

# **WYOMING RURAL DEVELOPMENT COUNCIL**



## **RURAL RESOURCE TEAM REPORT FOR COWLEY'S COMMUNITY ASSESSMENT BIG HORN COUNTY, WYOMING MARCH 11-13, 2003**

### **WRDC MISSION**

*TO CREATE PARTNERSHIPS THAT RESULT IN EFFECTIVE,  
EFFICIENT AND TIMELY EFFORTS TO ENHANCE THE  
VIABILITY OF RURAL WYOMING.*

## **THE WYOMING RURAL DEVELOPMENT COUNCIL**

The Wyoming Rural Development Council is a collaborative public/private partnership that brings together six partner groups: local/regional government, state government, federal government, tribal government, non-profit organizations and private sector individuals and organizations.

WRDC is governed by a Steering Committee representing the six partner groups. The Steering Committee as well as the Council membership has established the following goals for the WRDC:

- ☐ Assist rural communities in visioning and strategic planning
- ☐ Serve as a resource for assisting communities in finding and obtaining grants for rural projects
- ☐ Serve and be recognized as a neutral forum for identification and resolution of multi-jurisdictional issues
- ☐ Promote, through education, the understanding of the needs, values, and contributions of rural communities.

The Council seeks to assist rural Wyoming communities with their needs and development efforts by matching the technical and financial resources of federal, state, and local governments and the private sector with local development efforts.

If you would like more information about the Wyoming Rural Development Council and how you may benefit as a member, contact:

Mary Randolph, Executive Director  
Wyoming Rural Development Council  
2219 Carey Ave.  
Cheyenne, WY 82002  
307-777-6430  
307-777-6593 (fax)  
[mrando@state.wy.us](mailto:mrando@state.wy.us)  
[www.wyomingrural.org](http://www.wyomingrural.org)

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Cowley Resource Team

March 11-13, 2003

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## **PROCESS FOR THE DEVELOPMENT OF THIS REPORT**

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

The City of Cowley requested a community assessment from the Wyoming Rural Development Council. Shirley Busteed and Shelly McCracken of Cowley served as the community contacts and took the lead in agenda development, logistics and publicity in town for the assessment. The assessment was done in conjunction with an assessment in Frannie, Wyoming. Resource team members were selected to visit, interview citizens and develop a plan of recommended action for the town. The team members were carefully selected based on their fields of expertise that Cowley officials indicated would be needed to respond to the problem areas identified.

The Resource Team toured the town and interviewed approximately 100 people over a two-day period during March 11-13, 2003. 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 Cowley?
- ❑ What do you think are the major strengths and assets in Cowley?
- ❑ What projects would you like to see completed in two, five ten and twenty years in Cowley?

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

The oral report was presented to the people of Cowley on March 13, 2003 and many of the citizens of Cowley who participated in the interviews were in attendance.

Following the oral report, a formal written report was prepared and presented to the Town of Cowley.

## **EXECUTIVE SUMMARY**

This was a very exciting assessment for the Wyoming Rural Development Council to facilitate a Resource Team Assessment. It was exciting because the communities of Cowley and Frannie worked together to coordinate the assessment. I commend the leadership in both communities for having the foresight to sponsor a community assessment. You have taken the first and most important step in planning the future of your community – finding out what the citizens like, do not like and what their vision is for your community. The elements are all here for Cowley to have a successful future. To become a growing, vibrant community takes only a few people willing to roll up their sleeves and go to work. Once this nucleus begins to exert effort, it will begin to show some successes. Then this nucleus needs to expand to include more and more of the community until the entire community is involved. But the work is not on big jobs; it is on small ones that can be achieved quickly. The big ones come later after Cowley has seen the results of the smaller and sees that it can accomplish things.

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

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

On behalf of the Cowley Resource Team, I want to thank the community and our sponsors, the Town of Cowley, The Big Horn Mountain Country Coalition, and the Wyoming Community Foundation. The meals were outstanding and each team member gained several pounds during this assessment. We heard over and over in the listening sessions that Cowley is a community with caring, helpful and concerned individuals and we certainly can attest to that! Thank you very much.

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

Sincerely,

**Ray Sarcletti, Team Leader**

## **Cowley, Wyoming Resource Team Members**

**March 11-13, 2003**

### **Ray Sarcletti, Team Leader**

Wyoming Business Council  
P.O. Box 1377  
Rock Springs, WY 82902  
(307) 382-3163  
E-mail: [rsarcl@state.wy.us](mailto:rsarcl@state.wy.us)

### **Mike Yauck**

Worland Chamber of Commerce  
120 North 10<sup>th</sup> Street  
Worland, WY 82401  
(307) 347-3226  
Email: [wacc@trib.com](mailto:wacc@trib.com)

### **Ron Siekert**

5099 Hwy. 216  
Albin, WY 82050  
(307) 246-3405  
E-mail: [resiekert@earthlink.net](mailto:resiekert@earthlink.net)

### **Ann Stoeger**

USDA Rural Development  
208 Shiloh Road  
Worland, WY 82401  
Phone: 307-347-2456, Extension 4  
Fax: 307-347-2802  
Email: [ann.stoeger@wy.usda.gov](mailto:ann.stoeger@wy.usda.gov)

### **COMMUNITY CONTACT:**

Frannie: Zelda Roberts, 664-2234  
Cowley: Shirley Busteed, 548-7700  
Shelley McCracken 307-548-7647

