>% of Total</b>
<hr/>		
<i>"White Collar" Employees</i>	651	49.9%
Administrative Support Workers	202	15.5%
Executive Managers & Administrators	124	9.5%
Professional Specialty Occupations	177	13.6%
Sales Professionals	17	1.3%
Sales Workers & Clerks	78	6.0%
Technical Sales & Administrative	4	0.3%
Technologies & Technicians	49	3.8%
<i>"Blue Collar" Employees</i>	649	49.8%
Construction, Repair & Mining	48	3.7%
Farming, Forestry & Fishing	40	3.1%
Handlers, Helpers & Laborers	50	3.8%
Machine Operators, Assemblers & Inspectors	48	3.7%
Other Services Field Based	3	0.2%
Other Services Site Based	234	17.9%
Precision Craft & Repair	166	12.7%
Private Household Service	0	0.0%
Protective Services	20	1.5%
Transportation & Materials Moving Workers	40	3.1%
<hr/>		
<b>Establishments: Size</b>	<b>2007</b>	<b>% of Total</b>
<hr/>		
1 - 4 Employees	141	72.7%
5 - 9 Employees	27	13.9%
10 - 19 Employees	17	8.8%
20 - 49 Employees	4	2.1%
50 - 99 Employees	0	0.0%
100 - 249 Employees	5	2.6%
250 - 499 Employees	0	0.0%
500 - 999 Employees	0	0.0%
1,000+ Employees	0	0.0%
<hr/>		
<b>Major Industry: Employees</b>	<b>2007</b>	<b>% of Total</b>
<hr/>		
Agricultural, Forestry, Fishing	20	1.5%
Construction	33	2.5%
Finance, Insurance & Real Estate	61	4.7%
Manufacturing	275	21.1%
Mining	12	0.9%
Public Administration	137	10.5%
Retail Trade	164	12.6%
Services	435	33.4%
Transportation & Communications	146	11.2%
Unclassified	4	0.3%

Wholesale Trade	17	1.3%
<b>Major Industry: Establishments</b>	<b>2007</b>	<b>% of Total</b>
Agricultural, Forestry, Fishing	11	5.7%
Construction	11	5.7%
Finance, Insurance & Real Estate	16	8.2%
Manufacturing	13	6.7%
Mining	2	1.0%
Public Administration	27	13.9%
Retail Trade	33	17.0%
Services	63	32.5%
Transportation & Communications	11	5.7%
Unclassified	2	1.0%
Wholesale Trade	5	2.6%
<b>Retail Trade: Employees</b>	<b>2007</b>	<b>% of Total</b>
Auto Dealers & Gas Stations	11	6.7%
Bars	14	8.5%
Building Materials Hardware & Garden	10	6.1%
Catalog and Direct Sales	0	0.0%
Clothing Stores	2	1.2%
Convenience Stores	16	9.8%
Drug Stores	4	2.4%
Electronics & Computer Stores	0	0.0%
Food Markets	37	22.6%
Furniture Stores	0	0.0%
General Merchandise Stores	7	4.3%
Home Furnishings	2	1.2%
Liquor Stores	0	0.0%
Music Stores	0	0.0%
Other Food Service	9	5.5%
Other Food Stores	0	0.0%
Restaurants	45	27.4%
Specialty Stores	7	4.3%
Total Retail Trade	164	100.0%
<b>Retail Trade: Establishments</b>	<b>2007</b>	<b>% of Total</b>
Auto Dealers & Gas Stations	5	15.2%
Bars	5	15.2%
Building Materials Hardware & Garden	2	6.1%
Catalog & Direct Sales	0	0.0%
Clothing Stores	1	3.0%
Convenience Stores	3	9.1%
Drug Stores	1	3.0%
Electronics & Computer Stores	0	0.0%
Food Markets	3	9.1%
Furniture Stores	0	0.0%
General Merchandise Stores	2	6.1%
Home Furnishings	1	3.0%

Liquor Stores	0	0.0%
Music Stores	0	0.0%
Other Food Service	2	6.1%
Other Food Stores	0	0.0%
Restaurants	4	12.1%
Specialty Stores	4	12.1%
Total Retail Trade	33	100.0%

<b>Service: Employees</b>	<b>2007</b>	<b>% of Total</b>
Advertising	2	0.5%
Auto Repair/Services	10	2.3%
Beauty and Barber Shops	4	0.9%
Child Care Services	0	0.0%
Colleges & Universities	0	0.0%
Computer Services	0	0.0%
Dry Cleaning & Laundry	0	0.0%
Entertainment & Recreation Services	23	5.3%
Health & Medical Services	15	3.4%
Hospitals	205	47.1%
Hotels & Lodging	49	11.3%
Legal Services	6	1.4%
Membership Organizations	14	3.2%
Miscellaneous Repair Services	4	0.9%
Motion Pictures	0	0.0%
Museums & Zoos	2	0.5%
Other Business Services	8	1.8%
Other Education & Library Services	8	1.8%
Other Personal Service	4	0.9%
Primary & Secondary Education	35	8.0%
Professional Services	29	6.7%
Social Services	17	3.9%
Total Services	435	100.0%

<b>Service: Establishments</b>	<b>2007</b>	<b>% of Total</b>
Advertising	1	1.6%
Auto Repair/Services	5	7.9%
Beauty and Barber Shops	3	4.8%
Child Care Services	0	0.0%
Colleges & Universities	0	0.0%
Computer Services	0	0.0%
Dry Cleaning & Laundry	0	0.0%
Entertainment & Recreation Services	4	6.3%
Health & Medical Services	2	3.2%
Hospitals	3	4.8%
Hotels & Lodging	14	22.2%
Legal Services	1	1.6%
Membership Organizations	8	12.7%
Miscellaneous Repair Services	4	6.3%

Motion Pictures	0	0.0%
Museums & Zoos	1	1.6%
Other Business Services	2	3.2%
Other Education & Library Services	2	3.2%
Other Personal Service	1	1.6%
Primary & Secondary Education	4	6.3%
Professional Services	4	6.3%
Social Services	4	6.3%
Total Services	63	100.0%

### Crook County Consumer Expenditure Report (Estimate)

	<b>2007</b>	<b>2012</b>	<b>% Change</b>
	<b>Estimate</b>	<b>Projection</b>	<b>2007 - 2012</b>
Total Households	2,546	2,706	6.3%
Total Average Household Expenditure	\$46,454	\$50,811	9.4%
Total Average Retail Expenditure	\$19,879	\$21,707	9.2%

	<b>2007</b>	<b>2012</b>	<b>% Change</b>
	<b>Estimate</b>	<b>Projection</b>	<b>2007 - 2012</b>
Airline Fares	\$328.65	\$368.24	12.0%
Alcoholic Beverages	\$534.98	\$592.82	10.8%
Alimony & Child Support	\$230.05	\$257.82	12.1%
Apparel	\$2,194.27	\$2,408.00	9.7%
Apparel Services & Accessories	\$331.74	\$371.35	11.9%
Audio Equipment	\$79.38	\$86.10	8.5%
Babysitting & Elderly Care	\$353.51	\$394.67	11.6%
Books	\$55.63	\$61.13	9.9%
Books & Supplies	\$142.48	\$161.73	13.5%
Boys Apparel	\$104.27	\$112.99	8.4%
Cellular Phone Service	\$375.30	\$403.65	7.6%
Cigarettes	\$298.34	\$313.52	5.1%
Computer Hardware	\$311.56	\$344.10	10.4%
Computer Information Services	\$146.22	\$161.94	10.8%
Computer Software	\$24.27	\$26.83	10.5%
Contributions	\$1,616.94	\$1,822.90	12.7%
Coolant & Other Fluids	\$7.25	\$7.86	8.4%
Cosmetics & Perfume	\$95.54	\$104.26	9.1%
Deodorants & Other Personal Care	\$26.49	\$28.93	9.2%
Education	\$1,009.19	\$1,145.93	13.5%
Electricity	\$1,233.99	\$1,320.46	7.0%
Entertainment	\$2,572.66	\$2,820.15	9.6%
Fees & Admissions	\$622.87	\$704.21	13.1%
Finance Chgs Exc Mort & Veh	\$510.45	\$552.03	8.1%
Floor Coverings	\$64.76	\$74.16	14.5%

Food & Beverages	\$7,252.12	\$7,860.91	8.4%
Food At Home	\$3,850.93	\$4,125.02	7.1%
Food Away From Home	\$2,866.21	\$3,143.07	9.7%
Footwear	\$368.68	\$395.64	7.3%
Fuel Oil & Other Fuels	\$125.98	\$136.35	8.2%
Funeral & Cemetery	\$88.43	\$96.02	8.6%
Furniture	\$537.04	\$596.54	11.1%
Gasoline & Oil	\$2,153.79	\$2,320.46	7.7%
Gifts	\$1,173.06	\$1,316.43	12.2%
Girls Apparel	\$141.83	\$154.94	9.2%
Hair Care	\$52.42	\$57.23	9.2%
Hard Surface Flooring	\$23.58	\$26.22	11.2%
Health Care	\$2,982.72	\$3,206.14	7.5%
Health Care Insurance	\$1,441.64	\$1,549.73	7.5%
Health Care Services	\$710.45	\$762.53	7.3%
Health Care Supplies & Equip	\$830.63	\$893.88	7.6%
Household Services	\$288.82	\$322.88	11.8%
Household Supplies	\$698.53	\$780.83	11.8%
Household Textiles	\$143.34	\$157.66	10.0%
Housewares & Small App	\$996.99	\$1,101.86	10.5%
Indoor Plants & Fresh Flowers	\$62.42	\$69.27	11.0%
Infants Apparel	\$96.80	\$106.11	9.6%
Jewelry	\$133.98	\$150.01	12.0%
Legal & Accounting	\$96.31	\$104.28	8.3%
Magazines	\$31.14	\$34.22	9.9%
Major Appliances	\$235.52	\$257.23	9.2%
Mass Transit	\$88.04	\$98.53	11.9%
Men's Apparel	\$412.32	\$453.93	10.1%
Mortgage Interest	\$3,404.64	\$3,800.98	11.6%
Natural Gas	\$468.70	\$505.93	7.9%
New Car Purchased	\$1,064.62	\$1,180.64	10.9%
New Truck Purchased	\$1,261.54	\$1,399.39	10.9%
New Vehicle Purchase	\$2,326.16	\$2,580.03	10.9%
Newspapers	\$65.24	\$71.74	10.0%
Oral Hygiene Products	\$24.30	\$26.53	9.2%
Other Lodging	\$468.06	\$539.92	15.4%
Other Miscellaneous Expenses	\$98.26	\$106.28	8.2%
Other Repairs & Maintenance	\$134.40	\$149.05	10.9%
Other Tobacco Products	\$33.17	\$34.87	5.1%
Other Transportation Costs	\$511.31	\$568.57	11.2%
Other Utilities	\$384.32	\$414.91	8.0%
Paint & Wallpaper	\$59.75	\$66.15	10.7%
Personal Care Products	\$157.63	\$172.06	9.2%
Personal Care Services	\$451.33	\$492.56	9.1%
Personal Insurance	\$449.55	\$503.66	12.0%
Pet Supplies & Services	\$254.11	\$275.44	8.4%
Photographic Equip & Supplies	\$114.55	\$124.23	8.5%
Plumbing & Heating	\$54.14	\$60.00	10.8%

Property Taxes	\$1,548.31	\$1,725.37	11.4%
Public Transportation	\$510.21	\$571.67	12.0%
Records/Tapes/CD Purchases	\$126.28	\$137.07	8.5%
Recreational Equip & Supplies	\$1,039.52	\$1,127.80	8.5%
Rental Costs	\$2,324.67	\$2,430.77	4.6%
Roofing & Siding	\$73.58	\$81.46	10.7%
Satellite Dishes	\$9.93	\$10.79	8.7%
Shaving Needs	\$11.30	\$12.34	9.2%
Shelter	\$8,950.31	\$9,831.68	9.8%
Telephone Svc Excl Cell	\$742.38	\$798.33	7.5%
Televisions	\$115.91	\$125.83	8.6%
Transportation	\$9,398.91	\$10,236.24	8.9%
Tuition	\$866.71	\$984.20	13.6%
Used Car Purchase	\$845.10	\$900.34	6.5%
Used Truck Purchase	\$738.27	\$786.64	6.6%
Used Vehicle Purchase	\$1,583.37	\$1,686.98	6.5%
VCRs & Related Equipment	\$47.66	\$51.73	8.5%
Vehicle Insurance	\$1,077.15	\$1,166.10	8.3%
Vehicle Repair	\$723.28	\$785.59	8.6%
Vehicle Repair & Maintenance	\$730.53	\$793.45	8.6%
Video & Audio Equipment	\$910.26	\$988.14	8.6%
Video Game Hardware & Software	\$29.65	\$32.23	8.7%
Watches	\$24.56	\$27.47	11.8%
Women's Apparel	\$738.63	\$813.04	10.1%

# Resource Team Members

Sundance, WY  
March 24 & 25, 2008

## Team Leader

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Moorcroft, WY  
307-756-3419



**Agenda for Sundance Community Assessment**

**Monday, March 24, 2008**

11:00a-12:00	Orientation & Organization Meeting (Team Members Only)	Best Western
12:00-12:30	Lunch	Senior Citizens
12:30-1:30	Seniors/Assisted living/Groups	Senior Citizens
1:30- 2:30	Tour of Town and Facilities	
2:30- 3:15	Day Cares/Public, Mental Health	Library
3:30- 4:30	Agriculture/Extension Office	Library
4:45- 5:30	Churches/Family Violence/Parents	Library
5:30- 6:30	Dinner (Assessment Team)	Aro Resturant
7:15- 8:00	Emergency/Medical/Fire	City Hall
8:00- 8:30	Open Session	City Hall

**Tuesday, March 25, 2008**

7:00a-8:00	Breakfast (Assessment Team)	Best Western
8:15-9:05	Students/ Groups	High School
9:20-10:10	Educators/Administration/Comm.Ed.	High School
10:30-11:25	Court/Elected Officials/Law Enforce.	Court House
11:30a- 1:00p	Chamber of Commerce/ Lunch	Higbees
1:20-2:00	Financial/PRE Corp./Museum	City Hall
2:00-5:00	Team Preparation for Town Meeting	City Hall
5:00-6:00	Dinner (Assessment Team)	Aro
6:30-8:30	Town Meeting (Summarization of Team Assessment)	Court House Comm.room

## WHAT WE HEARD FROM WHAT YOU SAID

*Based on the community's expression of concerns, hopes and dreams, several common themes were repeated throughout our listening sessions. Some of the problems, strengths and future projects cut across several interest groups, and some of them are inter-related. These Common Themes will become the outline of the Resource Team's final report*

## COMMON THEMES

- *Planning and Visioning]*
- *Housing*
- *Youth*
- *Managing Growth (Economic development, physical infrastructure, responsible fiscal decisions, funding)*
- *Social infrastructure (Families, Quality of life, community)*

## Team Member Recommendations

### Sundance Community Assessment/Team Leader Report

*Joe Coyne, Executive Director  
Converse Area New Development Organization, Inc. (CANDO)  
130 South Third Street  
Douglas, WY 82633  
Telephone: (307) 358-2000  
Email: jcoyne@candowyoming.com*

I thoroughly enjoyed my visit to Sundance. Thank you for your hospitality and friendliness, especially the planning, effort, accommodations, and meals that made our visit very comfortable. I honestly believe that Sundance has all the right attitudes, tools and abilities to become an even greater community, and I look forward to continuing to help you. My report will comment on the entire spectrum of issues that were identified during our visit, though my focus will be on the Common Theme, Managing Growth. Other team members are focusing on the other Common Themes that were identified during our initial visit.

