

WYOMING RURAL DEVELOPMENT COUNCIL



RURAL RESOURCE TEAM REPORT FOR CODY COMMUNITY ASSESSMENT PARK COUNTY, WYOMING MARCH 21-24, 2005

WYOMING RURAL DEVELOPMENT COUNCIL'S 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:

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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 Cody, Wyoming in evaluating the community's assets and liabilities and in developing suggestions for improving the environmental, social and economic future of Cody.

The town of Cody requested a community assessment from the Wyoming Rural Development Council. Laurie Kadrach 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, and develop a plan of recommended action for the community. The team members were carefully selected based on their fields of expertise that Cody officials indicated would be needed to respond to the problem areas identified.

The Resource Team toured the town and interviewed approximately 515 people over a four day period from March 21-24, 2005. Also, the Resource Team received 124 pages of written comments with responses to the questions asked in the listening sessions during the Cody community assessment. 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 Cody?
- What do you think are the major strengths and assets in Cody?
- What projects would you like to see completed in two, five, ten and twenty years in Cody?

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 the Wyoming Rural Development Council's final report to Cody.

EXECUTIVE SUMMARY

In most communities, it only takes a few people willing to roll up their sleeves to make a difference. Cody, on the other hand, has an entire community of people willing to do their share and already hard at work to improve Cody's future. Volunteerism is a highly valuable asset and it will enable you to accomplish amazing feats. Use it to its potential by keeping everyone the community involved and informed. As we heard over and over, people are Cody's greatest resource.

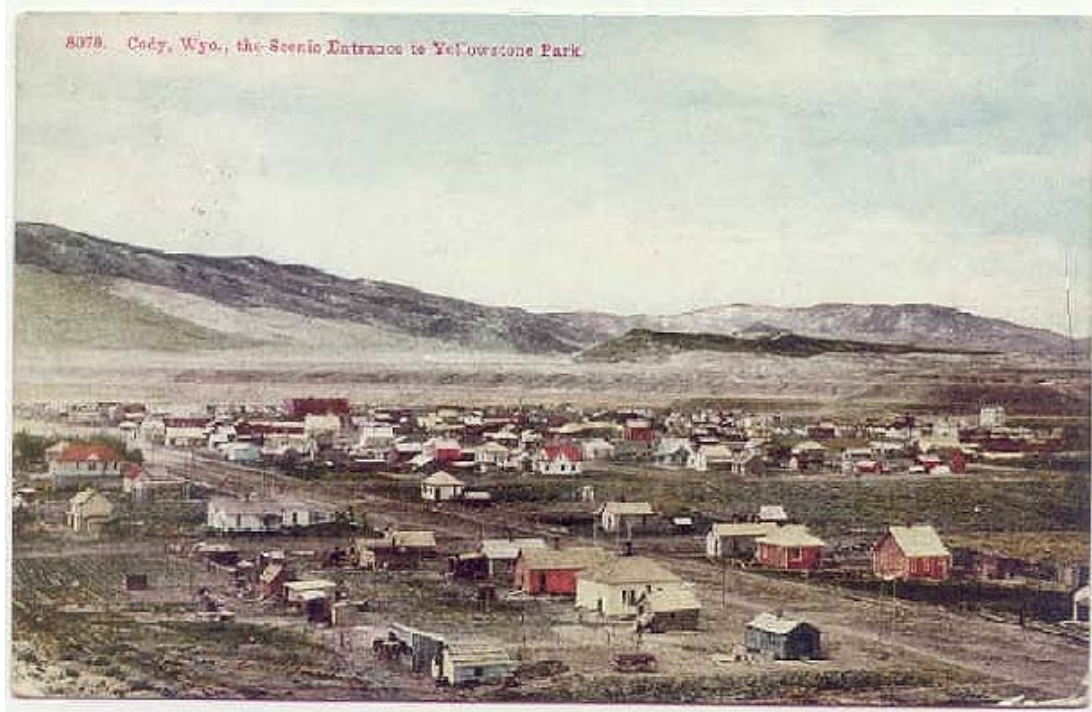
The desire by the Community Resource Team to make this Assessment successful was evident in the phenomenal turnout by community residents. Over 500 people attended and actively participated in our 29 listening sessions, plus 120 people came to enjoy a community dinner and hear our initial report. Community leaders and resource team members deserve credit for their hard work in organizing the sessions and notifying the public about the opportunity participate. What an outstanding job!

This report contains a number of recommendations to help you act upon what you told us were goals for your community. Each small step, every accomplishment, no matter how limited is movement in the right direction. Remember, no goal is unattainable. You already possess tremendous passion, so continue to capitalize on Cody's unique ability to motivate, energize, and bring people together for the greater good. It is your choice, your decision and it is apparent you can do it. Good luck!

On behalf of the Cody Resource Assessment Team, I want to thank the community and our sponsors, the City of Cody and the Cody Chamber of Commerce, for the warm hospitality shown to us during our stay. The meals and accommodations were superb! We heard over and over that Cody is a special place because of the people, the pride you have in your community and the surrounding natural beauty. We can attest that Cody is indeed a special community and we enjoyed experiencing it with you.