## Cowley, Wyoming Community Assessment Agenda March 11-13, 2003

Date	Start Time	End Time	Activity	Location
Tuesday, Mar 11	7:00 a.m.	8:00 a.m.	Breakfast	Cowtown
	8:00 a.m.	9:30 a.m.	Orientation and Organization Meeting of Resource Team	Cowley Town Hall
	9:30 a.m.	9:45 a.m.	Travel to Frannie/Interface with Community Resource Team Planners	Bus
	9:45 a.m.	10:45 a.m.	Tour of Frannie with Barbara Phillips	Frannie
	10:45 a.m.	11:30 a.m.	Travel to Rocky Mountain High School in Byron/Interface with Community Resource Team Planners	Bus
	11:30 a.m.	12:30 a.m.	Youth at Rocky Mountain High School	RMHS
	12:30 p.m.	1:15 a.m.	Lunch	RMHS
	1:15 p.m.	1:30 p.m.	Travel to Cowley	Bus
	1:30 p.m.	2:30 p.m.	Tour of Cowley with Roland Simmons	Cowley
			Team Splits - half in Cowley, half in Frannie	
	2:30 p.m.	2:45 p.m.	Travel to Frannie	
	2:45 p.m.	3:35 p.m.	Healthcare/Emergency Services	Brick House Frannie
	2:45 p.m.	3:35 p.m.	Education/Churches	Cowley Town Hall
	3:35 p.m.	3:50 p.m.	Travel time/Break	
	3:50 p.m.	4:40 p.m.	Education/Churches	Brick House Frannie
	3:50 p.m.	4:40 p.m.	Healthcare/Emergency Services	Cowley Town Hall
	4:40 p.m.	4:55 p.m.	Travel time/Break	
	4:55 p.m.	5:45 p.m.	County Government/Law Enforcement	Brick House Frannie
	4:55 p.m.	5:45 p.m.	Banking/Civic Groups	Cowley Town Hall
	5:45 p.m.	6:00 p.m.	Travel time/Break	
	6:00 p.m.	6:50 p.m.	Banking/City Government	Brick House Frannie
	6:00 p.m.	6:50 p.m.	County Government/Law Enforcement	Cowley Town Hall
	7:05 p.m.		Resource Team Working Supper	315 S 2nd St East, Cowley

<b>Town of Cowley Community Assessment 13 March 2003</b>				
<b>Date</b>	<b>Start Time</b>	<b>End Time</b>	<b>Activity</b>	<b>Location</b>
Thursday,	6:30 a.m.	7:20 a.m.	Breakfast	Cowtown
Mar 13	7:30 a.m.	8:20 a.m.	City Government	Cowley Town Hall
Cowley	8:30 a.m.	9:20 a.m.	Business/Retail/Industry	Cowley Town Hall
	9:30 a.m.	10:20 a.m.	Agriculture	Cowley Town Hall
	10:30 a.m.	11:20 a.m.	Senior Citizens/Human Services	Cowley Town Hall
	11:30 a.m.	12:20 p.m.	Lunch	Cowtown
	12:30 p.m.	1:20 p.m.	Utilities	Cowley Town Hall
	1:30 p.m.	2:20 p.m.	Economic Development, Beautification, Town Improvement	Cowley Town Hall
	2:30 p.m.	3:20 p.m.	Open Forum	Cowley Town Hall
	3:30 p.m.	6:00 p.m.	Team prepares for town meeting	Cowley Town Hall
	6:00 p.m.	7:00 p.m.	Community Potluck Dinner	Log Gym
	7:00 p.m.	8:30 p.m.	Town Meeting	Log Gym



## **WHAT WE HEARD FROM WHAT WAS SAID**

After listening to the citizens of Cowley, the Resource Team reviewed what was said and condensed the comments down to a few basic statements titled, Major Themes. These are in no particular order.

### **MAJOR THEMES**

#### Zoning

#### Grant Writing

#### Mosquitoes

#### Infrastructure

- Historic Building Renovations
- Community/Recreation Center
- Sidewalks
- Gutters
- Curbs
- Water development

#### Economic Development

- Business
- Employment
- Tourism
- Community web site

#### Transportation

#### Housing

- Affordable
- Senior facilities

## **RESOURCE TEAM MEMBER REPORTS**

### **RECOMMENDATIONS SUBMITTED** **BY RESOURCE TEAM MEMBERS**

#### **COWLEY**

Ray Sarcletti  
Wyoming Business Council  
Southwest Regional Director  
1400 Dewar Drive, Suite 208A  
Rock Springs, WY 82901  
(307) 382-3163  
Fax (307) 382-3217

#### **Introduction**

I have lived in Wyoming my entire life, and though I have visited many communities in most of the state, this is my first visit to your area. I soon realized why the folks in town feel that the people are the greatest asset. The small community promotes the feeling of a family atmosphere, and community pride that revolves around the children and the church.

A big thank you to our hosts and hostesses who provided unforgettable meals as well as to the Mayor, Council and town staff for their valuable assistance.

**Challenge:** Most citizens in Cowley seem to favor moderate growth with the ultimate goal of creating jobs to keep the young people from having to leave the area for employment. Recruiting a large company to the area is not in the best interest of the community, and the possibility of that is remote at best.

**Recommendation:** Tom Johnson, Southeast Regional Director of the Wyoming Business Council advocates that one of the best recruiting tools is to utilize your high school alumni as potential recruits. One of your alumni has moved his business to Cowley, and you can see first hand the results of pursuing this project. Mr. Johnson recommends the following steps:

1. Develop a database of Cowley High School Alumni.
2. Send a letter annually to those alumni letting them know that Cowley is seeking businesses and would like them to consider moving their business to Cowley.
3. Follow up with those who express interest.

This may prove useful to even those alumni who don't own businesses, as they may know of someone who could move their business to Cowley.

**Recommendation:** You have available to you individuals in your area who are dedicated, knowledgeable individuals who can provide you with the expertise and assistance in your business recruitment efforts as well assist with the retention and expansion of your existing businesses.

Those individuals are:

Leah Bruscino  
Northwestern Regional Director  
Wyoming Business Council  
143 South Bent, Suite B  
Powell, WY 82435  
Telephone: (307) 754-5785  
FAX: (307) 754-0368  
[lbrusc@state.wy.us](mailto:lbrusc@state.wy.us)

Paul Thares, Director  
Big Horn County Economic Development  
P.O. Box 7  
Greybull, WY 82426  
(307) 765-2618  
(307) 272-5972  
[develop@totwest.net](mailto:develop@totwest.net)

**Challenge:** There exist a large number of people who travel through Cowley on their way to recreational attractions in the area, however, they do not stop.

**Recommendation:** Cowley is only 46 miles from Billings, Montana, a major population center. This creates traffic through Cowley on their travel to their recreational activities destinations. I recommend that you make an assessment of the assets of the community that will encourage those travelers to stop in Cowley. The mercantile in Farson, Wyoming is famous for their huge ice cream cones. Travelers going through Farson stop to get an ice cream cone. They sell thousands of cones all year around, and the travelers purchase other items as a remembrance of the community. This is something that may work in Cowley. It may be that those travelers who are passing through Cowley may not even be aware of the benefits that Cowley offers. I again suggest that the same individuals I listed above are your best sources of assistance in your tourism efforts.