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Theme:           MANAGING GROWTH

Challenges:    Creation of new jobs/diversified jobs  
                      Development of new infrastructure  
                      Day care  
                      Funding/Financial solutions  
                      Attracting and keeping businesses

Solutions:     Job creation is the traditional, core function of economic development. While Sundance does not have a strong, organized economic development group, you do have resources available to help you. The Wyoming Business Council (WBC) and the University of Wyoming (UW) have several programs and people available to help you, most of which are summarized below. These resources can help you assess your current economy, identify ways to make it grow, and then provide the means to accomplish your dreams.

Initially, I would recommend forming a local economic development team. Begin by leaning on experts who are already committed to economic development. Dave Spencer (WBC Regional Director), and Linda Harris, Executive Director of the North East Wyoming Economic Development Coalition (NEWEDC), are the two most likely choices. I would also suggest that you include representatives from Eastern Wyoming College (EWC), the USDA Rural Development, USDA National Resource Conservation/Resource Conservation & Development,

your local school district, your local Chamber of Commerce, local elected officials, banks, real estate professionals, and some representation of your largest employers. This group knows how to get things done generally – and with Dave and Linda’s expertise – you will be well on your way to formulating a plan.

Next, you will need some training and strategic planning assistance. The Wyoming Economic Development Association (WEDA) hosts 2 or 3 major training conferences every year. WEDA’s mission is to provide leadership support and foster economic development in Wyoming, and they can help you. My organization, Converse Area New Development Organization (CANDO) is also willing to help by showing you some of the ways we have succeeded (and lessons we learned from failing!). I am willing to lead your local group through a strategic planning session and funding brainstorming, for example, to get a group up to a functional level.

Once you are organized, you can begin to assess the specific kinds of growth you want to foster. A targeted industry study, a workforce study, and perhaps a technical analysis of your community’s underlying infrastructure will begin to show where you need to focus your time and money. Development of an overall economic development strategy will need to consider all such studies. Of course, that will all take time, but it is important that you realize economic development is not a one-time event. Done correctly, economic development is an ongoing process of making intentional investments and wise choices about your future.

To give you some hope of the breadth of funding and program assistance that is available for economic development, I am providing a brief summary of Wyoming-funded opportunities for you to consider. Keep in mind, this list is not exhaustive and does not list federal programs nor private charities/corporate opportunities.

### **FACILITIES AND WORKERS:**

New Facilities and Infrastructure. The WBC provides Business Ready Communities grants (\$1.5 million to \$3 million, as necessary) for communities getting ready for growth and for communities who have a business committed to relocate or expand. The Wyoming State Legislature has provided funding for the last few years of this program, and it has begun to bear much fruit for several communities. These grants allow projects to be built as an incentive to attract new companies, putting you in an advantageous position to compete with non-Wyoming communities. Several federal agencies have other programs that can fund “bricks & mortar” or program services.

Workforce. The Wyoming Department of Workforce Services (DWS) administers the Workforce Development Training Fund (WDTF). Two major types of grants are provided through the WDTF include:

- Business Training Grants, which provides you with an opportunity to create new jobs or to complete necessary skill upgrades to stay competitive in today's economy; and

- Pre-Hire Economic Development Grants, which are used as a pre-employment, workforce development tool to prepare workers to fill gaps in high-demand/high-growth occupations.

These grants are another significant incentive for you to compete with non-Wyoming communities. For new employers who are uncertain about your community's ability to provide a skilled workforce, these grants can go a long way to assuring them that your workers will have the right skills in place from the day they begin operations.

### **CONSULTING SERVICES:**

Business Permitting. The Business Permitting Assistance Office at the Wyoming Business Council provides one-stop permitting and licensing information. This office will make sure that prospective employers are up to speed on any Wyoming-specific permits, and then get you the help you need to get those permits in place.

General Business Consulting. The Wyoming Small Business Development Center (SBDC) helps Wyoming businesses and entrepreneurs by providing management assistance, educational programs, and helpful resources. The Wyoming SBDC mission is to strengthen Wyoming businesses and create economic growth by providing excellent management assistance, educational programs, and helpful resources for Wyoming small businesses and entrepreneurs. Free and knowledgeable consulting can often mean the difference between success and failure for local businesses.

Specialized Manufacturing Consulting. CANDO has a unique, contractual relationship with Manufacturing-Works (MW), wherein we provide consulting assistance to manufacturers in the northeast region of Wyoming. MW serves small and mid-sized manufacturers and technology companies in Wyoming by providing counseling, training, and resources to help them grow. MW offers quantifiable hours of free service per year per business as well as unlimited access to technical assistance for contract development and completion. Other functions include technical manufacturing support nationwide, LEAN, Six Sigma, OSHA and environmental seminars; environmental, energy and agricultural development and enhancements; ISO certification; free online manufacturing directory; sales, marketing and website assessments, including design and development.

### **MARKET GROWTH:**

Market Research Assistance. The Wyoming Market Research Center provides low to no cost market information to Wyoming businesses including competitive analysis, marketing lists, custom demographic and psychographic analysis, industry trends, government regulations, geographic information services,

marketing material evaluations and original research. I believe that this research could help you to identify and exploit new markets.

Assistance in Winning Government Contracts. The Wyoming Procurement Technical Assistance Center (GRO-Biz) helps businesses sell their products and services to governmental entities. The center is staffed by dedicated and knowledgeable people who have experience in dealing with the contracting arms of the federal government. GRO-Biz offers many free services and one-on-one consulting.

Trade Show Support. The WBC encourages Wyoming businesses to promote and sell their Wyoming-made products to statewide, national, and international audiences with grants to help offset the costs of the trade events.

Export-Import Bank Program. The Export-Import Bank Program can help you better understand the requirements for exporting and provide insurance guarantee and high leverage loan procurement to “jump-start” opportunities to export. Their services provided include support for written forms, identification of participation by banks and introductions to appropriate Ex/Im Bank officials.

Wyoming First Program. This program assists businesses with promoting their “Made in Wyoming” products. New (and existing) businesses can enroll in this program and then identify cross-marketing opportunities that create synergy for their marketing efforts.

Trademark Licensing Program. The WBC has an agreement with the Secretary of State to use the Bucking Horse and Rider logo. If you desire, new (and existing) businesses can become registered users of the Bucking Horse, which may add a certain western flavor to their reputation.

## **NEW PRODUCT DEVELOPMENT:**

Connection to Funding for New Products. The Wyoming Small Business Innovation Research/Small Business Technology Transfer (SBIR/STTR) program is one of the nation’s very best. The Wyoming SBIR/STTR Initiative assists qualified Wyoming small businesses and individuals in accessing the funds available through SBIR and STTR Programs to develop and then commercialize new products. The WBC also provides funding to prepare SBIR/STTR grant requests.

Assistance with Protecting Intellectual Property Rights with New Products. The Wyoming Research Products Center to help you with patents, trademarks, copyrights and licenses for businesses’ new products.

**FINANCE:**

Venture Capital Connections. The WBC can refer mature business plans to various private equity investors. In addition to using these resources, Venture West, a Wyoming non-profit corporation, provides a recurring forum for education, business development, and networking for Wyoming entrepreneurs and for the service, finance, and economic development professionals that support them.

State Loan Funds. The Wyoming Partnership Challenge Loan, administered by the WBC, can collaborate with local economic development organizations and/or banks, so that combined loan proceeds can assist growing businesses. The state portion of matching funds must be secured, cannot exceed \$250,000, and has a maximum loan term of 10 years. Other funds, like Industrial Revenue Bonds, can provide up to \$10 million for plant expansion. Federal funds are also available, depending on the project and community need.

In theory, all of the incentives discussed above are available anywhere in Wyoming. However, without a team that connects prospective businesses to these programs, they will struggle to succeed.

Resources: Dave Spencer, Northeast Regional Director  
Wyoming Business Council  
201 West Lakeway, Suite 1004  
Gillette, WY 82718  
(307) 685-0283  
davespencer@wybusiness.org

Linda Harris, NEWEDC Executive Director  
North East Wyoming Economic Development Coalition  
P.O. Box 4369  
Gillette, WY 82717  
(307) 670-1539  
linda@newedc.com

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Theme: PLANNING AND VISIONING

Challenges: *Lack of vision/planning*

*Don't have zoning/land use planning*

*Need to recognize volunteers, especially EMS/Fire*

*Resistance to change*

*Not taking advantage of opportunities, such as tourism, recreation, cultural history*

*Not taking care of what we have*

*Need for several specific plans:*

- Develop common vision for future
- Infrastructure (Water/sewer/streets)
- Annexation strategy
- Setting priorities for limited budgets
- Housing assessment
- Adopt/enforce building codes
- Tourism/marketing of community

Solutions: Your community has taken a huge step forward by completing this community assessment. Now more than ever you have built some consensus, momentum, and excitement about the future. It will be up to your elected and other community leaders to maintain and complete this effort. For them to succeed, you should take a few critical steps.

First, strengthen the leadership/planning team that put the community assessment together. They have done a great job, and they deserve to be commended. Now is the time to strengthen their voice by including key decision-makers on their committee. Provide the funding and time they need to succeed.

Second, all your elected leaders need to get plugged in to the Wyoming Association of Municipalities (WAM). WAM hosts a couple of excellent training conferences every year. Their training seminars are very good, and spending time with seasoned leaders would be a good thing for all of us.

Third, get aggressive about planning. Be wise and be inclusive. By wise, I mean that you should hire outside experts who can lead you through a comprehensive process to build your plans. By inclusive, I mean to say that you will need a transparent process that values community input in



order to make plans and decisions. There are good funding resources available from the WBC, the Economic Development Administration (EDA), and others for such planning. Get after it and get it done, and then follow your plans. In fact, you would be wise to make any such plans an election issue for every election cycle – ask candidates if they support each plan (as they are developed) and then hold the elected officials accountable for ongoing progress in accomplishing each plan.

Resources: George Parks, Executive Director  
Wyoming Association of Municipalities  
315 West 27th Street  
Cheyenne, WY 82001  
(307) 632-0398  
gparks@wyomuni.org

John Rogers  
Economic Development Administration  
301 South Park Avenue, Room 123  
P.O. Box 578  
Helena, MT 59624, (406) 449-5380, jrogers@eda.doc.gov

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Theme: HOUSING

Challenges: Need for housing  
Senior housing

- Assisted living
- Condominiums

Affordable/workforce housing  
Rentals  
Subsidized housing

Solutions: Housing is a difficult issue to resolve, if we look only to government solutions. There simply isn't much available for building single-family subdivisions. There are state and federal resources available for subsidized housing, including for rentals and senior citizens. Ultimately, however, to grow the so-called "workforce housing," you will need to attract private investment and development.

I think it would be helpful for you to put together a focus group of homebuilders, to listen to their concerns and insights. You will find that they are straightforward in their thinking, primarily driven by bottom line financial decisions. They will tell you that zoning, building codes and development processes are important considerations. They will tell you that it is difficult to make money unless they can pre-sell homes. Construction of new subdivisions – with the requisite extensions of water, sewer, and roads – is risky business. However, making changes to your ordinances can send a clear message that you are ready for development. Housing needs analysis can also help. Finally, you might consider how other communities are encouraging

home construction. The Town of Chugwater, for example, has given lots away for a song, simply requiring new owners to build a home and live there.

Resources: Lorraine Werner, Manager (I believe she is the Interim director for Area I (which includes Crook County) while also managing the Area III office areas)  
USDA Rural Development  
1441 East "M" Street, Suite A  
Torrington, WY 82240-3521  
(307) 532-4880 ext. 4  
lorraine.werner@wy.usda.gov

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Theme: YOUTH

Challenges: Need more things for kids to do  
Need to listen to youth – they have ideas  
Aging population/Losing youth  
Develop things for youth to do

- Open up downtown gym more/for free
- Indoor swimming pool – fix it and heat it more effectively/longer season
- Bowling alley
- Place for youth to hang out
- Skate park
- Movies/theatre

Solutions: Sundance has some incredibly bright and able students, but the community as a whole does not listen to them. You should. They not only know what they want, they are able to count the cost. They understand limited resources and the need for trade offs when making budget decisions. And they have some excellent ideas to have fun inexpensively, if the community would just listen.

One way that I have found to listen to youth is to empower and include them. Several years ago CANDO and the City of Douglas worked together to start a youth group (ours is called the Douglas Alliance of Youth, or “DAY”). CANDO and the City include a DAY report at every regularly scheduled meeting, which gives them an open floor to talk about whatever they want. CANDO hosts all of the DAY meetings, which focus on leadership skills, business skills, public speaking/involvement skills, and teamwork. We believe that our youth are learning that our community is a great place to live, and many of them tell us that this is where they will return for jobs and to start a family in the future. Sundance can replicate this kind of success very easily, and I know your youth will excel with the opportunities you give them.

Resources: Linda Wolfe, Education and Outreach Manager (supervises DAY program)  
CANDO  
130 South Third Street  
Douglas, WY 82633  
(307) 358-2000

lwolfe@candowyoming.com

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Theme: SOCIAL INFRASTRUCTURE

Challenges: Families/Quality of Life/Community Services  
Update and expand medical services  
Need to recognize volunteers, especially EMS/Fire  
Need to clean up town  
No indoor recreation/training facility  
Inadequately equipped EMS/Fire  
EMS/Fire equipment and facilities  
Safe community  
Law Enforcement, EMS/Fire protection  
Museum  
Old Stony  
Medical facilities – hospital, clinic, staff, hospice  
Continue to be a great place for families  
Improve EMS/Fire equipment/facilities

Solutions: Sundance is already a great place to live. Building pride can come from getting new projects completed. It can also come from appreciating the great things and great people who are already there. I encourage you to support your new grant writer – she needs your help to attract the dollars to continue to improve your community. I also encourage you to set aside a day for a community celebration of your fantastic volunteers, especially the emergency medical service, fire and police personnel. They deserve your gratitude!

Leslie Kedelty  
Industry Services Manager  
Wyoming Travel & Tourism  
I-25 @ College Drive  
Cheyenne, WY 82002  
Ph. No. 307.777.2839  
Fax No. 307.777.2877  
[Leslie.Kedelty@visitwyo.gov](mailto:Leslie.Kedelty@visitwyo.gov)

Introduction: I had the opportunity to spend two days in your community recently, March 23 & 24, 2008. It was a great opportunity to learn about your community. I was so impressed with your sense of community, the tremendous amount of volunteerism that exist, and the quality of life you enjoy as a Sundance resident! Thank you to the City of Sundance, Kathy Lenz, and residents for making the Resource Team feel welcome.

The lack of planning or a common vision and annexation issues seemed to dominate the listening sessions in regards to problems and challenges for Sundance, but the sense of community and the residents were deemed as your greatest assets. That is the very strength that the community needs to capitalize on to address your problems and challenges by taking ownership and developing a plan of action.

**Theme: SOCIAL INFRASTRUCTURE**

Challenges: The community of Sundance is fortunate to have numerous assets for a town its size including a strong volunteer base, emergency services, Old Stoney, medical facilities, a public library, state and federal agency offices, and its proximity to I-90. The challenge lies in the need to start looking ahead and to begin planning for the future when the community needs outgrows its current resources.

Sundance has a strong sense of community as demonstrated in those times of need. There is a very active volunteer base in the community. Unfortunately, the same volunteers seem to carry the load so to speak and burn out can occur. There is a need to begin recruiting new volunteers especially among the younger adults and youth. There is a need to instill civic pride in the younger generation and to involve them in all aspects of the community from providing solutions to planning for the future.