Sincerely,

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Cody Wyoming, 1904

CODY COMMUNITY PROFILE

Cody, Wyoming is located about 20 miles east of the Shoshone National Forest, the country's first national forest, and 52 miles east of the east entrance to the world's first national park, Yellowstone. Nestled at the base of the Rocky Mountains, Cody blends beautiful and unspoiled scenery with outstanding attractions and extensive outdoor recreation.

The past, always present in Cody, is the part of Wyoming that represents the last of the true west. Cody is what America was, a place where the cowboy culture thrives and where the new west begins. The vistas are spectacular, the land is wild, the people are genuinely friendly, and the opportunities for outdoor adventure, recreation, education and entertainment are as large and varied as the Wyoming skies.

Tourism is still a cornerstone of Cody's economy, fueled both by its status as an entry point into Yellowstone Park and the acclaimed Buffalo Bill Historical Center. The Center has four distinct museums: the Whitney Gallery of Western Art with wonderful collections of Frederick Remington and Charles Russell; the Plains Indian Museum; the Buffalo Bill Museum; and the Cody Firearms Museum, a feast for gun lovers. A recent addition is the Draper collection of local and Yellowstone history.

The Namesake Showman

Col. William F. “Buffalo Bill” Cody founded the community of Cody in 1896 and it reflects the vision of its founder.

Colonel William F. Cody was born in 1846. As a frontiersman, his career included riding for the Pony Express at the tender age of 14. He acquired his nickname while hunting bison (buffalo) to feed railroad crews. Working as a scout for the army and helping to fight Indians in Colorado and Wyoming, he continued scouting until the year that General Custer and his men were massacred at the Little Bighorn.

With a bent for performing, Cody pursued the life of an actor for two years until he organized a traveling show known as "Buffalo Bill's Wild West and Congress of Rough Riders of the World." He toured the United States and Europe and during that time earned international fame for his work.

Colonel Cody first entered the Bighorn Basin of Wyoming in the 1870's with Professor O.C. March, a distinguished geologist from Yale University, who was making a study of the natural resources of the West. The tremendous possibilities for development of land through irrigation, the rich soil, the grandeur of the scenery, the abundance of fish and game, and the proximity of Yellowstone National Park, were all influencing factors in the decision of Colonel Cody to return during the mid 1890's.

In 1895, Cody and two partners began development of the Shoshone Land and Irrigation Company and made their headquarters along the Shoshone River just west of the present city of Cody. Because Cody had spent much time in the Bighorn Basin, guiding parties of wealthy sportsmen, he was convinced that a combination of tourism and irrigated farming could transform the desert land. The original town site was located at the east end of the Shoshone Canyon, but was later moved to the present site of the city. At the insistence of Colonel Cody's fellow developers, the site was named Cody in 1895. Streets were laid out and named for General Phil Sheridan and the other originators of the community.

At the urging of Buffalo Bill, the Chicago, Burlington, & Quincy Railroad arrived in 1901, bringing thousands of tourists who continued west up Shoshone Canyon to Yellowstone by stagecoach. By 1902, the town was incorporated and Colonel Cody opened his famous “Hotel in the Rockies”, the Irma, named after his youngest daughter. The hotel cost Cody a staggering \$80,000, a huge sum in 1902. The building is still well preserved more than a century later. Cody also built a hunting lodge, which he called Pahaska. It, too, is still in existence. In the same year, 1902, he persuaded the Burlington Railroad to build a spur into the new town, and pioneered a road to the east entrance of Yellowstone National Park. The famous TE Ranch, some thirty-five miles southwest of Cody, was established as a horse and cattle ranch and hide-away for Bill and his friends.

To bolster the economy of the struggling new town, Colonel Cody persuaded his friend, President Teddy Roosevelt, to establish the Bureau of Reclamation and to build the Shoshone Dam and Reservoir, later renamed the Buffalo Bill Dam and Reservoir. On completion, this dam, the highest in the world at the time, helped the community establish sound irrigation programs

and also provide regional electric power. Through his friendship with the President, Buffalo Bill helped establish the first national forest, the Shoshone, and the first ranger station at Wapiti. In 1902 the Cody club and the Chamber of Commerce were established. The Cody Stampede and Rodeo came along in 1922 followed by the dedication of the Gertrude Whitney statue of Colonel Cody in 1924, and various other structures of the Buffalo Bill Memorial Association.