Leah Bruscino  
Northwestern Regional Director  
Wyoming Business Council  
143 South Bent, Suite B  
Powell, WY 82435  
Telephone: (307) 754-5785  
FAX : (307) 754-0368  
[lbrusc@state.wy.us](mailto:lbrusc@state.wy.us)

Paul Thares  
Big Horn Basin County Economic, Inc.  
P.O. Box 7  
Greybull, WY 82426  
(307) 765-2618  
(307) 272-5972  
[develop@totwest.net](mailto:develop@totwest.net)

**Challenge:** The community does not have a community center or a recreation center where the young athletes can lift weights or train or a place where the elderly can recreate and congregate for community activities.

**Recommendation:** There may be grants available to the community that can help with the fundraising for such projects, and the Log Gym may be an excellent facility to expand for that purpose. The Wyoming Business Council has a research specialist on staff that can research grants available for this project. Your contact is:

Leah Bruscino  
Northwestern Regional Director  
Wyoming Business Council  
143 South Bent, Suite B  
Powell, WY 82435  
Telephone: (307) 754-5785  
Fax: (307) 754-0368  
[lbrusc@state.wy.us](mailto:lbrusc@state.wy.us)

**Challenge:** There are historic buildings that may be restored, renovated and become useful to the community.

**Recommendation:** The first step in the historic building restoration process is to do a cost/benefit analysis. The second step is to do a historical assessment that includes:

1. A structural review
2. An architectural review
3. Historical research
4. Cost development

About 20% - 80% of the funds for the projects will come from federal and state grants; 10% - 50% from Corporate/Philanthropic grants, and 0% - 70% from private/local funds.

Some of the best funding sources is (1) J. Paul Getty Trust, (2) Andrew W. Mellon Foundation, (3) Intel Corporation and (4) the National Endowment for Humanities. There is an engineering consultant that I would highly recommend you contact, not only because he can give you good advise, but because of his experience and background in historic building preservation. He has an exceptional record for successful grant acquisition from the above-mentioned funding sources. His family roots are in Worland, and when I spoke to him about Cowley, he not only is very familiar with your town, but also seemed very interested in assisting. Leah Bruscino, Northwest Regional Director with the Wyoming Business Council, who I have referenced above can assist you with a planning grant, if after you have met with this gentleman, you decide that this is the direction you choose to pursue. His contact information is as follows:

Brian K. Briggs, P.E.  
Division Manager,  
Forsgren Associates, Inc.  
849 Front Street, Suite 201  
Evanston, WY 82930  
(307) 789-6735  
(307) 789-6746 FAX  
Cellular: (970)596-1982

or P.O. Box 738  
Ouray, CO 81427  
(970) 325-4320  
(970) 325-0624 FAX  
[bbriggs@forsgren.com](mailto:bbriggs@forsgren.com)

**Challenge:** The town experiences a major problem with the mosquito during the summer months, and the town government spends several thousands of dollars trying to mitigate the problem, however, it seems to be very difficult to control, and is getting more expensive to deal with. Many residents are very concerned with the introduction of West Nile disease in northeastern Wyoming.

**Recommendation:** Carbon County has built bat houses that have been successful in ridding a recreation area south of the City of Rawlins of the mosquito population and problem. In March 2003 a major television network ran a news story on how certain areas in California are using bats to deal with the mosquito, and the schools are teaching the benefits of bats as well as diffusing the fear of bats by allowing the students to study and handle the bats in the classroom. One bat will consume several thousand of the insects in one day. The bat houses can be constructed and placed around the outskirts of the town to put the community more at ease.

**Challenge:** We heard in our listening sessions the need for an intercommunity transportation system, that would afford the younger and elderly in the communities of Cowley, Frannie, Deaver and Byron the opportunity to travel between communities as well as to the communities of Lovell and Powell for medical or other services when there is no availability of any other transportation.

**Recommendations:** There are transportation grants available through the Wyoming Department of Transportation Rural Transit Assistance Program (RTAP). Uinta County was recently awarded a transportation grant to purchase two or three 15 passenger vans, and money to help pay for the initial operation of the system that will provide transportation from the Bridger Valley to Evanston for employment, medical and shopping services. Ninety percent of the grant comes from the Wyoming Department of Transportation with Uinta County providing a ten percent match. The Town of Frannie is very interested in this project also, so a combined effort between the communities will give more credence to the request. Contact:

John H. Black, LGC Transit Program Manager  
Wyoming Department of Transportation  
P.O. Box 1708  
Cheyenne, WY 82003-1708  
Telephone: (307) 777-4384  
Fax: (307) 777-4759

**Challenge:** There is a need for affordable housing for the senior citizens of Cowley as well as the possibility for an independent living center.

**Recommendation:** The City of Rock Springs is currently taking steps to construct an independent living center that will serve not only the needs of the lower income group, but also the more affluent senior citizens who are not wanting the maintenance associated with private home ownership. A committee of interested senior citizens was created, and a needs assessment was completed. It was determined from that needs assessment that there was enough of a commitment from the senior community to proceed. The city then passed a resolution to create a 501©3 non-profit corporation that will serve as the funding source for the project. For more information you can contact:

Jack A. Smith  
Director of Housing and Community Development  
Rock Springs Housing Authority  
233 C Street  
Rock Springs, WY 82901  
Telephone: (307) 352-1471  
Fax: (307) 352-1474  
[rshousing@allwest.net](mailto:rshousing@allwest.net)

**Recommendation:** The SERTOMA Club of Riverton, a non-profit corporation and service club, owns and operates one of the finest assisted and independent living facilities in the state. I would highly recommend that those interested take the time to tour those facilities. To have a tour arranged for you contact:

Roger Bower  
West Central Regional Director  
Wyoming Business Council  
213 West Main, Suite B  
Riverton, WY 82501  
Telephone: (307) 857-1155  
Fax: (307) 857-0873  
[rbower@state.wy.us](mailto:rbower@state.wy.us)

**Challenge:** We heard in the listening sessions that the community has a need for an equipped fire department, an ambulance, a snowplow and additional police protection.