Residents both young and old alike have expressed their concern on the lack of recreation opportunities for the youth, from the pre-teens to the young adults. Students expressed their need for a place to “hang out” to call their own and more specifically to increase their recreational opportunities by maintaining or upgrading existing assets, i.e. resurfacing of the tennis and basketball courts, cleaning up the volleyball courts and baseball field, upkeep of the swimming pool, include a skate park as the current or proposed park. The playground is aimed primarily at

smaller children. They would also like to be able to use the gymnasium after hours without having to pay a fee especially during the winter when they aren't able to enjoy the outdoors. Their long-term goal is to be able to have a recreation/wellness center where all community residents can enjoy an indoor pool, a weight room, a cardio room, a basketball court, and a classroom to conduct training exercises for emergency personnel and wellness classes.

Sundance residents also strongly support the renovation and preservation of "Old Stoney" to house the current museum, to serve as a center for cultural programming, and to generate revenue through the rental of office spaces and a coffee bar. Sundance would also like to grow their tourism product and service offerings due to their proximity to the Black Hills, Devils Tower, and I-90. There is an abundance of outdoor recreational opportunities in the surrounding area. There is also opportunity to capitalize on the "Sundance Kid" as it relates to marketing.

Sundance is fortunate for a town of its size to have a hospital, library, a volunteer fire department, and a senior center that contribute to the well being of its residents. The hospital will soon outgrow its physical and service capacity as the senior population continues to age. The senior center is able to meet certain aspects by providing meals, social networking opportunities, transportation, etc.

Sundance residents enjoy their quality of life and by planning for the future needs of the community, you can also enhance those assets that make Sundance a great place to live.

**Solutions:** The introduction of "Project Citizen" in the school curriculum would be a great way to begin involving youth in their community, to provide them with a voice, and to encourage volunteerism. The intent would be to groom the next generation of volunteers for the community. Project Citizen is a curricular program for middle, secondary, and post-secondary students and adult groups that promote competent and responsible participation in local and state government. Participants work cooperatively to identify a public policy problem in their community by researching the problem, evaluating alternative solutions, developing their own solution in the form of public policy and create an action plan to enlist local or state authorities to address the problem. The state coordinator for Wyoming is Tom Collins, who can provide more information on the project. Lastly, a volunteer hall of fame should be started to honor those individuals who have given their time to the community especially those involved in emergency services. A wall in "Old Stoney" could be identified to honor those individuals once the renovation is completed.

**Resources:**

Tom Collins, Wyoming Department of Education, Laramie Office, Laramie, WY; Phone No. (307) 777-3493; Email: tcolli@educ.state.wy.us

A tourism committee should be formed by the chamber of commerce to actively work on tourism product and service development through collaboration with the National Park Service, the Forest Service, and the Crook County Promotion Board. The tourism committee should begin by meeting with the Crook County Promotion Board to learn about the current and proposed marketing efforts for the region and to actively participate on the Board. As part of that effort, the Board is strongly encouraged to take advantage of the market research cooperative opportunities offered by Wyoming Travel & Tourism (WTT) to determine who their visitors are,

where they are coming from, and what types of experiences they are looking for. Market research is very useful in developing an effective marketing message, marketing brand, and to create a higher return of investment on advertising dollars. The tourism committee should also include a staff person from the Forest Service and National Park Service to serve as members even if they are not members of the chamber. They can then identify possible opportunities to enhance the recreational activities and assets for the area. Travel and tourism businesses in the area can partner with WTT to participate in our cooperative marketing efforts including listing the annual travel journal, website, cooperative advertising opportunities, and our hospitality training programs.

“Old Stoney” provides a great facility for cultural programming by providing a creative outlet for residents to foster the performing arts and various art forms especially the youth. They have a chance to foster their artistic talent and to engage them in a year round activity. It also provides an opportunity for cultural performances that both residents and visitors alike can attend. Visitors are also interested in buying handmade arts and crafts. A storefront should be included in the overall purpose of the building so that local artisans and craftspeople have an access to the market. The Wyoming Arts Council has several programs and grant opportunities to assist in cultural programming. The Wyoming First Program can also assist those individuals producing locally made products with their marketing efforts. The museum should be an interactive experience with interpretative exhibits that tell a “story” versus showcasing items in a glass case with a description. Visitors today are very tech savvy and are looking for a meaningful experience that engages them. A series of lectures, hands-on workshops for children, etc. should be featured during the summer months. The National Park Service, the Forest Service, State Parks and Cultural Resources are great sources for interpretative programming.

Lastly, the bricks and mortar or renovation efforts can be addressed in a variety of means. The Wyoming Business Council has grant funds available that may be appropriate for the project specifically the Community Enhancement Funds which will require a business plan. There are also several funding opportunities available for the renovation and preservation of historic properties and the State Historic Preservation Office can assist in these efforts. The Cultural Trust Grant is also another source of funding that can be used for...

Resources:

Jeanette Mathis, Crook County Promotion Board, P.O. Box 365, Moorcroft, WY 82721, Phone No. (307) 756-3419.

Ashley Brunner, Cooperative Marketing, WTT, Cheyenne, WY. Phone No. (307) 777-2881; Email: [Ashley.Bruner@visitwyo.gov](mailto:Ashley.Bruner@visitwyo.gov)

Leslie Kedelty, In-state Development (Training), WTT, Cheyenne, WY. Phone No. (307) 777-2839; Email: [Leslie.Kedelty@visitwyo.gov](mailto:Leslie.Kedelty@visitwyo.gov).

Rita Basom, Manager, Wyoming Arts Council, Cheyenne, WY. Phone No. (307) 777-7473; Email: [Rbasom@state.wy.us](mailto:Rbasom@state.wy.us).

Sara Needles, Cultural Resources (Museum and SHPO), Cheyenne, WY. Phone No. (307) 777-7498. Email: [Sneedl@state.wy.us](mailto:Sneedl@state.wy.us).

The Town of Sundance can access a Community Facilities Loan from USDA for a fire house in addition to a Rural Emergency Responders Initiative Grant through USDA to purchase

equipment, to build a fire station, and to provide emergency responders training. DOH may also be able to assist in the expansion of the hospital. The Wyoming Business Council also offers a variety of grants to assist with the planning for the expansion of the clinic including infrastructure and construction. The Town of Sundance will need to work directly with the Northeast Wyoming Regional Director of the Wyoming Business Council to prepare their grant applications.

Resources:

Dave Spencer, Regional Director, Wyoming Business Council, Phone No. (307) 685-0283.

Email: [Dave.Spencer@wybusiness.org](mailto:Dave.Spencer@wybusiness.org).

Susan Flobeck, Community Development Grant, Phone. No. (307) 777-2821. Email:

[Susan.flobeck@wybusiness.org](mailto:Susan.flobeck@wybusiness.org)

Rural Development Manager, USDA Service Center, 1949 Sugarland Drive, Suite 118, Sheridan, WY 82801-5749; Phone: 307-672-5820

The Sundance youth would like to see additional recreational opportunities. They would like to see the current courts and swimming pool resurfaced and repaired. They have strongly voiced that if the city dedicated funding to maintain these facilities then they would use on a regular basis throughout the summer. The city officials need to make this issue a priority and dedicate funding in their annual budget to ensure these assets are maintained. Grant funding may be available through the various mineral extraction corporations operating in the region by contacting their community liaison or their public relations officer. The community can also tap into the Wyoming Department of Transportation – Transportation Enhancement Program to develop pedestrian and bicycle paths throughout the community. There are two funding streams – the Transportation Enhancement Activity-Local (TEAL) and the Transportation Enhancement Activity-State (TEAS).

They would also like access to the gymnasium on a regular basis without paying a fee for use. There are limited employment opportunities for youth in the area so to ask for a fee is not deemed feasible. The current gymnasium that is closed could be used to as a Boys and Girls Club of America. They can also serve as a partner in regards to additional recreational and leadership opportunities us the youth of Sundance and surrounding communities. A community assessment is required to pursue a Boys and Girls Club. This report is a first step. There is a great deal of information on their website at: <http://www.bgca.org/whoweare>. The gymnasium could also qualify for funding under the Community Facilities Grant offered by the Wyoming Business Council to develop an indoor recreation/wellness center that can be used during the winter for the community as a whole. Another source of funding for planning and development would be the USDA Community Facilities Loan program.

Resources:

Shannon Stanfill, Community Facilities Program Phone No. (307) 777-2841, Email:

[shannon.stanfill@wybusiness.org](mailto:shannon.stanfill@wybusiness.org)

Boys and Girls Clubs of America, Southwest Service Center, 2107 N. Collins Blvd., Richardson, TX 75080, Ph. No. (972) 690-1393, Fax No. (972) 690-1393.

Rural Development Manager, USDA Service Center, 1949 Sugarland Drive, Suite 118, Sheridan, WY 82801-5749; Phone: 307-672-5820

Mark Gillette, District Engineer, WYDOT District 4, Phone No. (307) 674-2300. Email:

Laura Koenig  
Area Specialist  
USDA Rural Development  
1441 East M Street Suite A  
Torrington, WY 82240  
307-532-4880 X134

First of all, I would like to thank the people of Sundance for their warm welcome and for their enthusiasm in participating in the Community Assessment process. I would also like to thank Kathy Lenz for providing transportation, information about the area, food, general coordination, and good old-fashioned hospitality!

Since Sundance is one of the cities served by the Sheridan Local Office and Torrington Area Office of USDA Rural Development, it was a great opportunity for me to learn more about the community, citizens, and challenges in Sundance. The themes I will address are ones for which USDA Rural Development can be one of the resources. My discussion will emphasize the USDA Rural Development programs as I am most familiar with those.

It was obvious from the comments at the listening sessions that Sundance citizens, young and old, like where they live and want their community to thrive. They realize that they need to take action now to keep their community alive and to take advantage of opportunities and challenges that are open to them: proximity to I-90 route which provides them access to tourist traffic between Yellowstone and the Black Hills as well as nearby Devils Tower and the Black Hills National Forest, as well as proximity to both Gillette and Spearfish to have job and business opportunities in either place. Sundance is the County Seat and it has good medical facilities, library, and senior center. In short, they have a community that is attracting growth.

### **Theme: Housing**

**Challenge:** The need for housing – affordable workforce housing, rentals, subsidized housing, housing-ready sites to attract businesses and families, Senior Housing – was an often repeated comment in most of the listening sessions. Sundance has become one of the bedroom communities for Gillette. This has brought new people and additional pressure on already limited housing.

#### **Resources:**

#### **Home Ownership**

**Section 502 Direct Home Ownership Loans are** loans that are directly funded by the Government in rural areas with a population of less than 20,000. These loans are available for



low- and very low-income households to obtain homeownership. Applicants may obtain 100% financing to purchase an existing dwelling, purchase a site and construct a dwelling, or purchase newly constructed dwellings located in rural areas. Mortgage payments are based on the household's adjusted income.

Funds can be used to build, repair, renovate or relocate a home, or to purchase and prepare sites, including providing water and sewage facilities.

*Eligibility:* Applicants for direct loans from 502 Loans must have very low or low incomes. Very low income is defined as below 50 percent of the area median income (AMI); low income is between 50 and 80 percent of AMI; moderate income is 80 to 100 percent of AMI. Families must be without adequate housing, but be able to afford the mortgage payments, including taxes and insurance, which are typically within 22 to 26 percent of an applicant's income. However, payment subsidy is available to applicants to enhance repayment ability. Applicants must be unable to obtain credit elsewhere, yet have reasonable credit histories. .

*Terms:* Loans are for up to 33 years (38 for those with incomes below 60 percent of AMI and who cannot afford 33-year terms). The term is 30 years for manufactured homes. The promissory note interest rate is set by RD based on the Government's cost of money. However, that interest rate is modified by payment assistance subsidy.

*Standards:* Under the Section 502 program, housing must be modest in size, design, and cost. Modest housing is property that is considered modest for the area, does not have market value in excess of the applicable area loan limit, and does not have certain prohibited features. Houses constructed, purchased, or rehabilitated must meet the voluntary national model building code adopted by the state and HCFP thermal and site standards. Manufactured housing must be permanently installed and meet the HUD Manufactured Housing Construction and Safety Standards and RD thermal and site standards.

*Approval:* Rural Development officials should make a decision within 30 days of the Rural Development office's receipt of the application.

**Section 502 Guaranteed Rural Housing Loan** program works with private lenders to guarantee loans to low and moderate income borrowers for the construction of individual homes. Income limits for the program can be found at [www.rurdev.usda.gov/rhs/sfh/GSFH\\_Income\\_Limits/WY%20GRH.pdf](http://www.rurdev.usda.gov/rhs/sfh/GSFH_Income_Limits/WY%20GRH.pdf). Through this program, low and moderate income people can qualify for mortgages even without a down payment.

The reasons investors might choose to work with the Housing and Community Facilities Programs are many. Since loan guarantees are backed by the full faith and credit of the U.S. Treasury, many lenders consider these programs to be a relatively risk-free way to expand portfolios. Most loan guarantees issued by the Guaranteed Program are from 80-100% of the amount of the loan.

Also, loans made possible by partnerships between Rural Development and private lenders improve the economic health of rural communities. The continued well-being of rural areas provides more opportunities for lending institutions which invest in these communities

**Section 523 and 524 Housing Site Loans** provide Government funding for a public or private non-profit organization to buy and develop building sites, including the construction of access roads, streets, and utilities. Sites developed under this program may be sold to individual households, non-profit organizations, public agencies, and cooperatives that provide financial assistance for housing to low- and moderate-income families.

*Purpose:* Rural Housing Site Loans are made to provide financing for the purchase and development of housing sites for low- and moderate-income families. **Section 523** loans are made to acquire and develop sites only for housing to be constructed by the self-help method. **Section 524 loans** are made to acquire and develop sites for any low- or moderate-income family. Low income is defined as between 50 and 80 percent of the area median income (AMI); the upper limit for moderate income is \$5,500 above the low-income limit.

*Eligibility:* **Section 523** loans are limited to private or public nonprofit organizations that will provide sites solely for self-help housing. **Section 524** loans are made to private or public nonprofit organizations. Section 524 sites may be sold to low- or moderate-income families utilizing USDA Rural Development or any other mortgage financing program which serves the same eligible families.

*Terms:* Loans are for two years. **Section 523 loans bear 3 percent interest.** At the discretion of the customer, **Section 524 loans bear the market rate of interest** either at the time of approval or at the time of the loan closing.

### **Home Repair Loans/Grants**

**Section 504 Home Repair Loan & Grants** are available to assist eligible, very low income homeowners in rural areas (communities with population of less than 20,000) with repair of their home. Repairs may be made to improve or modernize the home, to make it safe, sanitary, or to remove health and safety hazards. **The Home Repair Program also provides funds to make a home accessible to someone with disabilities.** Funds can be used for repair or replacement of heating system, electrical wiring, repair or replacement of roof, energy conservation measures such as insulation or combination screens-storm windows and doors, etc.

Very-low income homeowners, **who are 62 years and older**, may be eligible for home improvement grants for repairs that remove health or safety hazards. Other low-income families and individuals receive loans at a 1% interest rate directly from RHS.

### **Rental Housing**

Rural Development Multi-Family Housing programs provide a number of finance options to developers of low-income community housing. Rental housing loans can be made to individuals, trusts, associations, partnerships, limited partnerships, limited liability companies,

state or local public agencies, American Indian tribes, consumer cooperatives and profit and nonprofit corporations. Nonprofit corporations may be organized on a regional or multi-county basis.