**Recommendation:** There are Federal Emergency Management Act grants available for these projects. Many of the larger communities in this state or others have used fire-fighting equipment that they are willing to donate to small communities that need it. Reliance, Wyoming, a very small community in Southwest Wyoming, has equipped their entire fire department with donated equipment as well as used fundraisers to purchase equipment. The Town of Bear River, just north of Evanston, Wyoming, has just

purchased a used fire truck, and constructed a building to house their emergency equipment in with FEMA grants. Contact:

Robin Rhodes, Mayor  
Town of Bear River  
81 Elk Drive  
Bear River, WY 82930  
(307) 789-2800  
[mayorrhodes2003@yahoo.com](mailto:mayorrhodes2003@yahoo.com)

**Challenge:** Many of the business leaders of the community alluded to the need for zoning as well as a master plan for the Town of Cowley.

**Recommendation:** The Mayor indicated that the town ordinances are in the process of codification, and that is a good start. I would suggest that a committee be established to study the perceived problems that exist with the lack of planning and zoning in the town, and make recommendations for those ordinances to be adopted, and to be included in the current codification process.

**Recommendation:** Master plans usually are quite expensive, and can cost in the range from forty to fifty thousand dollars. However, for a small community, I would think that a master plan could be completed for less than that. One of the small communities in Southwestern Wyoming has just applied for and received a USDA planning grant that allowed them to hire a consultant to complete the plan. I would suggest that you contact:

USDA Grant  
Ann Stoeger  
USDA Rural Development  
208 Shiloh Road  
Worland, WY 82401  
Phone: (307) 347-2456 EXT 4  
Fax: (307) 347-2802  
Email: [ann.stoeger@wy.usda.gov](mailto:ann.stoeger@wy.usda.gov)

Community Development Block Grant  
Leah Bruscino  
Northwestern Regional Director  
Wyoming Business Council  
143 South Bent, Suite B  
Powell, WY 82435  
Phone: (307) 754-5785  
[lbrusc@state.wy.us](mailto:lbrusc@state.wy.us)

**Challenge:** There were concerns by the local government officials that they were hampered by the fact that they do not have a grant writer.

**Recommendation:** Many small communities in Wyoming experience similar problems. In some of the communities the Economic Development staff can provide that service, but many times time constraints do not allow them to spend the time necessary to write the grants. There may be trained grant writers in the area that might be willing to write grants for a percentage of the successful grants that the community receives. An advertisement in the local and regional newspapers may prove fruitful. Again Leah Bruscino, Wyoming Business Council or Paul Thayer, Big Horn County Economic Development, Inc. may be of assistance.

**Summary Conclusion:** The community of Cowley is very rich in pioneer culture and history. The town evolves around the church and school activities, and the sense of closeness and the passion to care for each other's needs, most especially the senior citizens of the community is very apparent. It is my hope that the community assessment and the recommendations contained in this document will be a useful tool to the community and its leadership, and that the valuable resources that are referenced in it are used to complete the goals that you prioritize in the town hall meeting that will be held within the next few weeks. I again want to express my appreciation and delight for having had the opportunity to serve on the resource team, hope that once again our paths may cross.



**Mike Yauck**

Worland Area Chamber  
120 N 10<sup>th</sup> Street  
Worland, Wy 82401  
307-347-322  
[wacc@trib.com](mailto:wacc@trib.com)

**Introduction:**

I enjoyed the time spent in Cowley. You have a wonderful community and it was obvious the people shared a strong sense of pride. I thank you for the hospitality and interest.

I had the perception that residents like the Community just as it is! Generally, I heard the people would support projects, which would add to the current infrastructure. However, they did not feel an urgency to “change” much about their city. I had the feeling that Cowley has taken on civic projects without the help of outside State or Federal organizations and funding. I understand the sense of pride which small communities maintain. I would however, encourage town leaders take advantage of financially supportive programs. I suggest you select one or two obtainable projects as short-term goals. This will serve to create a platform for bigger and more complex projects down the road. One example would be the development of a Community web site. The cost is minimal and would benefit the town immensely.

I will attempt to cover the main issues identified during our listening sessions. The majority of items dealt with a general concept of community infrastructure and economic development.

**ECONOMIC DEVELOPMENT/Business**

In a number of sessions I heard an interest in attracting clean air industry to create additional jobs. The strengths that Cowley enjoys such as water, location and quality of life can certainly attract the attention of outside businesses. I suggest you develop a committee of leaders to identify potential business markets. The best place to start is with your “value added” industries, which complement your existing strengths. Once you have identified potential markets, the following contacts can help to select possible business candidates:

Leah Bruscino  
Northwest Regional Director  
Wyoming Business Council  
143 South Bent St, Suite B  
Powell, Wy 82435  
307-754-5785  
[lbrusc@state.wy.us](mailto:lbrusc@state.wy.us)

Paul Thares  
Economic Development Director  
Big Horn County  
Greybull, Wy 82426  
[develop@tctwest.net](mailto:develop@tctwest.net)  
cell # 272-5972

The USDA Rural Development offers Rural Business Enterprise Grants to finance technical assistance for the development of private business.

Contact:

Heidi Stonehocker  
Rural Development Manager  
208 Shilo Road  
Worland, Wy 82401  
307-347-2456 ext 4  
[heidi.stonehocker@wy.usda.gov](mailto:heidi.stonehocker@wy.usda.gov)

## **ECONOMIC DEVELOPMENT/Tourism**

There were many projects identified during the sessions regarding tourism. The location of Cowley makes this concept very viable. I heard an interest in giving the main street businesses a “western looking theme”. I encourage your community to follow through on this concept.

The US Forest Service Rural Community Assistance Program has a grant program that provides funds for projects of this nature. This past year, they provided limited funding due to expenses related to forest fires. However, the project is still active and as monies become available, Cowley should consider applying.

Contact:

Margi Brayton Gray  
Bighorn National Forest  
2013 East Side Second St  
Sheridan, Wy 82801  
307-674-2600

## **INFRASTRUCTURE**

This issue repeatedly came up during listening sessions. Some of the more common ideas included a town web site, community center, and restoration of historic buildings, curb,

sidewalks, streets and gutters. Additional concerns included general community appearance, zoning issues, emergency services, transportation and the mosquito problem.