**Section 515 Rental Housing Loans** are made to provide living units for persons with low and moderate incomes **including those ages 62 and older**. Loans may be made for housing in open country and communities up to 20,000 people. The loans are made primarily to build, purchase, and/or repair apartment style housing, usually consisting of duplexes, garden type, or similar multi-unit dwellings, The housing must be modest in size, design and cost, but adequate to meet the tenant's needs. **Funds may not be used for nursing, special care, or other institutional type housing.**

Rural Housing Service assistance to individual residents of multi-family dwellings comes primarily in the form of rental assistance. Rent subsidies under the Rental Assistance Program ensure that elderly, disabled, and low-income residents of multi-family housing complexes financed by RHS are able to afford rent payments. With the help of the Rental Assistance Program, a qualified applicant pays no more than 30% of his or her income for housing. Residents of multi-family housing complexes built under both the Rural Rental Housing Program (Section 515) and the Farm Labor Housing Program (Section 514) are eligible to apply for the Rental Assistance Program. (Please note that not all residents of RHS-financed housing developments receive rental assistance.)

**Section 538 Rental Housing Guaranteed Loan Program** is intended to produce new affordable rental housing by inviting qualified lenders and eligible housing providers to propose rental complexes that will serve rural residents with low and moderate incomes. The proposed housing may exceed the size allowances and amenities allowed in the Section 515 Program provided such costs and features are generally found in similar housing proposals for similar income families in the market area.

It is anticipated that complexes developed under this program may utilize other affordable housing programs such as Low Income Housing Tax Credit, taxable bonds, HOME Investment Partnerships Program funds, and other State or locally funded tenant assistance or grants.

### **Senior Housing**

Rural Development serves the needs of some of the elderly population through the Rural Rental Housing program and some through the 504 Home Repair Loan/Grant Program. Through the Community Facilities Program, as discussed above, assisted living centers may be funded.

**Contact:** USDA Rural Development  
1441 East M Street Suite A  
Torrington, WY 82240  
(307) 532-4880 X4

USDA Rural Development

Cottonwood Center  
1949 Sugarland Dr. Suite 118  
Sheridan, WY 82801-5749  
(307) 672-5820 X 4

In your search for affordable housing for families and seniors, don't overlook local developers, housing authorities, federal and state agencies.

Wyoming Community Development Authority  
[www.wyomingcda.com](http://www.wyomingcda.com)  
Cheryl Gillum  
P.O. Box 634  
Casper, WY 82602 -22-  
Phone: (307)265-0603  
Email: [info@wyomingcda.com](mailto:info@wyomingcda.com)

### **Theme: Managing Growth**

**Challenge:** The need for infrastructure upgrade and development for current and projected needs was one of the challenges/opportunities mentioned repeatedly. Managing and funding the physical infrastructure was an important component of housing and economic development.

#### **Water/Sewer Facilities**

USDA Rural Development makes direct loans and grants to build or improve essential public use facilities such as water and sewer facilities, storm sewers, and solid waste facilities. Loans can be used for construction and non-construction costs including land, equipment, engineer services, legal services, capitalized interest, and initial operating funds.

Non-profit corporations and public bodies such as municipalities, counties and special purpose districts and authorities are eligible entities. Projects may only benefit rural areas or incorporated communities of up to 10,000 population. There is no maximum dollar amount. The amount loaned is usually determined by the amount needed to meet the applicant's needs and its ability to handle the repayment schedule. Interest rates vary depending on median household income of the service area. Lowest rate available is 4.5%. Maximum term is 40 years, State Statute, or the useful life, whichever is less.

The State of Wyoming funds these types of projects through some of its agencies. And USDA/Rural Development partners with the State of Wyoming to fund some projects and to reduce water and waste disposal costs to a reasonable level for facilities serving the most financially needy communities/users of a system.

Contacts: USDA Rural Development  
Wyoming State Office  
Alana Cannon  
Program Director

(307) 233-6709  
[alana.cannon@wy.usda.gov](mailto:alana.cannon@wy.usda.gov)

Wyoming Water Development Commission (WWDC)  
[www.wwdc.state.wy.us/](http://www.wwdc.state.wy.us/)  
Michael, K. Purcell, Director  
6920 Yellowtail Road  
Cheyenne, WY 82002  
(307) 777-7626

Office of State Lands and Investments  
<http://slf-web.state.wy.us/>  
Herschler Building, 3<sup>rd</sup> Floor West  
122 West 25<sup>th</sup> Street  
Cheyenne, WY 82002  
(307) 777-7331  
[slfmail@state.wy.us](mailto:slfmail@state.wy.us)

Brian Mark (Water Assessment and Implementation)  
Wyoming Department of Environmental Quality  
Water Planning and Assessment  
Herschler Bldg, 4W  
112 W. 25th St.  
Cheyenne, WY 82002,  
(307)777-6371

Wyoming Business Council  
[www.wyomingbusiness.org](http://www.wyomingbusiness.org)  
214 West 15th St.  
Cheyenne, WY 82002-0240 307-777-2800 or 800-262-3425  
[info@wyomingbusiness.org](mailto:info@wyomingbusiness.org)

Midwest Assistance Program (Technical Assistance)  
[www.map-inc.org](http://www.map-inc.org)  
Dan Coughlin  
P.O. Box 1350  
Casper, WY 82601  
Phone: (307) 265-0855

Wyoming Association of Rural Water Users (Technical assistance)  
PO Box 1750  
Glenrock, WY 82637  
(307) 436-8636  
Main address: [warws@warws.com](mailto:warws@warws.com)

### **Challenge: Need for Economic Development**

#### **Resources: Rural Economic Development Loans and Grants:**

The purpose of the **Rural Economic Development Loan (REDL)** Program is to promote sustainable rural economic development and job creation projects through a pass-through loan at zero-percent interest to an eligible "third-party recipient". Loans will be made for projects that will benefit rural areas of up to 2,500 population..

#### **Eligibility and How are Loan Proceeds Used?**

Loans can be made, at the discretion of the Administrator of the Business and Cooperative Programs, to any Utility Programs electric or telephone borrower that is not delinquent on any Federal debt or in bankruptcy proceedings.

The Utilities Program borrower is required to re-lend, at zero-percent interest, the loan proceeds to an eligible "third-party recipient" for the purpose of financing job creation projects and sustainable economic development within rural areas. A rural area is any area of the United States not included within the boundaries of any urban area, as defined by the Bureau of the Census.

The Utilities Program borrower receiving the zero-interest loan is responsible for repaying the loan to Business Programs in the event of delinquency or default by the third-party recipient.

#### **Who are eligible Third-Party Recipients?**

Third-party recipients may be private or public organizations having corporate and legal authority to incur debt. **If you are interested in a loan as a third-party recipient, you must apply to the Utilities Program borrower in your area, not to the local Rural Development office.**

#### **What are Eligible Loan Purposes?**

Zero-interest loans will be provided to third-party recipients to finance projects that promote economic development and job creation in rural areas. Examples include but are not limited to:

- Business expansions and business startups, including cost of buildings, equipment, machinery, land, site development, and working capital.
- Community infrastructure necessary for economic development and job creation purposes.
- Community facilities and services necessary for economic development and job creation purposes.
- Medical facilities and equipment to provide medical care to rural residents.

- Educational facilities and equipment to provide training and job enhancement skills to rural residents to facilitate economic development.
- Business incubator projects to assist in developing emerging enterprises.

The purpose of the **Rural Economic Development Grant (REDG) Program** is to promote sustainable rural economic development and job creation projects through the operation of a revolving loan fund program. Loans from the fund will be made for projects that benefit rural areas or incorporated communities of up to 2,500 population..

### **Who is Eligible?**

Grant funds may be granted to any Rural Development Utility Programs financed electric and telephone borrower that is not financially distressed, delinquent on any federal debt, or in bankruptcy proceedings. Only Rural Development electric and telephone utilities are eligible to apply. The agency cannot accept applications directly from other organizations or corporations.

### **How May Grant funds be Used?**

Grants can be made, at the discretion of the Administrator of the Business and Cooperative Programs, to any Utility Programs electric or telephone borrower that is not delinquent on any Federal debt or in bankruptcy proceedings.

The Utility Programs borrower is required to operate and administer a revolving loan fund program using the grant proceeds. The fund will be operated by the Utility Programs borrower in accordance with an approved revolving loan fund plan.

To establish the revolving loan fund, the Utility Programs borrower is required to contribute to the fund an amount equal to 20 percent of the grant. This contribution will be provided by the Utility Programs borrower from its own sources and will remain as part of the fund until the fund is terminated.

### **Third-Party Recipients and Uses of Loans from the Fund:**

Initial loans, at zero-interest, from the revolving loan fund may only be made to:

- Non-profit entities or public bodies for community development projects and community facilities and services.
- Non-profit entities, public bodies, or for-profit entities for educational facilities.
- Non-profit entities, public bodies, or for-profit entities for medical facilities.
- Non-profit entities and public bodies for business incubators to assist in developing emerging enterprises.

Subsequent loans, at an interest rate not to exceed prime, may be made to for-profit entities, non-profit entities, or public bodies for any rural economic development purpose eligible under the program in accordance with the Utility Programs borrower's revolving loan fund plan.

Subsequent loans are made using repayment funds from the initial loan.

Contact:       USDA Rural Development  
                  State Office  
                  Business & Cooperative Program

PO Box 11005  
Casper, WY 82602  
(307) 233-6719

## **Theme: Social Infrastructure**

"Great place to raise kids, grandkids"  
"Nice town to live in"  
"Friendly people"  
"Great place to retire"  
"Friendly people, looking out for each other"  
"Community spirit – community helps out"

**Challenge:** Such comments were the underlying message in all of the listening sessions. Additional housing, upgraded and expanded infrastructure, more businesses and jobs, recreation center, daycare, health and emergency services are seen by the residents as what is necessary to keep the community together. They are necessary to provide a town that has enough jobs, community resources, and amenities to keep the "family" together.

## **Resources:**

### **Community Facilities**

USDA Rural Development provides loans to develop essential community facilities for public use in rural areas and towns of not more than 20,000 population. Eligible entities include municipalities, counties, special purpose districts, nonprofit corporations, and Indian tribes. Community Facility (CF) loan funds may be used to construct, enlarge, or improve community facilities for health care, public safety, and public services.

At the listening sessions, participants talked about the need for expanded or additional day care services, upgrading hospital facilities, upgrading EMS/Fire equipment and facilities, improving streets and sidewalks. These all are public service facilities that can be funded with Community Facilities loans. A more complete list of facilities that can be funded with Community Facilities loans can be viewed at [www.rurdev.usda.gov/rhs/cf/essent\\_facil.htm](http://www.rurdev.usda.gov/rhs/cf/essent_facil.htm)

Community Facilities grants can be used to assist low-income rural areas and towns in developing essential public community facilities. They can be used to supplement financial assistance from Community Facilities Loans and Guaranteed Loans.

Through the Community Facilities Guaranteed Loan Program, Rural Development can work with local lenders to offer loan guarantees to help build essential community facilities. The Guaranteed Loan Program has been allocated the most funding of all the Community Facilities Programs.



Wyoming Business Council provides funding for a variety of Community Facilities project. USDA Rural Development can partner with state agencies as well as municipalities, non-profits, and other federal agencies.

Contact:       USDA Rural Development  
                  Area Office  
                  1441 East M Street Suite A  
                  Torrington, WY 82240  
                  (307) 532-4880 X4

                  Steve Elledge  
                  Wyoming Business Council  
                  East Central Regional Office  
                  (307) 577-6012  
                  [Steve.elledge@wybusiness.org](mailto:Steve.elledge@wybusiness.org)

## Sundance Community Assessment

Linda Harris  
North East Wyoming Economic Development Coalition  
P.O. Box 4369  
Gillette, Wyoming 82717  
(307) 670- 1539

**Introduction:** Thank you for the opportunity to come into your community. It is not always easy to show the good and the bad. The public meetings were very positive and for the most part felt the negatives were minor compared to the positives that can be expanded and grown upon. It was interesting to hear from all age groups and how many topics had the same outcomes from each group.

Sundance does not lack community pride and support of one another. Getting volunteers in small communities usually means the same people are being utilized to the max and you find that one person will wear many hats to be able to get things done. I compliment you and encourage you to continue on your planned projects as well as the ones that will be suggested from the assessment team. You have the opportunity to build on this momentum and get things completed.

It was inspiring to talk with the youth. They are very proud of their community, most planned to go away to college and return. They had very good solid ideas and how to improve their environment in and out of school. Their assessment of lack of activities relates to drinking and getting into trouble. Having constructive and varied things to do would greatly improve attitudes, activities and make a safer place to live. They worried about students drinking and their safety.

### **Theme: Beautification**

**Challenge:** Sundance is working on beautifying their local park and renovating the “Old Stoney” building into a community/museum/office building. I believe this will be a true asset to the community when completed. The challenge will be securing the funding to make it happen. Following you will find some resources that may be helpful in these projects.

Some residences and businesses have an accumulation of items on the property that does not make them appealing. Having an attractive community will help entice new residents and new industry/businesses.

**Solution:** One option for your park could be using a product from Kilmer-Waldock Recycled Tires, a Wyoming company that produces shredded rubber from large mine tires that could be

spread under playground equipment in the park. Not only does it prohibit weed growth, it cuts down on water consumption and is far safer when children fall. They operate out of Lusk.

An assessment of the local zoning and ordinance laws would be helpful in cleaning up some of the residential and commercial lots. Offering large dumpsters and rotating to each neighborhood may help with clean up. If the city is willing to offer the dumpster and haul items away may be an easy program to offer. It could be made into an annual event where residents know the first three weeks of June (example) they would have access to a large dumpster. Maybe prizes attached to the process.

**Challenge:** Entrance into town on each entrance does not give a good impression, trashy properties and empty buildings. Not a good gateway into the community.

**Solution:** Sundance sits on prime Interstate highway frontage with an abundance of scenery, history and recreational opportunities. Creating an inviting gateway into the community would be priceless. Sundance is in the process of replacing the main street (hiway) into the east entrance. WYDOT has a program that could be added to this project (assuming that it isn't already). It is called "Context Sensitive Amenities" It can be used for landscaping, patterned/colored concrete, statues, etc for entrances to your community. It has to be tied to a project such as the street replacement. WYDOT will fund this at no match up to 10% of the cost of the project (street replacement).

**Resources:**

Wyoming Community Foundation, 313 South 2<sup>nd</sup> Street, Laramie, WY 82070  
(307) 721-8300, FAX. (307) 721-8333

Wyoming Business Council – Dave Spencer  
201 West Lakeway, Suite 1004  
Gillette, Wyoming 82718  
307-685-0283

EDA Funds  
Economic Development Administration  
Contact: Linda Harris, NEWEDC Executive Director  
P.O. Box 4369  
Gillette, Wyoming 82717  
307-686-3672  
307-670-1539 cell

**WYDOT Headquarters**

5300 Bishop Blvd  
Cheyenne, WY  
82009-3340

**Theme: Economic Development**

**Challenge:** Promoting new business, especially in the nature of manufacturing, will be difficult due to the unavailability of natural gas.

**Solution:** The closest hook-up is about 35 miles away. It would be an expensive endeavor but in light of the possible increase in electricity rates in the coming future, it may be cost effective to bring in natural gas.

**Challenge:** Work Force housing is very limited. Sundance has seen some overflow from the Gillette area energy boom. Lack of daycare is also a workers issue. The school district has teachers working in the district but living in Spearfish or Gillette. They get their salary in Sundance and spend it in other communities

**Solution:** Sundance has adequate available land to build work force housing. Some areas are being built but it is on larger acreage which can make the homes less affordable to the average workforce. More compact subdivisions would be appropriate. Increasing daycare availability would greatly benefit the community.

**Resources:**

Wyoming Business Council – Dave Spencer  
201 West Lakeway, Suite 1004  
Gillette, Wyoming 82718  
307-685-0283

NEWEDC  
Linda Harris, Executive Director  
P.O. Box 4369  
Gillette, Wyoming 82717  
307-686-3672  
307-670-1539 - cell

Department of Housing and Urban Development  
150 East B Street  
Casper, Wyoming 82610-1969  
307-261-6250

Wyoming Associated Builders  
Josh Carnahan  
800 Werner Court, Suite 255  
Casper, Wyoming 82610  
307-577-6460  
[josh.carnahan@wyobuilds.com](mailto:josh.carnahan@wyobuilds.com)

**Challenge:** Jobs for youth and families. Businesses are closing which take away jobs. Local folks travel to other communities to shop and do not support local business.

**Theme: Health Care/Emergency Services**

**Challenge:** Sundance has a very nice hospital but they are losing their medical specialists. Residents have to drive to South Dakota or larger Wyoming communities for OB/GYN, Pediatricians and Cardiologists. Malpractice insurance in the state has made these areas hard to cover in smaller communities.

**Solution:** These are hard issues to solve. Working with the state legislature and conveying what their activities can do to help.

**Challenge:** Affordable housing for law enforcement is an issue Lack of adequate funding for emergency services. Old equipment, not ready for emergency situations. Infrastructure and emergency services aren't keeping up. Fire Chief puts in numerous hours without any compensation (salary).

**Solution:** Make the fire chief an employee of the town. Reevaluate the funding structure. Investigate grants for emergency service equipment.

**Challenge:** Lack of senior housing and assisted/nursing facilities in an aging community.

**Solution:** Building these facilities

**Resources:**

Wyoming Business Council (WBC) – Dave Spencer  
201 West Lakeway, Suite 1004  
Gillette, Wyoming 82718  
307-685-0283

Department of Housing and Urban Development  
150 East B Street  
Casper, Wyoming 82610-1969  
307-261-6250

Wyoming Associated Builders  
Josh Carnahan  
800 Werner Court, Suite 255  
Casper, Wyoming 82610  
307-577-6460  
[josh.carnahan@wyobuilds.com](mailto:josh.carnahan@wyobuilds.com)

**Theme: Youth**

**Challenge:** Lack of jobs for the youth. Lack of recreational facilities and summer activities and the youth feel that with the lack of things to do, they turn to drinking. Schools are closed to the youth on off school hours for basketball or to work out on weights. Huge lack of fast food

restaurants which are typical youth employment opportunities. The swimming pool takes half of the summer to warm up and needs repair. The pool is one of the few activities available to the youth. They had a large slide at one time and it has been removed. They feel that the restaurants should stay open after school activities like football games where they and their families could get together. Football players are hungry after the game. There is an outdoor volleyball court but it is covered with rocks and weeds. The baseball field is too far out of town to be very accessible. Students would also like an indoor place to go and hang out, do homework and organized activities like a YMCA or similar. Youth travel to larger outlying communities to find things to do and shop. This is not only expensive but creates a danger aspect of students out on the highway. A wish list created by the students includes: rubber track at the high school (easier to run on), skateboard park, indoor pool (for year round use), lights on the football field ( they are not allowed to have them until all schools in the county can get them and they are frustrated by this).

**Solution:**

- Jobs fall under economic development. Encourage new business through Chamber of Commerce, NEWEDC and the WBC
- Work with the school Superintendent and Principal on scheduling open gym and weight room times.
- Research grants or fund raising activities that could improve if not build a new pool.
- Research becoming an umbrella under the rapid City YMCA. Form a task group to look into the possibility.
- Meet with the school district officials regarding lights on the football fields. Maybe the lights could be installed on a rotating schedule. Each year one of the schools gets lights until they all have them. Students shouldn't be penalized because they can't all be done at once. This is also an issue in Moorcroft. Other schools complain about playing in Sundance and Moorcroft. They also feel more spectators would come and cheer on the games.

**Theme: Tourism**

**Challenge:** Getting tourists to come into town.

**Solutions:** Working with the Chamber of Commerce and lodging tax boards to place billboard son highway, produce brochures for information centers. Renovate the Old Stoney building. This will be a great tourist tool.

**Resources:**

Wyoming Business Council (WBC) – Dave Spener  
201 West Lakeway, Suite 1004  
Gillette, Wyoming 82718  
307-685-0283

NEWEDC  
Linda Harris, Executive Director

P.O. Box 4369  
Gillette, Wyoming 82717  
307-686-3672, 307-670-1539 - cell

Sundance, Wyoming

Brandon Cammarata  
2101 O'Neil Avenue, Room 307  
Cheyenne WY 82002  
307-638-4303  
307-637-6308 fax  
[bcammarata@cheyennecity.org](mailto:bcammarata@cheyennecity.org)

Introduction: We spent two days in Sundance and I was very impressed with your community. We met lots of great people who care. Your community is blessed with beautiful surroundings.

**Theme:** Planning

**Challenge:** Planning with limited resources

**Solution (1):**

Update your comprehensive plan. The comprehensive plan establishes what is important to the community and where it wants to go. This document provides the basis to pursue all of the themes we heard this week in a logical comprehensive manner. I am aware that you have an existing landuse plan. A plan should be used to help you address issues other than just landuse. Plans can address landuses, annexation, economic development, fiscal responsibility, infrastructure development and maintenance, provision of services including emergency services, public facilities and the list can go on. A good plan will help guide the community over time as leadership and conditions change.

A plan that is supported by the community provides a framework so that people understand where the community is going and can help address some of the mistrust of local officials which was expressed at times. A governing body should be able to say they are making a decision based on the goals or principle established in the plan which was adopted by the community.

I recommend pursuing a grant through the Wyoming Business Council to help pay for the updated Comprehensive Plan, which will require hiring a consultant. I would also recommend advocates of this process familiarize themselves with what is out there. I have included a number of links that will get you started. Below are the first steps I would recommend.

- Talk to the Wyoming Business Council (WBC) about planning grants
- Look at other community's plans to see what you like
- Talk with consultants that develop these plans

- Take advantage of the Wyoming Planning Association (WYOPASS) as a network and resource for urban and rural planning.
- Attend planning conferences (WYOPASS – Cheyenne – August 4-6, 2008)
- Talk to neighboring and similar communities about their experiences.

**Solution (2):** Provide interested City staff people, Mayor and Council the opportunity to expand their knowledge base in planning related topics. There is a state planning organization called the Wyoming Planning Association (WYOPASS). Have a staff member and/or elected official become a members of this organization. It costs \$25 a year. WYOPASS is a network of planning resources and ideas throughout the state and the west which will help in your efforts.

**Resources:**

**GRANTS**

- <http://www.wyopass.org/education.htm>  
Julie Kozlowski, Economic Development Program Manager  
Wyoming Business Council (WBC)  
214 West 15th St.  
Cheyenne, WY 82002-0240  
307.777.2812  
[julie.kozlowski@wybusiness.org](mailto:julie.kozlowski@wybusiness.org)

**OTHER PLANS**

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

**PLANNING CONFERENCES**

- <http://www.wyopass.org/conferences.htm> - 2008 Western Planner Conference in Cheyenne

**PLANNING RESOURCES**

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



**Theme:** Fiscal impacts of new development

**Challenge:** How can new development pay its way both up front and for the ongoing provision of urban services and provide an affordable product.

**Solution:** Allowing and encouraging urban density is a component of this equation that can be addressed by a community. Density alone does not guarantee development will pay for itself but it increases that possibility and at the very least reduces the deficit. In the context of this discussion urban densities are the development patterns you see in your older downtown neighborhoods with one to three story buildings and a mix of housing styles ranging from “suburban” 6,000 SF to 10,000 SF lots to houses on smaller lots, to apartments and townhomes.

Three reasons urban densities can benefit the community.

1. Proposals for urban density are more likely to be able to carry the costs of extending their own water and sewer and building City streets because they are distributing the cost of those improvements to more new residents.
2. Developments to urban density are less of a drain on the town for ongoing maintenance of water, sewer, roads, emergency services etc. Having more taxpayers along the same stretch of road makes it easier for the town to cover the costs of providing services to that street.
3. Higher densities increase the potential of providing a more affordable product to the buyer by reducing one of the costs of development which is land.

I will not argue that the only value of development is tax dollars, but it is certainly one factor that should be considered. When a community decides to subsidize new development by extending water or sewer or by letting the developers not build to urban standards then the community should hope to get some benefit in order to take on a fiscal burden. There are a number of things your community identified as needs such as day care, recreation center etc. These items need to be part of the discussion especially when the community is helping the developer.

The basic components of your tax base and revenue are your local sales tax and property taxes.

1. Property Tax: A town will get 8 mills on a residential unit. A \$200,000 house would generate about \$152 per year in tax revenue to the town. ( $\$200,000 \times .095 \div 1000 \times 8$ ).
2. General Purpose Option Tax: Crook County generated about \$275,000 in 2006 for the General Purpose Option Tax. With an estimated population of about 6,100 in 2006 each person accounts for about \$45 in general purpose tax which is often used primarily for road maintenance.

As a rough approximation a new \$200,000 house with 4 people would generate around \$180 additional sales tax money and \$150 in property taxes. Does this money pay for this properties proportionate share of services in a year? Certainly there are other moneys from the state, however those moneys are non consistent and should not be relied on ongoing costs.

Annexation – This analysis is also applicable when considering annexation of existing development that is not built to urban densities. Once again if the development being annexed does not provide enough tax base to provide services to it then the annexation should provide some other benefit to the community in order to consider the annexation.

**Resources:**

State of Wyoming Web Site

<http://wyoming.gov/>

Search for population information and sales tax distribution data

**Theme:** Water and Sewer infrastructure

**Challenge:** Maintaining aging facilities

**Solution:** I cannot say I was able to evaluate your water and sewer infrastructure system and funding situation. But we did hear concern from your community regarding water in particular. Most communities have “system development fees” for the connection to water and sewer. These fees should be calibrated so that they adequately support your system as your community grows. Many communities let these fees lag and they do not adequately support facilities and they grow. I recommend examining this situation and make sure the fees are adequate and that there is a plan to assure they remain adequate. One way of doing this may be to hire a consultant to evaluate your system based on growth projections. They will recommend to you what your fee structure needs to be and how it may need to increase in the future.

I recommend starting with the WBC to see if there are and state moneys available to you to hire the consultant for the study.

**Resources:**

**GRANTS**

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

Julie Kozlowski, Economic Development Program Manager

Wyoming Business Council (WBC)

214 West 15th St.

Cheyenne, WY 82002-0240

307.777.2812

[julie.kozlowski@wybusiness.org](mailto:julie.kozlowski@wybusiness.org)

**Theme:** Beatification/more Green

**Challenge:** Improving and maintaining the visual appearance of the community.

**Action:** It is my impression that your community desires to increase tourism dollars. In my opinion it is your natural surroundings that may make people stop in your community and if they spend money in your community it will probably be downtown. If that is the case then improving your downtown and primary corridors may be important.

Include this component in your comprehensive plan which provides the groundwork for regulation that your community can support. When you are working on your plan you should have your consultant provide names of similar communities which have codes relating to landscaping requirements and other elements that can help your community achieves a goal of improving its appearance.

Areas that are often important to communities for beautification efforts include:

- Gateways – highly visible part of your community affect people’s perceptions of your community which can often have an economic affect on your community.
- Downtown and Commercial areas

Ways communities can address beautification

- Nuisance regulations that are supported by the community
- Regulate uses in general (zoning) – A salvage yard may not be most appropriate at your gateways and important corridors or next to downtown.
- Regulate signage. Are billboards or generic pole signs most attractive? Or can a monument sign look better and get the job done.
- Landscaping regulations for new commercial development – In a community trying to encourage commercial growth this is often a tough sell, but a proper balance exists in every community. The following is a partial list of common regulatory tools:
  - Irrigated landscape strip between sidewalks and parking lots/vehicular areas.
  - Street Trees with drip irrigation – Trees along your streets create attractive streets by buffering uses, blocking wind, shading asphalt and keeping things green.
  - Onsite landscaping – Set minimum standards for how much landscaping new development must install.
  - Encourage and allow low water usage species.
- Parks and open space need to be incorporated into your community’s future.
- Park maintenance needs to be examined so that your resources are maximized.

**Resources:**

Other Communities – It is easy to look at most larger community’s landscape regulations online. This will give you an idea of what is out there and what may be appropriate for your community.

**Theme:** Downtown

**Challenge:** How does a community grow while maintaining and enhancing their downtown?

**Solution:** It is my impression that your community desires to increase tourism dollars. In my opinion it is your natural surroundings that may make people stop in your community and if they spend money in your community it will probably be downtown. If that is the case then improving your downtown and primary corridors may be important.

Identify in your comprehensive plan the importance of downtown and identify the physical elements that make your downtown a unique part of the community. One example of this is the traditional placement of buildings downtown is right up on the street. This is not the same as convenience store on the edge of town. These factors need to be acknowledged in your plan and potentially your regulations. Infill development downtown should be built with the building and windows up on the street rather than a large parking lot in front. This will help maintain the downtown feel of an area.

I would also recommend that whenever WDOT does work on roads in your downtown area, you take the opportunity to insert yourself in the process so the goals of your community are incorporated into the improvements.