As I mentioned at the start, I suggest Cowley develop a task force of individuals who can prioritize these issues. The first step is to identify which projects can be completed with local resources and those, which require outside funding. I believe the web site can be completed for under \$1,000. If a local web designer is not available, I suggest you contact someone in the basin area. I can recommend a service the Chamber uses:

First Type Graphics  
John Elliott  
300 S 23<sup>rd</sup> St  
Worland, Wy 82401  
307-347-8490  
[johne@worland.com](mailto:johne@worland.com)

Another issue that surfaced repeatedly was restoration of existing buildings. Perhaps one of these buildings could double as a Community Center? The State has programs that can contribute to the project. I suggest you use these contacts:

State Historic Preservation Office  
Nancy Weidel- Director  
2301 Central Avenue  
Cheyenne, Wy 82001  
307-777-6312  
[nweide@state.wy.us](mailto:nweide@state.wy.us)

Wyoming Business Council  
Community Development Block Grants  
Steve Achter  
307-777-2811  
[sachter@stste.wy.us](mailto:sachter@stste.wy.us)

The lack of affordable and sufficient housing was another issue. This appears to be a common problem in many rural communities. I heard that a major stumbling block is the current size of city lots. Owners are reluctant to break up the “homestead” until absolutely necessary. Little can be done without the cooperation of landowners. Perhaps if the community were to develop a project, which includes an artist rendering, and advertise it the landowners would show support? A visual picture is worth a thousand words. Creating a community wide vision of the project could produce some civic interest. The Community Development Authority can offer assistance if land becomes available.

Contact:

Cheryl Gillum  
Community Development Authority (WCDA)  
155 North Beech St  
Casper, Wy 82602  
307-265-0603

Infrastructure items such as water, streets, sidewalks, curbs and gutters are an ongoing issue for small rural communities. The project requires a master plan from the town. Financial resources are available through grants and low interest rate loans. Some of those sources include the following:

Brad Miskimins  
Office of State Lands & Investments  
Herschler Building, 3<sup>rd</sup> Floor West  
Cheyenne, Wy 82002  
307-777-7331

Wyoming has a number of organizations that provide services for water related projects. The Wyoming Water Development Commission has loans and grants available to assist with new construction of publicly owned water supply systems.

Contact:

Wyoming Water Development Commission  
Lawrence Besson, Director  
Herschler Building, 4<sup>th</sup> West  
122 West 25<sup>th</sup> Street  
Cheyenne, Wy 82002  
307-777-7626

The USDA Rural Water Utilities Services administers water and wastewater loan and grants for quality of life improvements.

Contact:

Jerry Tamlin, C & BP Director  
USDA Rural Development  
100 East B Street, Room 1217  
P O Box 820  
Casper, Wy 82602  
307-261-6319  
[jerry.tamlin@wy.usda.gov](mailto:jerry.tamlin@wy.usda.gov)

During our visit, I found the Cowley people to be genuine and willing to support additional infrastructure development. I urge you to utilize the information this team has produced and benefit from it. Create an aggressive group of volunteers to follow through with one or more “ideas” identified during the sessions. Start out small and work into larger projects. Your community has the strength and willingness to succeed.

## **COWLEY ASSESSMENT**

### **Ronald E. Siekert**

5099 Hwy. 216

Albin WY 82050

[resiekert@Earthlink.net](mailto:resiekert@Earthlink.net)

I would like to thank the people of Cowley for their hospitality and their willingness to talk to us about their community. I found Cowley a very attractive community and compliment the people of the town. In the listening sessions I sensed a dichotomy in people's feeling regarding development that is not uncommon in Wyoming. Residents seem to desire development but also that things do not change. As a "traditional" resident of Wyoming I understand the mixed emotions very well. However, since we cannot have both, I would strongly advocate as my very first recommendation that the citizens and town officials undertake a planning process so the growth necessary to the community's health can be channeled into forms that preserve the things that are cherished in the community. Again, thank-you and I hope these reports will be of assistance. The following recommendations are not listed in any priority.

- I. ZONING/BUILDING LOT SHORTAGE – was an area that was commonly recognized as an area of concern. Cowley is quite unique among the towns in Wyoming as it still permits the keeping of livestock within the city limits. Such pasturage is available because of the large lot and block sizes arising from the original platting of the town. It provides a unique environment which some significant number seems to enjoy. However, if the citizens decided to eliminate to keeping of domestic livestock in the city limits, the incentive to keep the large unbroken tracts within the city would be reduced and/or eliminated and might free up more building lots. Given the number of homes being built in Cowley, this may not currently be an issue with a great deal of immediacy, but may well have to be addressed for future growth.

Another aspect of zoning was the perception that there should be an effort put forth in developing a master plan for growth and I would encourage the community to give this serious consideration. Most towns are finding that a master plan for growth and development allows them to make rational decisions that avoid conflicts and wasteful expenditures, preserve property values, solve existing problems and avoid future problems. A couple of good sources to help getting started in understanding and undertaking the land planning process are [www.lwvmi.org/landusef](http://www.lwvmi.org/landusef) from the League of Women Voters in Michigan and [www.sustainable.doe.gov/landuse/luintro](http://www.sustainable.doe.gov/landuse/luintro) from the Department of Energy SmartCommunities network.

- II. HISTORIC BUILDING RENOVATION/USE – was another area identified as an area of concern. The currently restored and preserved buildings are very striking. Further preservation actions would probably

serve the community well. However, it has been emphasized to me that any acquisition of such building needs to be well planned. Seeking grants and such after the fact is difficult to impossible. The State of Wyoming State Historic Preservation Office (SHPO) deals with these types of issues and can provide access to grants for these activities. Contact: [www.shpo.wy.us](http://www.shpo.wy.us).

- III. GRANT WRITING – was identified as an issue in the community. Many of the improvements in the community can be attributed to effective use of grant programs. I would like to recommend a couple of web sites that might give people a leg up on grants and grant writing. The Foundation Center has a web site: [www.fdncenter.org](http://www.fdncenter.org), which not only has extensive information on private grants, but an education section on grant writing. A complete and regularly updated listing of Federal grants is available at the Catalogue of Federal Domestic Assistance [www.cfda.gov](http://www.cfda.gov). This one is a little more obscure but is very complete. The advanced search can be very useful. With these resources, the pool of individuals for grant writing activities can be expanded.
- IV. COMMUNITY/RECREATION CENTER – for use by youth and seniors was identified as a priority by many people. A potential source of funds for the community center and programs for youth activities can be found at [www.afterschool.gov](http://www.afterschool.gov), a centralized site for federal resources for developing and funding after-school programs for children and youth.
- V. MOSQUITOES – were identified as a major problem in the area. Albany County and the City of Laramie have a very effective combined mosquito control program that makes that area livable in summer and I would suggest getting in touch with them on the details of their program.