**Resources:**

<http://www.wyomingmainstreet.org/> - Wyoming Main Street

# Community Assessment Listening Session Responses

## **SUNDANCE PROBLEMS AND CHALLENGES:**

- Employment, not enough jobs for families
- New business not welcome
- Deer
- Common theme, beautification plan,
- Ditto
- Public apathy
- Younger people to stay here
- Public apathy
- Pass
- Pass
- Keeping young people here
- Traffic, people parking in street near hospital, church (both sides)
- Elderly housing – condo – no opportunities
- Hard to get public input
- More housing
- Employment – how can get younger to people to involve in community – volunteerism
- Unlicensed vehicle – removal
- Pass
- Public apathy, no public input
- Don't see anything wrong – scenery, wildlife
- Lack of consideration of neighbors – noise, dogs barking
- Plan to attract tourism and business development, encourage them to come to area
- Approach to city to the west – not a good impression, trashy DQ site, trailer courts – gateway
- No planning- Mish mosh\*
- Costs vs. growth – financing to get revenue for growth
- Financing - infrastructure, water, sewer, housing
- Archaic passing development costs unto to developers
- Creek trash – beautification, flood prevention
- Careful of development, i.e. gangs
- Subdivision development challenges – infrastructure, people, funding
- Quality daycare – funding, affordable costs, limited opening
- Salary of quality daycare providers vs. affordable costs

- Affordable housing – low income needs
- Ditto – workforce housing, retaining workers – losing to other counties\*\*
- Losing medical specialists – Ob/Gyn, Pediatricians, Cardiologists – to SD
- Malpractice insurance requirements passed by legislature
- Long term planning for infrastructure – curb & gutter, landscaping & deer
- Sidewalks – not cleaned or wide enough or ends
- No gymnasium or inside swimming pool
- Affordable housing –
- Employment skilled and unskilled labor
- Transportation services limited
- Waiting lists for long term care facilities, staffing adequate
- Continuous/follow up for juvenile offenders/troubled youth
- No facilities for teens to hang out\*\*
- No community center for gatherings/events or meeting space
- Classical agriculture/ranching and effect on economy, retirees moving in
- Aging population and decreasing kid population
- Small business – business retention, money spent in SD\*
- Meet future needs of folks moving in
- Support of existing/local services and businesses
- Small business development that meets our needs and feasible
- Zoning challenges – hard to plan for future, residential and industrial – not intrusive but addresses quality of life
- Attitude regarding zoning
- Agree to all – bedroom (mining) and retirement community
- Maintain status quo vs. growth
- No attempt for commercial expansion
- Affordable housing for senior and families
- No clear direction for the future – no vision
- No industrial or manufacturing jobs
- Infant daycare
- Workers for school district live and spend in SD
- Volunteer fire department – higher tax rates
- Wages competing with energy jobs
- City/county zoning coordination
- Infrastructure (water, sewer)\*\*\*
- No place for growth within city limits
- Recognize poverty/domestic violence as issues and address
- Low income housing
- Stricter penalties for substance abuse for minors
- Kids bullying one another at school
- Lack of mental health facilities
- Long term assistance vs. short term solution for emotionally challenged
- No reaching out to troubled youth – lacking services
- Lack of traffic safety – signing

- Recognition of Sundance as a community on map
- Tend to be too “clickish” and closed to outsiders – 10 years welcome to community, 20-30 years then accepted
- Water line supply, well back up, water services to unincorporated
- Nothing for kids to do\*\*\*
- Basic city mandates – grant riting, appearance vs. substance
- Improve health care
- Overall preparedness – hand to mouth supplies and goods – no cushion for supply line from grocery to infrastructure
- All of the above – resistance to change and growth – open minded – in our control – have a say
- No incentives for emergency workers – break on water, utilities, sewer, etc.
- Agree with all – basic economics – no draw for new business – no wage base for younger – incentives – better paying jobs/higher wage\*
- Affordable housing – nothing to keep younger folks here
- Emergency equipment – services limited for new development that’s ongoing
- Ditto
- Recognition and appreciation of volunteer efforts – emergency workers – time spent going beyond calls
- Ditto – need a recreation center/activities and jobs for youth
- Increased budget for emergency services by city for training/equipment
- Grant funding for immediate needs – new medical equipment and needs to be a priority
- Diagnostics center poor
- Maintaining roads
- Infrastructure and emergency services aren’t keeping up with growth
- Community values “looks” over substance
- City and community don’t appreciate volunteers
- Need City to be more transparent
- Not ready for emergency situations
- Water, sewer extensions outside of city limits
- Lack of adequate funding for emergency services
- ditto
- Fire department can’t keep up with growth without additional resources
- Roads need repair
- Need to fix roof on fire hall
- No pay for fire chief
- Underage drinking/smoking without significant penalty
- Many people have outdated belief systems that are opposed to change and growth
- Resistance to change
- Nothing to attract and keep young families
- Nothing for kids to do
- Most business is conducted out of town
- Inconsistent code enforcement
- Lack of adequate water pressure

- No industry
- Apathy
- Inconsiderate neighbors
- Parents who don't take responsibility for their children
- Walking paths/sidewalks need to be shoveled in the winter
- Unlicensed/junk vehicles
- Residential neighborhoods need speed limit signs
- Some streets too narrow for parking on both sides
- Few opportunities for young people to earn living
- No recreational opportunities for you
- Alcohol and drug use by youth
- Tunnel vision that rejects new ideas
- Lack of stimulating activities for youth
- No land use plan
- No effective control of derelict buildings and unused vehicles
- Weak civic organizations
- No vigorous and effective political debate
- Lack of housing
- Unwillingness mindset
- Keeping older neighborhoods from becoming run down/trashy
- Small population doesn't have adequate tax base to provide services
- No zoning
- Many don't really want growth
- Lack of teamwork to attract new business
- Mobile home parks are not attractive
- Lack of sufficient water
- Some properties are neglected
- Employment for younger people
- Infrastructure
- Day care
- Finding good jobs, adequate housing and daycare to stay here
- Lack of financing to pay for necessary infrastructure
- Lack of adequate housing, shopping and activities for young people
- Nothing for kids to do
- No community center
- Lack of adequate water and street maintenance to the new subdivisions
- Lack of funding for fire equipment
- Persistent "no growth" attitude
- Tough to get people to support local businesses
- Funding priorities are wrong
- Kids need something to do
- Lack of community pride
- Too many deer and turkeys
- No one shovels snow



- No industry or employment base
- No attraction for young families
- Lack of resources for youth and younger children
- Lack of good daycare
- Need better school ground equipment for kids
- Lack of well paying jobs, housing
- No community center
- Streets need repair
- Need more diversity for groceries
- People who don't want Sundance to grow
- Poor traffic control
- Need to overcome mindset that Sundance doesn't need to grow
- Lack of support and involvement with youth
- Lack of businesses
- Insufficient water supply and sewer lines
- Dust
- Paying for city engineer mistakes
- Lack of adequate law enforcement
- Lack of adequate housing
- Job market
- Landfill
- No development plan
- Need downtown beautification plan
- No civic center
- No plan to attract tourists and business development
- Few businesses
- Too many cliques
- Too many deer
- New comers don't pay their share
- Not enough water
- Water service
- Garbage collection
- People don't want to get involved
- Inadequate daycare space
- Need more eating establishments
- Need more employment opportunities
- Old vehicles left around
- Clinic doctors not always available
- Need more stores
- Very little shopping and housing
- Everything too expensive
- Hard to maintain an attractive and well used business district
- Large discount retailers undercut local businesses
- Lack of help with EMS and Fire Department

- Water systems
- Ranches cannot compete on wages
- Lack of direction and viable economic development
- No affordable housing
- Conservation and land use has run astray with too many subdivisions and ranchettes
- Healthcare costs
- County leadership
- Lack of vision for future
- Limited tax base
- No growth planning
- Lack of affordable housing
- Need more volunteers for EMS/Fire
- Lack of sewer in Kaski
- Landfill
- Nothing to do
- Ditto
- Boring
- No place for hang up for middle schools
- Something other thing to do then alcohol
- Drinking is problem
- Ditto
- Somewhere to go
- Big lot could be used for arcade
- Nothing to do
- Place to hang
- Ditto
- Ditto
- No winter activities
- Nothing to do
- A lot of old people
- 5 churches, 3 bars, nothing for kids
- need Walmart
- need restaurants
- need hours at restaurants for after games etc
- some of cops need to learn to be cops
- cops are harsh
- judged by company keep
- pool takes ½ summer to heat up
- council doesn't get things done – rubber track, skateboard park, indoor pool, lights for football field (needed to wait for rest of Crook co. schools)
- new park is for little kids
- took out big slide
- volleyball court is on weeds and rocks
- people are mean – old people with bad attitudes toward kids

- 14 year olds have a hard time trying to work because of age and no driving
- limited hours at coffee shop
- church group leader was too controlling
- summer recreation is limited for older kids
- baseball field too far out of town
- not much to do for kids or adults – no exercise place
- need indoor place
- nothing to do – sometimes not best choices made
- nothing constructive to do
  
- activities require travel to Gillete or Spearfish
- ditto
- ditto – always have to go out of town
- activities for little kids or adults
- if stay in town get in trouble
- not enough jobs for kids
- bigger grocery store, hardware store, etc.
- need more businesses to get needs met and grow population
- people don't want growth
- no place to live
- more businesses
- natural gas voted out
- community college was not brought in when had possible opportunity
- need to grow or die
- losing children, getting aged population
- need development
- kids place to need to hang out – get in trouble hanging out by Subway
- police don't have enough to do except pick on kids
- tourists say cops are rude
- 9-12 grades are looked down on. No opportunities for this age to share opinions
- need to focus on upcoming generations
- need place to hang – pointless and cost gas money
- town is fundraised out
- town is poor. Sometimes go to spearfish to fundraising
- leadership people get tired
- people don't have a lot of ownership so they don't care
- kids had small community center. When those kids graduated, it didn't work
- good hospital. Sometimes past administrations weren't good. Hospital needs to beg for money
- ½ of people want to move ahead, ½ don't want to change
- people go to Spearfish for shopping and recreation
- Kids don't have anything to do
- There is a drug and drinking problem – more than people think
- People are ignoring problem of drugs and drinking or trying to micro-managing

- No teen pregnancy issue, but there is worry about pregnancy so assumes sexual activity
- Some bullying as building has 7-12 graders – no big issues
- Cell phones is biggest discipline issues
- Elderly people are not healthy as didn't have healthy lifestyle
- Reluctance to change, new people, new businesses
- Closed community
- Not sure teenagers needs are met. Skateboard park was shot down. Adult led activities are supported, but not others. Not all kids want to do sports
- Opportunities for kids and adults for cultural things
- Housing was huge problem. Need for affordable housing, but hasn't seem to limit filling teacher's openings to a great extent
- Sits on I -90 and tourism passes by
- Local law enforcement treats visitors – don't want to come back
- Not much for the kids to do in town
- Affordable housing – law enforcement can't afford the prices here – need to be in \$100,000 range
- Problems depend on what you want to do – you can be stuck in the 1950's – need to figure out where we want to go
- Improving maintaining infrastructure, matching tax base with the need providing recreation with out too \$\$
- Nothing for the young to do
- Infrastructure – sewer project in the canyon, affordable housing,
- Challenges of small comities being able to fund projects – revenue base is meager- capitol construction projects
- Development infrastructure that is in the rears – how do you take care of what you have before building
- Public relations (better) between city – counties – and agencies – training for chamber, businesses – no welcoming committee – lack of support when new comes to town.
- Money is main issue – need to take control of the one mile limit around the city
- Summer seasonal help can't find housing – forest brings on 30 – 40 seasonal each summer
- There are things to do here but they haven't been fully utilizes and finished.
- Need community center with BB courts and inside activities in the winter
- Our dependence on propane fuel – need natural gas – electric is the other option \$\$
- Trying to keep the small businesses alive with the large stores with in 30 miles
- Lack of volunteers
- Aging population
- Lack of a vision and the challenge to create one
- Strong service org.
- Larger tourist based environment
- Something to keep the young people here – jobs, recreation
- Not enough small industry
- Box stores on both sides of the town – need to learn to do business at home.
- Affordable housing \$100,000 to 150,000

- Need more people to come together – volunteers
- Daycare
- Reluctance to ally with other communities – we can do more regionally if we work together
- Water sewer infrastructure is aging – takes a good foundation to grow
- Need to prepare and be connected for growth
- Nothing for the teens to do – place to be – stay out of trouble
- Housing good paying job opportunities for youth and others to stay in the community
- Fix the aging infrastructure before you put in new – cost to the developer is high
- Size of Sundance is a challenge – we don't have the growth to feed off of one another
- Lack of consistency on upgrading subdivisions – policies change with new councils
- Be able to grow the community to a critical mass with out changing the values
- Lack of a common vision – include surrounding and ranchers
- Private sector business that would build on existing government offices
- Lack of long term goals; 10, 20, 30 50 year plans
- Lack of coordinating community events
- Need to share resources
- Subsidizing garbage and sewer costs restricts the city from spending money on parks
- Not enough charitable giving of funds from the private sector
- Lack of volunteers
- Bedroom community, to few retail businesses lack of housing
- Need a real barber
- Post Office closed all the time when we don't have mail delivery
- Forest service cutting out the motorized use of forest land
- Negative people
- Need natural gas
- Better television service
- Not coordinating existing resources use senior center for teen center
- Alcohol and substance abuse by teens and adults. Adults providing to teens
- Affordable housing
- Lack of growth
- Nothing for the youth
- Lack of local jobs
- Total dependence on propane
- Lack of affordable housing and apartments
- Nothing to keep young people here
- Decimated business district
- Old Stony becoming a derelict
- Public library too small
- Good restaurant open on weekends, evenings
- No year-round recreation facility
- Pool open only in summer depending on weather
- Inability to host district level sports competitions for schools
- Residents not familiar with mayor or city council

- Don't know what boards or committees available
- Nothing to do: rec-center, skate park, bowling, movie theatre
- Lack of activities and facilities for youth
- Junk vehicles on property-zoning laws
- Promote Sundance as a destination
- Support volunteer organizations
- Need to support day care centers
- Food establishments
- Hiring
- Things for teens to do
- Police need public relations classes
- Center lane parking needs to be addressed
- Police need public relations training
- Use Old Stoney
- Program for youth and seniors
- Nothing for youth to do
- Roads need repair
- Nothing to do
- Drugs and drinking
- Cracked and broken roads
- Nothing to do
- Drugs and drinking graffiti
- Nothing to do
- Ditto
- Speed bumps are bad
- Cops won't leave kids alone
- Cops
- No place for teens to hang out
- Not enough equipment to move snow
- Stop trains down near old buildings
- Need a skate park
- Apathy
- More teenage entertainment
- People don't get along
- Teen drinking and smoking
- Bad roads
- Not enough restaurants
- Pollution
- Cops picking on kids
- Teenage activities
- Nothing for teens to do
- Need a rec-center
- Nothing to do
- Nothing for teens to do

- Basketball court by the fair grounds needs repair
- Nowhere to practice basketball
- Nothing to do
- Nothing to do
- Nothing is open
- Can't use the old basketball gym without paying
- Nothing is ever open
- Nothing for kids to do
- Stores are never open
- Teens smoking and drinking
- Not enough for kids to do
- It's boring
- Nothing is open
- Too many cops
- It's boring
- Nothing for teens to do
- Cops harass kids
- Not enough tourism
- Drugs and alcohol
- Nothing to do
- Cops harass
- Drugs
- Too much underage drinking
- Not being happy
- Nothing to do
- Nothing for teens to do not a lot to do
- Drugs
- Everybody knows your business
- Closed minded
- Potholes
- Students should have more say
- Restaurants aren't open
- No place to play basketball in winter
- Nothing to keep teens occupied
- Restaurants aren't open after games
- No entertainment in winter
- Nothing to do
- Graffiti
- Too many cops
- All the houses are being built next to Sundance mountain
- Underage drinking and smoking
- Nothing for kids to do
- Not having a good track
- This town is to boring

- Nothing to do after school or outside of school
- Speed limit
- It's really boring
- Boring
- Convincing kids they have it good
- Teaching kids how to entertain themselves legally
- Snow isn't plowed soon enough
- A lot of trash in the streets
- Nothing to do
- Too many deer
- Need more restaurants and entertainment
- Too boring
- Kids need legal entertainment
- Smoking and drinking on school grounds
- No activities
- Poor road conditions
- Lack of work at City Hall
- Road work is pathetic
- Peoples attitudes
- Poor parking and road conditions
- Poor road conditions
- Poor road conditions
- Lack of snow removal
- Poor road conditions
- Nothing for kids to do
- Poor roads
- No rec-center
- Nothing to do
- No activities especially in the winter
- No fun recreation
- Teen drugs and alcohol abuse
- Bringing knives to school
- Kids carrying knives
- Drugs and alcohol
- Nothing to do
- Nothing for kids to do
- No mall
- Deer, turkeys and mountain lions in town
- Mountain lions and deer in town
- Not enough to do after school and on weekends
- People making fun of others
- People don't like change
- Police stalk teenagers
- No problems



- No place to hang out
- Cops letting people get away with a lot of crap
- Pot holes
- Streets don't get plowed
- No place for teens to be
- Bad roads
- Police need to take care of real crime
- Cops are way to serious
- Nothing for kids to do
- Nothing for kids to do
- Nothing to do but sit at Subway
- Cops need to chill
- Need a skate park
- Need something to do
- Finding something to do
- Need a skate park
- Cops
- Gossip
- Nothing for kids to do
- Nothing to do
- Nothing at all in Sundance
- Too small
- Indoor pool
- Nothing for teenagers to do
- Slow working people
- People don't leave stuff alone
- Vandalism
- Need a skate park
- Providing positive choices for youth