## **Resource Team Report**

### **Town of Cowley**

#### **Ann Stoeger**

**USDA Rural Development**

**208 Shiloh Road**

**Worland, WY 82401**

**Phone: 307-347-2456, Extension 4**

**Fax: 307-347-2802**

**Email: [ann.stoeger@wy.usda.gov](mailto:ann.stoeger@wy.usda.gov)**

#### **Overview:**

Thank you to the Town of Cowley for the hospitality extended to the assessment team. The listening sessions and town meeting were well attended by the citizens of the town and outlying areas. It was apparent the community members care deeply about their community. The youth are knowledgeable about community issues and are also concerned about the future of this community. Thank you to all that participated!

#### **Restoration/Renovation of Historic Buildings**

**Challenge:** It was mentioned in the listening sessions that the Town of Cowley has several historical buildings that the townspeople would like to see restored. The townspeople would also like to see descriptive plaques placed on or near each building.

**Recommendation:** The town should determine which buildings hold historical value and which historical buildings they would like to see restored. The town may wish to form a committee to do the research and present these recommendations to the mayor/city council. The Wyoming State Historic Preservation office would be a local contact for this project. This agency provides grants to support historical preservation projects from education to rehabilitation. They provide a reimbursable cash grant in the amounts ranging from \$1,000 to \$25,000. It appears they will require a forty percent cash or in-kind match. The projects must meet federal standards for historic preservation.

#### **Contact**

Jo Hobbs

State Historic Preservation Office

2301 Central Avenue

Cheyenne, WY 82002

Phone: 307-777-7697

Or log onto the National Park Services ParkNet, Links to the Past

Email: <http://www.cr.nps.gov>



## Sidewalks

**Challenge:** Another issue heard in the listening sessions was the need for sidewalks.

**Recommendation:** The installation of sidewalks can give a town “eye appeal” and it can also result in increases in property values. The town will first need to decide on the location and width of the sidewalks and handicap locations. I would recommend contacting other communities, which have performed these types of improvements and gather ideas as to what did and did not work for them.

There is the TEAL (Transporation Enhancement Activities Local) program which provides grants to fund non-highway related projects such as biking paths, walking paths, roadside landscaping and historic preservation. These grants normally range between \$100,000 and \$200,000 and require a 20% community match.

Funds are also available to restore existing trails and construct new trails through the Recreational Trail Fund Grant Program. Most grants range between \$2,500 and \$75,000 and also require a community match of 20%.

The Community Facility program through USDA Rural Development can provide a loan to the Town of Cowley to help build sidewalks, also.

### Contact

David Young or Rich Douglass  
Wyoming Department of Transportation  
5300 Bishop Blvd.  
Cheyenne, WY 82009  
Phone: 307-777-4384 or 307-777-4275  
Email: [dyoung@state.wy.us](mailto:dyoung@state.wy.us)

Joann Buster  
Grants Program Specialist  
State Parks and Historic Sites  
122 West 25<sup>th</sup> Street  
Cheyenne, WY 82002  
Phone: 307-777-3483

Heidi Stonehocker, RDM  
USDA Rural Development  
208 Shiloh Road  
Worland, WY 82401  
Phone: 307-347-2456 extension 4  
Fax: 307-347-2802  
Email: [heidi.stonehocker@wy.usda.gov](mailto:heidi.stonehocker@wy.usda.gov)

### **Community Web Site**

**Challenge:** There are some community members who would like to see the Town of Cowley have their own web page. They feel this would be a good way to communicate with people who have moved away from the area as to the events and dates of events taking place in the community.

**Recommendation:** I would suggest the community use the resources of the high school computer lab and the talents of the high school students who live in Cowley to create a community web site. This project could become a possible earned credit(s) for the students and it is something the students could update each year. This is a goal that the community could realize in a short amount of time and at a limited expense.

### **Contact**

#### **Principal, Rocky Mountain High School**

30 East Main  
Byron, WY 82412  
Phone: 307-548-2723

### **Community Center/Recreation Center**

**Challenge:** Several times throughout the listening sessions, it was brought to the Assessment Team's attention that there was a desire for a community/recreation center for the community to utilize.

**Recommendation:** A short-term solution for a community/recreation center might be the use of the log gym. On the long term, the Town may want to form a committee to do a survey of the residents of Cowley to determine what type of facility the community would like to see. Would the purchase and use of a vacant building be a solution? Along with determining the size and type of facility, other evaluations needed would include location, operation/maintenance costs, personnel to manage the facility, etc. Suggestions would be to involve the youth on the committees; look at vacant buildings; have fund raisers; make it available for other clubs such as the Boy Scouts, Girl Scouts, 4-H, Seniors, Public Health, etc.

### **Contact**

#### **Heidi Stonehocker, RDM**

USDA, Rural Development  
208 Shiloh Road  
Worland, WY 82401  
Phone: 307-347-2456, extension 4  
Fax: 307-347-2802  
Email: [heidi.stonehocker@wy.usda.gov](mailto:heidi.stonehocker@wy.usda.gov)

Brad Miskimins  
State Lands and Investments  
Mineral Royalty Grant Program  
Herschler Building  
Third Floor, West  
122 W. 25<sup>th</sup> Street  
Cheyenne, WY 82002  
Phone: 307-777-7309

Steve Achter  
Community Development Block Grant  
214 W. 15<sup>th</sup> Street  
Cheyenne, WY 82002  
Phone: 307-777-2810

### **Summary**

I would again like to thank the citizens of Cowley for their participation in the assessment process. The Cowley area is obviously a nice place to live and raise a family. The town has a lot to offer because of its citizens.

## **WHAT WAS SAID AT THE INTERVIEWS**

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

- ✓ What are the major problems/challenges in the community?
- ✓ What are the major strengths/assets of the community?
- ✓ What projects would you like to see implemented in your community in the next two, five, ten, or twenty years?

Listed below, without comment, is what was heard from those who volunteered to be interviewed.

### **Question #1: What are the major problems and challenges in your community?**

- Small size
- Ditto x 3
- Distance to political centers –
- Ditto x 3
- Lack of dedicated manpower to influence political decisions
- Ditto x 3
- Funding limitations
- Ditto x 3
- School size/viability/funding
- Ditto x 3
- Transportation
- Ditto x 3
- Recreation district funding limitations
- Ditto x 3
- Lack of knowledge for accessing grants
- Increasing public demands on financial resources
- Ditto
- Variability of funding stream -
- Ditto x 3
- Upkeep to log gym
- Upkeep old academy
- No dedicated grant writing employee
- Lack of knowledge of type/availability of grants
- Mixed feeling regarding growth
- Zoning issues
- Ditto x 5
- Availability of property

- Ditto x 5
- Limited size of existing infrastructure
- Lack of money to build and to maintain
- Businesses that bring in outside money – not feed on local
- Ditto x 3
- Lack of local support for local store
- Ditto x 2
- No rental availability
- Lacking of homes/real estate for sale in all price ranges
- Lack a plan for economic development
- Small town attitude – want prosperity but not change
- Sales tax – Montana draws retail business away
- Ditto
- Business credit issues
- Marketing of production - high transportation costs
- Lack of crop options – due to distance to market and lack of market liquidity
- Ditto x 2
- Lack or suppliers for parts/supplies
- Quantity of federal land
- Property taxes
- Federal controls of grazing, water, etc. - inconsistent policy
- Only the more marginal land available
- Growing environmental regulation affecting production
- Ditto x 5
- Fuel costs
- Farmer holding two jobs
- Health insurance costs
- Ditto x 2
- Not enough jobs for youth
- Not enough social resources (shelter, assistance, etc)
- Senior housing – rental and/or affordable
- On demand distance and transportation issues for seniors
- Ditto transportation and housing
- Accommodation of needs with limited money – esp. transportation
- Ditto transportation
- Availability of loan wheelchairs etc.
- Accessibility and availability of computers
- More law enforcement presence
- No place for seniors to exercise out of elements in town
- Ditto x 2
- Large illegal drug problem – mostly teens
- No pharmacy access in off-hours
- Lack of knowledge of available community/social resources- referral
- Ditto

- Location on major highway – none of the traffic stops
- Community size - smallness
- Ditto x 2
- Availability of lots
- Ditto
- Curb appeal
- Small revenue base due to size
- Ditto
- Proximity to Montana – draws business away
- Street light cut-out
- Poor cell phone service
- Power company dispatch not timely
- Ditto
- Streets
- Main street needs face life
- Empty lot on main
- City limit expansion- annexation
- Lack of willingness to change – not accepting of new ideas
- Ditto
- Need lot cleanup
- Ditto
- Need to get livestock out of town
- Smart growth
- Ditto
- Straying dogs
- Ditto x 2
- Enforcement of existing ordinances
- Lack of quality low-cost senior housing
- Lack of available building lots
- Not a lot for kids to do
- Ditto
- Lots of gossip and rumors
- Ditto
- Not enough privacy
- Too many stray dogs/cats
- Ditto x 3
- Cops on power trip
- NO places to go do things
- Too many stray animals
- Recognized by your last name
- No job opportunities
- Ditto
- Lack of retail stores
- Lack of available land for housing

- Ditto
- Independent living facilities, lack of
- Ditto x 2
- Consolidation of schools
- Concern about student population
- Housing problems
- Exporting the brain trust
- Becoming an aging community
- Lack of comprehensive zoning ordinances
- No steady stream of funding for the communities
- Mosquitoes are problem
- Too much stagnant water
- No steady stream of funding for smaller communities due to lack of planners and grants writers and a lack of the learning curve
- Small Community-not as big a tax base
- Burnout amongst volunteers
- Community awareness of search and rescue
- Providing security for homes
- Transportation for clients to health care providers
- Lack of individual training for CPR
- Connection to community other than family for younger generation
- No transportation for seniors
- Lack of getting information out on availability of health care services
- Public safety of youth on water problem in big was west of town
- Awareness of public health in the community
- Community blood draws
- Lack of retail
- Lack of community space to build
- Being able to shop at home
- Concern of burnout of first responders
- Telecommunications (fiber optics)
- Zoning laws
- Employment for youth
- People don't realize we have 2 manufacturing plants in town
- Exporting brain trust
- Better reporting between local government and county government for new construction
- More drug related crimes
- Challenged with economic development
- Zoning problems
- Ditto
- Lack of educational substance abuse programs in local schools
- Lack of funding for education
- Communication between the county and communities

## **Question #2: What are the major strengths/assets of the community?**

- Core stability of population
- Good school system
- New grade school
- Good water
- Ditto x 2
- Town appearance – well kept and clean
- People
- Ditto x 3
- Small community attributes – safety/ closeness
- Ditto x 3
- Beautiful surrounding
- Good businesses here
- People – hard working/self reliant
- Ditto x 25
- Small community atmosphere
- Water system – quality and independence
- Community quality and pride – contributes to property value
- Ditto all above x 2
- Water
- Ditto x 3
- Not crowded
- Everybody knows everybody
- Not many strangers
- Cool cop
- Dittos x 5
- Not much crime
- Offer sport programs to kids
- Swimming pool
- Safe community
- Community closeness
- Fiber optic cable – telecommunications
- Location on major highway
- Town reputation
- Ditto all above
- People
- Recreation district for kids
- Stable to increasing property values – steady not booming
- Ditto all above x 4
- Ditto



- Street-sewer-water
- Entrepreneurial spirit (by necessity)
- Good cattle producing area – good open winters
- Good quality hay production
- Water access
- Sugar factory
- Willingness to stay/ long term
- Well distributed land ownership – no land Barons
- Stable property values – healthy market
- Water
- Town improvements, infrastructure and beautification
- Neighborly people – mutual help
- Ditto x 5
- Good emergency response
- Ditto
- North Bighorn Senior Center/senior service district
- Ditto x 3
- Church
- Water
- Streets and walkways
- Ditto walkways x 2
- Infrastructure sewer/water
- Anti-drug coalition through school districts
- Ditto
- Senior grant program (home repair etc.)
- Location on major highway
- Ditto
- Youth -good kids
- Ditto x 3
- Existing senior transportation
- Setting – rural – open vistas
- Telecommunications
- Cable TV
- Broadband
- Outdoor recreation opportunities
- Parks and playground – swimming pool
- Recreation district
- Good town leadership
- Good community spirit
- Relatively close to large medical service areas (Billings-Powell – Cody)
- Over-assessment of property values
- New houses being built
- Professional grant writer
- Community size – smallness