**SUNDANCE STRENGTHS AND ASSETS:**

- Small, national forest, Devil's Tower\*
- Snow removal, garbage service
- Proximity to I-90, DT, BHs, climate, scenic beautiful, small town ambiance, friendly people
- Ditto, picturesque, proximity to I-90
- Beauty, deer
- Ditto
- Hunting,
- Recreation possibilities, snowmobile trails, cross country skiing, golf course, courts
- Senior Center, good schools
- Great place to raise kids, grandkids
- Nice town to live in\*\*\*\*
- Friendly people\*
- Emergency center, great school, county seat
- Stores call you by your name, beautiful, assisted living, nursing home, schools, hospital, businesses successful
- People in community know you and know about
- People put up with you – support fundraising efforts\*
- No high rise buildings – ditto on everything else – walking path - Museum district “old stoney”
- Great place to retire
- Excellent library, best music programs in state at high school\*
- Good weather
- County fair and rodeo
- Not a big community – right size\*\*\*
- Friendly people, looking out for each other
- Community spirit – community helps out\*\*\*\*\*
- School system – parents and teachers\*\*
- Nice public library\*\*
- Great mental and public health facility, DFS – headstart
- City crew and police chief – snow cleared, dedicated city employees\*
- Summer city recreation program
- Senior center program\*
- Family violence program
- Walk anywhere in town
- School district – elementary reading/math cutting edge curriculum
- Diverse economy for small economy – other services beside county & federal\*
- Service economy embraced and supported – tourism
- Ag community very supportive of business services

- Well educated community residents – can work toward community goals
- Residents work together for the most part
- Fire, emergency, police service availability – hospital planning for future\*
- Scenic and nice place to live\*
- Aesthetics and location – far enough away yet also have amenities here
- County seat – mining, ranching, agriculture, history, as assets
- Tap into history - historic vacation destination
- Untapped resource are visitors/tourists
- Offer by Chapel of Faith for infant daycare services
- High school
- Location – far away from industrial Gillette, near Spearfish
- Potential for growth and annexation
- Church community supports and coordination to meet community needs\*\*
- Social service agency coordinate services and address problems
- Hospice and nursing home care
- Local newspapers support community events
- Tight knit community
- Various government agency located here and major employer
- Public recreation
- Great place to raise a family, safety, police, medical
- School system great especially elementary
- Emergency services work together very well
- Citizens rally when folks are in need\*\*\*
- EMS group is like family
- Friendly folks\*\*\*
- Ditto
- City stepping up – assessment team here\*\*
- Size and location
- Tourism and little competition so business can thrive
- Ditto
- Law enforcement
- Ditto
- Feel at home
- Hunting, fishing, mountain biking within proximity
- Tourist relate the “friendliness of locals”
- Good citizens, strong volunteer corp
- Location
- Good growth with control
- Dependable law enforcement, EMS and Fire
- ditto
- God place to raise a family
- EMS/Fire volunteers act as a family
- Everyone comes together when there is a problem
- Agencies work well together

- Community is trying to improve
- ditto
- Outsiders are welcome
- Small town with good people that help one another
- Good city services
- Beautiful location with lots of scenery and wildlife
- Great fire, police and EMS services
- Good hospital/clinic
- Good schools and teachers
- Very good street maintenance
- Walking path along creek
- Good weather
- Major towns are nearby
- County offices, fair and rodeo
- Businesses support kids and community functions
- Very good and active senior citizens center
- Museum district members
- Old Stoney
- Interstate highway brings tourists
- People want to improve the town
- Most beautiful place on earth
- Friendliness – everyone knows your name
- City employees
- Wonderful people
- Beauty of Sundance and the Bearlodge
- Unique businesses
- Amazing music program at schools
- Bear Lodge High School
- People care about each other
- Low crime
- Dedicated professional in government/social services
- Good school
- Excellent city employees
- Caring and informed city council/mayor
- Location
- Sundance kid
- It hasn't been "screwed up" yet
- Location in mountains near national forest
- Outdoor lovers paradise
- Small town feel
- Working on Old Stoney
- Great location
- Local pride and support for kids
- Good police force

- Churches
- Rich county
- Music outside of Mercantile
- Scenic location
- This is county seat
- Proximity to interstate
- Senior center
- Small town atmosphere
- Small community with great citizens
- Beautiful place to raise a family
- Most people take care of their property
- The people
- Medical services
- Library
- Low taxes
- Council understands they need to control growth
- Location, people and school
- Native American and western history/culture
- Hospital district, police and sheriff, county seat, forest district
- Starting to cater to tourists
- Hospital, clinic, nursing home
- Beautiful location on Interstate
- Friendly, active community
- Clean air, low crime, visitor's center, friendly people watch out for each other
- Police force
- Hospital/ambulance service
- Courthouse, museum and library
- Grocery, drug store, bank, café's
- Mental health program, senior center, schools
- Rural area with nearby national forest and recreation
- Police protection
- Good school system
- Safe community near lots of outdoor recreation
- Strong community bond, great schools, quality health care
- Dental and mental health
- City employees
- Volunteer firefighters
- Clean and pleasant community to live in
- Great kids
- Size, people, law enforcement, ambulance/fire, medical district
- Good water with reasonable city fees
- Good stable employers
- Assisted living and nursing home
- People look out for each other

- Schools are above average, especially elementary school
- Police, fire, medical staff
- People work together in a crisis
- Library
- Lots of things for young children to do
- Location, friendliness, room to grow, low taxes
- Good snow/garbage removal
- Fire/EMS response
- Day care
- Excellent geographic location with lack of population
- Water, low crime, good day care
- Proximity to I-90, Devils Tower, on the way to Yellowstone/Big Horns
- Climate and scenic beauty
- Small town ambiance
- Friendly people
- ditto
- Good school spirit
- Good place to live
- Library
- Small town
- Great personalities that assist in crisis
- Good schools, library and public health
- Good place to retire
- Lot of recreation and outdoor activities
- Beautiful location
- Friendliness and concern that people have for one another
- Scenic area, tourist destination, Black Hills
- Talented and hard working people
- Schools and after school programs
- Police Chief
- Can talk to administration
- Local schools, solid bank, beauty of area, caring citizens
- Climate, recreational opportunities, housing growth
- Potential for business expansion, good ambiance of city
- Beauty of area
- Small town atmosphere
- Tourism draw
- Size of town
- No stop lights
- No much traffic
- Can walk to school in 5 min.
- School sports because don't have to compete to play
- Size
- Likes pool

- Size
- Being able to know everybody
- Friendly people
- Not many people
- Pool
- Basketball court
- Open and free – not caged in
- Safe - no crime
- Everybody has each others back
- Everybody knows everybody and helps each other out
- Community support kids and kids support businesses
- A lot of churches
- Everybody knows everybody and helps each other out
- Community comes to kids' games, does raffles
- All kids raised hands that in sports
- Getting things started is difficult, but get a lot of cooperation happens when informed
- No violence in school, some bullying
- Safe community
- Everybody supports everybody
- Can walk by self at night
- Good looking time. People keep up. Attracts tourist
- Pull together when things going
- ½ hour from reservoir, close to shopping
- Helping Clay mentioned several times
- Take care of each other. Businesses give donations
- Do a lot of things for tourists
- Summer time is good with all activities
- Police dept keeps things safe during Rally
- Safe community
- Summer time fun: Keyhole or spearfish
- Ski, snowboard, run, mountain biking, snowshoeing
- Small
- Beautiful
- Most of people are well meaning
- Not a transient population
- People looking out for each other. Pitching in if there is a need
- Support of community events
- Chief of police is easy to work with and involved. He is accessible, visible, and friendly. Give positive impression of law enforcement
- Good emphasis on character and academics in elementary. Not too progressive, but solid
- Recreational opportunities: outdoor, trails
- Good folks
- Library a good resource

- Agencies work together to fund projects: DFS, Family Violence, Domestic Violence, 21<sup>st</sup> century grant writer
- Connect resources of state and other communities for enrichment of community
- Good school system
- Ditto
- Unique in the safe feeling of town – can leave keys in the car
- Edge of the Black Hills, stays green in the summer
- Good location – close to other communities but far enough away
- Great state , county, city, school relationships
- Home town bank
- Industry
- Diversified – oil, minerals, industry (county)
- Not just reliant on one industry
- Close to SD to recreate
- Friendly!
- Rural living – know elected officials – open interfacing
- Life style – feel free to leave cars unlocked
- Cost of living is low
- Access to larger communities & shopping.
- People will want to locate here because of cheaper cost of living but close to other things
- Location – close to the Hills
- People have reasonable expectations about their community
- Smaller school system – people move here for their kids to attend school
- Passed the 1% special use tax – which is not usual
- Good people
- New comers are welcomed
- Small town
- Beautiful scenery
- Hunting ability – accessibility
- No state sales tax
- “Great place to live but bring your own money”
- Small – people join together – top notch school
- Be on the streets and no worry
- Good place to raise a family. “If they do something you hear about it before they get home
- The Bank – presidents attitude toward the town
- Great hospital and clinic/hospital
- Friendliness
- No crime
- County seat – government offices give stability
- You really can find everything you need here
- Welcomes new people
- Location
- By the interstate campgrounds are handy



- Great library – better than most small towns
- Feel welcomed if you are new – no crime
- Taxes are great
- Perfect place to raise kids
- Biggest asset is the people
- Sundance treats the local very well
- Atmosphere – culture of the community
- Family – the town feels like a family
- Recreation opportunities in the area
- What we offer our seniors
- Good fiscal infrastructure – telecommunications – good rates for utilities – good hospital
- People move here because of the school system
- National forest close by – walking path
- Location – scenery – recreational opportunities – hunting – fishing – school system
- Highly competitive electrical rates
- Cooperation from the large businesses and government offices is great asset for the city
- Recreation – schools
- Good variety of business – infrastructure – county seat – hospital – schools – good retirement community
- City is financially sound – able to do some projects – meets their debts – diverse business in the community
- Close to the mountain and highway
- People in the community – second and third generation families
- PRECORP is an REA (RUS) funding tool – Rural Development
- Not a lot of crime
- Tight community
- Every one knows each other
- Close knit community
- Support for Sundance teams
- Need a skate park
- Sports
- Law enforcement
- Schools clubs and churches
- People
- We have one good place to eat
- Nature
- Deer in town
- No gangs
- Small
- It's good in Sundance
- Good stores
- None
- Sports
- Community spirit

- Community pride
- Individualism
- Community spirit
- Sports
- Nice small town good schools
- Schools
- Small town no major crime
- We help each other
- Not much
- Nice small town
- Clean and attractive
- Many attractions for tourists and locals
- Nice community, nice scenery
- Smart intelligent students
- Good math teachers
- Smart kids, kids get along
- Salons
- Business
- Quiet
- School sports
- Swimming pool and old gym
- Old gym
- Small town unity
- Need a bowling alley
- Law enforcement, small town
- Small town unity
- Small town unity, law enforcement
- No major strengths
- History and location
- Good law enforcement
- Fresh start close to school
- Nice people, close to hunting
- Clean ecosystem
- Good jobs, good cops
- Close to hunting
- Sports
- Sports teams
- Close to hunting and forest
- Work together
- Sports
- Sports
- Sports
- Sports
- Smaller, help those in need

- Basketball court, swimming pool, summer activities
- Good community
- People
- Not over populated
- Size and landscape
- Can walk places
- Support from the community
- Small community, less crime
- Safe, quiet
- Sports
- Everyone is nice
- Nothing
- Small community, helping each other
- Small
- School sports, music
- Close community
- Small town
- Sports programs, small school
- We are good at sports
- Clean town, willing to employ teens
- Good teams
- We are good at sports
- It's clean
- Sports teams
- Two gyms, schools
- Friendly
- Good schools
- Quiet
- Feel safe, nice schools
- Nice sidewalks
- Close community
- Town up-keep and clean
- Safe drivers
- How the police handle drivers
- We are good sports
- Our sports teams
- Park, walking path, Old Stoney and the pond
- Cleaning the roads in winter
- Tight knit community
- Small town that's nice to live in
- Clean community with good people
- All pretty good friends
- Clean, nice looking town
- We are on the interstate

- We have a swimming pool and offer lessons
- Caring people
- Small town
- Excellent schools
- On the interstate
- Hospital, court house and fairgrounds
- Beautiful location
- Friendly people
- Beautiful area
- Hard-working city crew
- Green areas
- Hospital , nursing home, assisted living facility, senior center, day cares
- Very good schools
- Close knit community
- Good people
- City services
- Good schools
- Hospital, nursing home, assisted living
- Outdoor recreation
- Economic diversity
- Highway system
- Old Stoney
- Walking paths

**SUNDANCE FUTURE PROJECTS:**

- Old Stoney renovated – funding
- Incorporate corporate outlying areas - vista west, sundance west – annex
- Short term – clean up junk, trashy areas
- Ditto museum
- More downtown development – staying in town to shop, gasoline – retail
- Retirement complex – condos, apartments – civic center w/parking, fine dining restaurant,
- Ditto above, library expansion
- All the above\* and enlarge the senior center
- All of the above \*\*\*\*
- Nice city park w/kids and no stickers in the butt\*
- More retail store
- Nice park, library expansion
- Fix short term projects
- Cover at the Sundance pool to enjoy year round\*
- Sundance buy into County for subdivision – mile buffer, affordable housing (2 years)
- Barber shop (5 years) – barber pole and retail
- Clothing store – car dealership 10 years
- Infant daycare\*
- Growth of private sector employment, new industries – retail businesses\*
- Affordable housing\*\*
- Plan for replacing water/sewer lines – process in place
- Ensure housing meets standards - building codes, quality construction
- Neighborhood watch programs prepare for future development
- Means of using materials for rocks/gravels – recovery and reuse (ice control)\*
- Drainage systems – storm and sewer
- Substandard building – quality construction
- Limited zoning - Code enforcement
- Replace box elder trees
- Leadership need different mindset – pro-green growth
- Improve sidewalks
- Encourage water conservation with incentives
- Visitor center kept in Sundance
- Walking paths extended and improved
- Indoor pool – replace existing
- Library expansion
- Expansion of museum

- Long term planning for city/county for 5, 10, 15 years – financing, public infrastructure, services\*\*\*
- Affordable and additional daycare services\*\*
- Identify projects that meet community needs
- Leadership understanding needs of community
  
- Community/recreation center for events\*\*\*\*\*
- Business and workforce retention
- Availability of medical services, specialists - pediatrician
- Affordable housing vs. wages offered – support one another
- Updated and expanded daycare facilities\*
- Fair grading of daycare services – qualifications, programs, etc.
- Master plan to seek grant funding – financial assistance
- Assessment to be utilized by community - a couple done before\*
- More cooperation between Cheyenne (state government) and local communities
- Development of specialty stores vs. Walmart
- Bike paths in Bear Lodge
- Museum development and cultural heritage, Vore Buffalo Jump – tap into dollars\*\*
- Build on existing resources for tourism development – not overrun\*
- Develop park for family functions – recreational opportunities
- Something to keep and attract young families
- Infrastructure (roads, water, sewer, etc.) development to meet needs of increasing population – housing\*
- A plan to provide direction and vision
- Subsidized and temporary housing – seasonal employees
- Continue to rally around one another
- Memorial Park plan implementation
- Zoning plan development and implementation
- Organized annexation\*
- Business recruitment to increase tax base
- Work with county planning office to address workforce housing
- More law enforcement officers and services – increase salary
- More business friendly to attract small business/developers
- Inflatable movie screen to hold Friday night events for families
- Skate park\*\*
- Better access to funding without too many strings attached
- Arts and crafts, dancing lessons - cultural events
- Changing of mindset for growth
- Finish “old stoney” project
- Finish shooting gallery at fairgrounds
- Improve fishing pond
- Bring sawmill, airport and railroad
- Attract other fast food chains
- Church of Christ facility available for youth facility

- Water system – operating hydrants, well maintained, services to annexed areas
- New equipment for emergency services
- Playing courts for kids
- Additional dining opportunities
- Currently county building being used for fire – should be turned into training center for emergency services\*\*\*
- Helipad site
- Ditto – jobs for youth – events/activities for kids\*
- New hospital – include a wellness center\*
- Addition to fire hall
- Community education – preparedness - pandemic flu
- Access to grant funding
- Incentive for businesses to locate here
- Outreach college campus
- Emergency Operation Center for disaster
- Prioritize projects by health, safety needs and address kids
- Resurface tennis court
- Elderly recreational activities
- Expanded emergency services, relocate offices to Kwansa (sp?) hut
- Paid emergency service personnel – Fire Chief
- Covered by all
- Ditto – senior center program recognition\*
- City leadership and resident support of EMS
- Warning siren on other side of town
- Recognition of EMS
- Retirement home – buy a unit then pay a flat fee – all inclusive service – own
- Bowling alley, indoor theater
- More visible community pride
- Street improvement
- Plan for growth
- Brand community – tourism and identity of area
- Need to meet basic needs of EMS/Fire
- Construct park within needs and available finances
- Encourage private sector to develop day care
- Reimburse firefighters for training
- City Council needs to recognize volunteer firefighters
- Water systems upgrades and testing
- No water extensions outside of town
- Place hydrants in subdivisions outside of town
- Need to recognize those people who are making a difference
- Better snow removal for emergency services
- A rec center
- Promote volunteer services
- New fire engine, fix fire hall facility

- More housing
- Community rec center
- New businesses
- Teen center
- Activities for adults
- Large community center
- Annex Sundance West, Vista West, Kaski subdivisions
- Replace aging water/sewer
- Clear the creek of trash along walking path
- Warning siren on east end of town
- Keep sidewalks clear of snow/debris
- Inform all residents of city ordinances
- No parking in center lane except for oversize vehicles
- Construction codes need to be enforced
- Official neighborhood watch program
- Reuse street sweeper material to fill pot holes
- Better surface water drainage
- Improved sidewalks, sewer lagoons, flood control
- Use “back in” parking instead of “pull in”
- Recreational activities for kids
- Replace box elder trees with better trees without bugs
- Improved sidewalk over 3<sup>rd</sup> street bridge
- Volunteers to keep new park clean, and constant security monitoring there
- Complete Clarenbach Memorial Park
- Activities for kids
- Residential mental health
- Effective, comprehensive land use planning and zoning
- Better marketing of Sundance
- More waterwells, sewer expansion, barber shop
- Leadership renaissance
- Economic development
- Retirement community
- Self-sufficient city
- Rec center and more outdoor activities
- Housing
- Expansion of water and sewer capacity
- Senior center upgrade, youth facility, more tourist attractions, fix streets
- Decorate lampposts for holidays
- Franchise restaurants, wholesome entertainment for adults and children
- Remove junk, promote solar and wind power, bury utility lines
- Water conservation, maybe with incentives
- Promote small manufacturing/technology
- Community college presence
- Better parks, baseball complex



- Fix water and street issues
- Keep small town atmosphere
- Day care facility completion
- Water/sewer improvements
- Landfill and sewer lagoon issues resolved
- City park improvements
- All RV's off the streets for everyday parking
- Affordable housing with water and sewer (not septic)
- More businesses
- Continue and increase recycling programs
- Clean up vacant lots and enforce ordinances
- Upgrade fire equipment and repair fire hall
- Street, water and sewer improvements
- Affordable housing
- Mobile home park improvements
- Community center
- Better care for fire department volunteers, equipment and facility
- A beautification program
- Clean up the city
- Renovation of Old Stony
- Industrial park
- Indoor recreation center
- Better schools, medical services and EMS equipped with latest equipment
- Old Stony preserved
- Fix the pot holes
- Enclose city pool
- Better streets, water and sewer
- Funding and planning to increase quality of EMS/Fire
- City park and pool improvements
- Rec center
- Available housing
- Community center
- Cover the swimming pool
- Daycare
- More for kids to do
- Finish Old Stony
- Address native American population
- Remove broken down vehicles
- Community get togethers
- Community center
- Better sidewalks
- Teen activities
- Water/sewer supply
- Street improvements

- New businesses
- Pave all streets
- Make developers pay for improvements
- Rental housing
- Museum project
- Beautification of downtown, theme
- Civic center
- Retirement complex
- Attract more business
- Fine dining restaurant
- More shopping
- More activities for young people
- Pave more streets
- Active booster club at school
- Community center
- More walking path, better parks, fix baby pool
- Indoor pool
- Renovate Old Stony
- More businesses
- Clean up trash
- Uniform enforcement of city codes
- Better streets
- Refurbish Old Stony
- Better infrastructure
- Beautification projects
- Bring youth back
- Better healthcare
- Low cost housing
- Rec center
- Civic center with parking
- Retirement complex
- Museum working with chamber
- Low income apartments
- Elderly housing
- Rubber track – wants meets here
- Lights for football field
- Basketball court needs resurfaced
- Better access to old gym – less security deposit
- Rec center – bowling, bb court, ping pong, any sports
- Something for kids
- Skateboard park
- Tastee freeze lot could be used for something for fun
- Something fun to do
- Skateboard park

- Bowling alley
- Something fun to do
- Indoor pool
- Something to do other than drink
- Indoor basketb court that can used
- Easier access to bb court
- Cleaner community
- Pool, volleyball court in rec center
- Boys prefer arcade
- Girls prefer shopping
- Flooring on tennis court needs work
- Roof over benches by barn – assume by fairgrounds
- Arcade and bowling alley would brings jobs for kids
- Ditto
- Other jobs: working at coffee shop
- New baseball field – current baseball is too far out of town
- Need to change. Ex. Bowling alley
- Anything for community better – something for people to do
- Ditto
- Ways to keep business in town
- Roads re-done
- Get sports program better for kids: baseball and wrestling are going down
- Ice rink or some winter activity – would like rec center
- Rec center. Even cheap thing for kids – paintball arena – give job opportunity, exercise, something to do
- Happy helper grant
- EMS and fire dept get more recognition, new building
- Wants EMS, etc to get done 1<sup>st</sup> before growth
- Things to do: gym, pool, dart boards, pool, place to be inside with friends
- Things to make community look better. Landscaping, more tourist activities
- Town develop: bowling alley, outside theatre, every little development will help, ski place on Sundance Mtn.
- Roller skate rink with couches, TV like when parents kids
- Indoor pool.
- City pool needs to be fixed as city spends more repair money than earns
- Pool is great
- Spearfish people come to pool
- Need rec center for winter
- Open ski slope on Sundance Mountain
- Need rec center – when school gym is open, it is used by kids and adults
- Develop downtown so people can buy local
- Work-out place to help with healthier life styles

- Health care facility and Drs. are great. Need to keep health care system intact. Facility needs air conditioning, hot water in patient rooms, and other updates. If they could do wellness center in hospital, would give community place to exercise.
- Have good starts to things: upgrades to park, museum, Old Stony,
- More development of before and after school development
- Completion of the street paving
- See Sundance grow – within reason. Annex to the outskirts of town
- Need natural in the area
- Museum & arts council take off - something for the kids to do – need a community center – meeting rooms –
- Ditto –exercise room
- Parks need improved
- Economic development in general – incentives for new business – no where to live – no available buildings for new business
- Community center
- Growth of the community – needs to grow
- Restore Old Stony
- Improving the streets – pot holes – issues with the water and sewer
- Need to centralize the housing in the city limits – sprawl is costly to the town – live in county but use city services with out paying
- New daycare centers – parks
- Need good growth planning
- Ditto
- Need to get away from the Wal-Mart mentality – need clothing local
- More tourism based activities – need to have things to do in the evening
- To have more funding – possibly have communities do five year plans like the schools have to do – allows elected officials know what it costs to run entities in their communities
- Need to stop going to other communities to spend money – people need to support local what is here
- Training or education to the community about what makes a community sustainable – why they need to shop local
- Need new businesses that are not government oriented. If they went away it would crumble the town – shift the economic base to private not gov
- Movie theater, bowling alley
- Need to connect the communities through motorized travel plan through the forests to bring tourists to and through all communities – need to be able to leave a hotel on an ATV and travel to another town through the forest
- Do some of the business opportunities through the private sector not always government
- WCDA needs to lift the cap on the funding limits
- People want amenities – they will drive to eat – drive to swim need variety
- Need something for the kids that aren't involved in sports – kids need a place to hang out
- Staying a relaxed community
- Need things for families to do

- Light industry – new jobs
- Finish the park
- Daycare
- Need to pull 1% – 2% of tourists off the highway – their money is valuable – not many towns have our history
- Improve critical mass
- More community events to bring the people out and together
- Movie theater
- More recreational activities
- Marketing – more marketing
- People don't know about Devils Tower and that we were the first nuclear base
- Need a real Chamber office to promote the community
- Need Senior housing
- Pull the visitors off
- Need a local Chamber office
- Finish Old Stony and put the Chamber in there
- Museum in Old Stony
- Chamber - have a committee working on tourist issues and business issues – grow some new business
- Old Stony restored in 4 years – have to be out of the court house
- Community connected by green space and town paths – bike paths into the forest
- 20 years New schools – young people that can work with new technology
- Calendar of events so the town knows what is going on – marketing
- Stop being a bedroom community – get back all of the businesses that we used to have
- Don't over grow so that we don't hurt existing business
- Indoor swimming pool, bowling alley
- Bring in talent to Old Stony
- Need to work better with Black Hills – get on the Black Hills maps – have them help market our area
- Utility companies ready for the growth
- Housing – need subsidized and rental housing – so that we do not become one of the dying communities
- Continue to develop a plan on infrastructure
- Park improvements
- Community center – tie in with the park
- Affordable (\$100,000 - \$150,000) and rental (-\$500)
- Need funding
- Increase tourism to increase revenues
- Increase critical mass – grow the community – increases revenues
- Infant daycare and well established daycare
- Infrastructure and consistent infrastructure and fill in the expansion
- Finish Cleveland Street Project, sewer lagoon, dump permit, water well, Old Stony
- Redo Washington Park
- Annex areas around the city before next census

- Plan infrastructure needs for the next 50 years
- Move the museum from court house to Old Stoney
- Build another senior housing unit
- Replace yield signs with stop signs
- Encloses swimming pool
- Encourage new businesses
- Annex Sundance and Vista West
- Assist in maintaining current business
- More green area
- Clean up the city
- Community garden
- Renovate Old Stoney
- New library
- Skate park, fenced and lighted
- Rubber surface on high school track
- Affordable housing
- Attract light industry, retail to Sundance
- Sidewalks
- Skate park, rec-center
- Skate park
- Water wells, street improvements
- Crook County Museum
- Improve public library
- Skate park
- Lunchroom in the high school
- Rec-center
- Start *and* finish road work
- Rubber track
- Lunchroom in the high school
- Rec-center
- More recreation
- Lunchroom in the high school
- Place for kids to hang-out
- A change of cops
- Rubber track, lunchroom in the high school, rec-center
- Movie theater
- Skate park
- Community center for teens
- Maintain sidewalks
- Museum
- Skate park
- More entertainment for teens
- Fix up the park
- Fix the roads

- More restaurants
- Complete Old Stoney
- Bigger, better swimming pool
- Fix the pool
- Bigger swimming pool
- Mall, restaurants, fast food
- Skate park, bowling alley, indoor swimming pool
- Basketball courts, rec-center
- Skate park
- Better fair facilities
- Finish the roads
- Rec-center, indoor pool
- Fix the roads
- A Wal-mart
- More housing
- Cheaper places to eat,
- Rec-center
- More things for kids to do
- Rec-center, bowling alley
- Rec-center, indoor pool, gum, arcade
- Rec-center, teen club, open the gym
- Skate park, rec-center, pool, waterslide
- Rec-center, pool, go-cart racing bowling alley
- Rec-center, indoor pool, bowling alley, skate park
- Rec-center, indoor pool, bowling alley, skate park
- An Arby's, other fast food restaurant
- Swimming pool
- Rubber track
- More fast food
- Rubber track
- Rec-center, McDonalds
- Growth, rec-center
- Civics center
- Rubber track, mini golf, bowling, skate park
- Better park, less litter
- Skate park
- Museum
- More facilities for kids
- Wal-mart, 4 lane road
- Wal-mart
- Wal-mart
- Fast food, Wal-mart
- Finish Old Stoney
- Rec-center

- Change the lunch menu
- Rec-center, ski area back on Sundance Mountain
- New restaurants
- New park, mall, housing, rec-center
- New streets
- Get a real track
- More to do
- Clean up the town, fill the pot holes
- Rec-center
- Finish Cleveland Street, football field, fix the pot holes
- Skate park
- Race track
- New track, rec-center
- Rec-center
- Skate park, rec-center, new cops
- Rec-center
- Rec-center
- Skate park
- A fence at fair
- Skate park
- New cops, more places to eat, arcade
- Basketball and tennis courts resurfaced
- Skate park
- More houses
- Skate park, Old Stoney into museum
- Skate park, rec-center, indoor swimming pool
- Better roads
- Skate park



## 20 CLUES TO RURAL COMMUNITY SURVIVAL

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

Successful communities are often showplaces of care, attention, history and heritage.

### **2. Emphasis on Quality in Business and Community Life:**

People believe that something worth doing is worth doing right.

### **3. Willingness to Invest in the Future:**

In addition to the brick-and-mortar investments, all decisions are made with an outlook on the future.

### **4. Participatory Approach to Community Decision Making:**

Even the most powerful of opinion leaders seem to work toward building consensus.

### **5. Cooperative Community Spirit:**

The stress is on working together toward a common goal, and the focus is on positive results.

### **6. Realistic Appraisal of Future Opportunities:**

Successful communities have learned how to build on strengths and minimize weaknesses.

### **7. Awareness of Competitive Positioning:**

Local loyalty is emphasized, but thriving communities know who their competitors are and position themselves accordingly.

### **8. Knowledge of the Physical Environment:**

Relative location and available natural resources underscore decision-making.

### **9. Active Economic Development Program:**

There is an organized, public/private approach to economic development.

### **10. Deliberate Transition of Power to a**

### **11. Acceptance of Women in Leadership Roles:**

Women are elected officials, plant managers, and entrepreneurial developers.

### **12. Strong Belief in and Support for Education:**

Good schools are the norm and centers of community activity.

### **13. Problem-Solving Approach to Providing Health Care:**

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

### **14. Strong Multi-Generational Family Orientation:**

The definition of family is broad, and activities include younger as well as older generations.

### **15. Strong Presence of Traditional Institutions that are Integral to Community Life:**

Churches, schools and service clubs are strong influences on community development and social activities.

### **16. Sound and Well-Maintained Infrastructure:**

Leaders work hard to maintain and improve streets, sidewalks, water systems, and sewage facilities.

### **17. Careful Use of Fiscal Resources:**

Frugality is a way of life and expenditures are considered investments in the future.

### **18. Sophisticated Use of Information Resources:**

Leaders access information that is beyond the knowledge base available in the community.

### **19. Willingness to Seek Help from the Outside:**

People seek outside help for community needs, and many compete for government grants and contracts for economic and social programs.

### **20. Conviction that, in the Long Run, You Have to Do It Yourself:**

Thriving rural communities believe their destiny is in their own hands. Making their communities good places is a pro-active assignment, and they willingly accept it.

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

**Younger Generation of Leaders:**

People under 40 regularly hold key positions in civic and business affairs.