- Top notch infrastructure
- Proximity to Montana
- Outdoor recreation – mountains
- Lack of crowding
- Scenic beauty
- Well situated re: elec. Substations – flexible
- Water system
- Ditto
- Good streets
- Progressive community – good planning
- Ditto
- People
- Ditto
- People are supportive and capable
- Good city staff
- Ditto x 2
- Sense of pride
- Good telecommunications infrastructure in place
- Ditto
- Excellent existing park/recreation facilities
- Ditto
- Location on major highway
- Appearance
- People – create a lot of leaders
- Ditto
- Trees – appearance
- People – helpful and considerate
- Ditto
- Infrastructure improvements – such good progress
- Continuing appeal of community
- Town appearance -beautiful yards
- Pathways-sidewalks
- Park and museum
- Admin. Building and log gym
- Ditto x 2
- Water
- Pioneer days celebration
- Existing businesses
- Community festivals
- Recreation district
- Good community spirit
- Feels like a safe community
- We are like family
- Many values have been constant that create an atmosphere of comfort

- Everybody knows everybody
- Church
- Small size town
- Awesome café – Cowntown
- Rodeo
- Small size town
- It nice, clean place to live
- Ditto x 4
- Community get together
- Ditto x 3
- Community supportive and involved in schools and activities
- Local governments have a vision to assist schools in infrastructure projects
- Close knit community
- New children well accepted into the schools by other children
- The people and volunteerism
- Good hard work ethic
- Ditto
- Community pride; keeping yards clean
- Religious and political activism-strong religious base
- Good youth participation
- People of the community are very generous
- Positive working living and working environment
- Town government open and very positive effect on community
- Good infrastructure
- Water
- Appreciate funding from state and federal government for infrastructure
- Mineral extraction industries provide good jobs and economic base
- Pioneer Days are a strength for the community
- Two manufacturing plants in Cowley
- Cowley offers a quality of life that makes people want to stay here
- They are willing to work with people in allowing them to build a home in the community
- Reasonable cost to tap into water
- Cowley is attractive for people to build homes
- Property is available to build homes
- Cowley has potential for a lot of growth
- Attractive community
- Community works together in community events
- Banking facilities are close by in Lovell
- School is an asset
- The people
- Values the people have
- Examples the people set
- Friendliness

- Ditto x 2
- Pride in community
- Clean community
- Great place to retire
- When the need arises, everyone pulls together
- Water
- Restoration of town hall
- Town employees
- Clean town
- Ditto x 3

**Question #3: What projects would you like to see implemented in your community in the next two, five, ten, or twenty years?**

- More walkways – curb and gutter
- Business district frontage unification/enhancement
- Get N-S U.S. 310 curb and gutter
- Recreation center
- Ditto all above x 3
- Senior housing – independent living
- Ditto x 2
- Mosquito control
- Professional grant writer
- School/education – system
- Zoning (residential vs. commercial vs. appropriate structures)
- Ditto x 3
- Streets
- Loan moneys to businesses to carry till upturn
- Bring in businesses that bring in outside dollars
- Educate post-high school trades/ scholarships or fee/return trades
- Growth of community - housing
- Creation of development group/task force creation
- Annexation
- Need more development so young can stay
- Revolving loan fund
- Entrepreneurial program at high school
- Community growth management plan
- Develop business park
- Develop low-income housing
- Need fire department, ambulance, snow plow
- Ditto x 20
- Need a voluntary annexation program

- Need continued state farm loan board
- Need continuance of Federal Young Farmer Program
- Special environmental district on model of conservation district
- Support for working group on environment at NRCS
- More businesses
- Ditto x 3
- Teen or youth center
- After school projects
- Multi-community collaboration on recreational and education projects
- Community recreation center
- Improvement of non-emergency medical transport (scheduling-etc.)
- Ditto
- Exercise equipment for seniors and others
- Collaborative scheduling of medical-retail mass transportation
- More law enforcement presence
- Funding mechanism for recreation projects– tourist tax, etc.
- Low maintenance/low income housing
- Bottling plant for water/ industry related to water
- Economic development
- Ditto x 2
- Housing project – housing growth
- Ditto x 3
- Develop master plan for growth
- Ditto
- Ordinances re: – utility standards - codes
- Storm drains
- Curb and gutter
- Underground utilities
- Ditto
- Alternative power generation - artesian well turbine
- Professional grant writer
- Ditto x 5
- Community promotion – tourism
- More sidewalks
- Rodeo ground improvement
- Ditto
- Big Horn academy – restoration and some use
- Ditto x 5
- Main street facelift
- Create a community adult education center in empty store front
- Unifying storefronts downtown – common theme
- Finishing U.S. 310 curb and gutter
- Ditto x 5
- Plaques in front of historic buildings

- Rock landscape restoration at big entry corner
- Cowley clean-up week
- Town website
- Have a community development day – labeled as such
- Tap tourism – historic walking tour
- Cowley business directory
- Clean up the wash
- Funding source for development - tourism
- Senior citizens center
- Economic development – stores at risk
- Ditto x 2
- Community tree planting program
- A Babe Ruth baseball field
- A pioneer memorial
- Annexation of surrounding property
- Wal-Mart
- Babe Ruth Field
- Motocross track
- Ditto x 3
- Bigger swimming pool
- Fast Food restaurant
- Ditto x 5
- Bigger IGA store
- High School in Cowley
- More retail stores
- State Penitentiary
- Burger King
- New School
- Recreation area (outdoor and complex)
- More places for high schoolers to attend, i.e. theatre
- Bowling alley
- Miniature golf
- Clean up the junk areas
- Something to attract tourists to generate money
- Paintball field
- Babe Ruth Field
- Youth Council
- Improve the recreational activities
- Sidewalk program
- Independent living facility for seniors
- More trees
- Entrepreneur program and business challenge program
- Community center/recreation center
- Stronger community educational and recreation with school district

- Babe Ruth Field
- Pioneer memorial on corner lot the LDS church owns
- Parking, curb and gutter on existing paved streets
- Enhancement of the one block of business section (Jackson Hole theme)
- Codify town ordinances for zoning
- Improvement of city pool
- Fees for pool to become self supporting
- Capital facilities tax where locals are exempt – tourist pay the tax
- Walkways completed
- Small community continue to grow along with new businesses opening up
- Renewal process for older buildings
- Weight center
- Discussion on new gymnasium
- Water bottling plants
- Infrastructure improved and look ahead
- Frozen foods plant utilize steam off of cogeneration plant
- Help for the agriculture community
- Get mayors meeting going to help communication between county and city to deal with mosquitoes
- Develop a community watch for drugs in the communities