Cody Government (Estimate)	
City of Cody	City Administrator, Mayor, 6 Council Members
Fire Department	75 Rural & Local Volunteers
911	Yes
Planning & Zoning	Both city and county
Fire Insurance Rating	#4 within 5 miles, up to #9 in more rural areas
Police Department	18 Full-time
Search & Rescue	28 Volunteers
Building Codes	U.B.C.
Zoning Regulations	Yes

Cody Statistics	
County	Park
Zip Code	82414
Elevation	5,095 feet above sea level
Latitude	44.51° north of the equator
Longitude	109.05° west of the prime meridian
Area	9.3 square miles
	Land Area: 9.3 square miles
	Water Area: 0.0 square miles
City Distances:	
Ralston, WY	17 miles
Powell, WY	24 miles
Meeteetse, WY	31 miles
Red Lodge, MT	64 miles
Thermopolis, WY	84 miles
Worland, WY	91 miles
Billings, MT	106 miles
Casper, WY	214 miles
Cheyenne, WY	393 miles

Salt Lake City, UT	454 miles
Rapid City, SD	391miles
Denver, CO	492 miles

Population by Age (2004 Estimate)	
Population Estimate	8,972
Median Age	41.8
0 to 4	5.5%
5 to 14	11.9%
15 to 19	7.0%
20 to 24	6.4%
25 to 34	10.9%
35 to 44	12.8%
45 to 54	15.9%
55 to 64	12.0%
65 to 74	8.2%
75 to 84	6.4%
85+	2.9%

Martial Status (2004 Estimate)	
Age 15+ Population	7,410
Married, Spouse Present	55.4%
Married, Spouse Absent	4.4%
Divorced	7.4%
Widowed	13.8%
Never Married	19.0%

Household Status (2004 Estimate)	
Total Households:	3,962
1 Person	33.1%
2 Person	35.8%
3 Person	13.4%
4 Person	11.2%
5 Person	4.4%
6 Person	1.4%

7+ Person	0.7%
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Housing Units (2004 Estimate)	
Total Housing Units:	4,292
Owner Occupied	63.6%
Renter Occupied	28.8%
Vacant	7.7%

Households by Income (2004 Estimate)	
Total Households:	3,962
\$0 - \$14,999	17.5%
\$15,000 - \$24,999	15.4%
\$25,000 - \$34,999	14.7%
\$35,000 - \$49,000	20.1%
\$50,000 - \$74,999	18.0%
\$75,000 - \$99,999	8.8%
\$100,000 - \$149,999	3.7%
\$150,000+	2.0%

Income (2004 Estimate)	
Median Household Income	\$36,964
Per Capita Income	\$20,511

Vehicles Available (2004 Estimate)	
Average Vehicles Per Household:	1.8
0 Vehicles Available	4.3%
1 Vehicle Available	34.6%
2+ Vehicles Available	61.1%

Educational Attainment (2004 Estimate)	
Age 25+ Population	6,204
Grade KG - 08	4.9%
Grade 09 - 12	8.7%
High School Graduate	31.6%
Some College, No Degree	24.1%
Associates Degree	7.7%
Bachelor's Degree	14.3%
Graduate Degree	8.7%

Employment and Business (2004 Estimate)	
Age 16+ Population	7,265
In Labor Force	64.8%
Employed	94.6%
Unemployed	5.1%
In Armed Forces	0.4%
Not in Labor Force	35.2%

Climate	
Average Annual Temperature	46.0° F
Average Monthly Temperature	24° F in January, 72° F in July
Average Precipitation	9.4 inches per year
Average Annual Humidity	50%
Growing Season	120 days
Average Annual Snowfall	9.6 inches
Sunshine Days	300

Education (Estimate)	
Public Primary/Middle Schools:	
Sunset Elementary	Students: 278; Grades: KG – 05
Glenn Livingston Elementary	Students: 294; Grades: KG – 05
Eastside Elementary	Students: 347; Grades: KG – 05
Cody Middle School	Students: 553; Grades: 06 – 08
Public High School:	
Cody High School	Students: 800; Grades: 09-12

Major Employers (Estimate)	
Name	Number of Employees
West Park Hospital & Affiliations	472
Cody School District #6	375
Wal Mart	200
Buffalo Bill Historical Center	104
Marathon Oil (Cody & Oregon Basin)	90
Holiday Inn/Convention Center	70
BPB Manufacturing	67
Cody Lumber	47

Medical (Hospitals/Medical Centers In/Near Cody) (Estimate)	
West Park Hospital	Cody, WY
Powell Hospital	23 miles; Powell, WY
Beartooth Hospital & Health Center	53 miles; Red Lodge, MT
North Big Horn Hospital	54 miles, Lovell, WY

Cody Demographic Report (Estimate)

Population

The estimated population for Cody in 2004 was 8,972. The population in 1990 was 8,250 representing an 8.75% change. It is estimated that the population in Cody will be 9,147 in 2009, representing a change of 1.95% from 2004. The 2004 population was 47.82% male and 52.18% female. The median age of the population was 41.8, compared to the U.S. median age which was 36.2. The population density was 942.4 people per square mile.

Households

In 2003, there were 3,962 households in Cody. The Census revealed household counts of 3,383 in 1990, representing an increase of 17.11%. It is estimated that the number of households in Cody will be 4,167 in 2009, representing a change of 5.17% from 2004.

The median number of years in residence was 3.71. The average household size was 2.21 people and the average family size was 2.77 people. The average number of vehicles per household was 1.8.

Income

In 2004, the median household income for Cody was \$36,964, compared to the U.S. median which was \$45,660. The Census revealed a median household income of \$24,617 in 1990 representing a change of 50.16%. It is estimated that the median household income will be \$40,054 in 2009, which would represent an increase of 8.36% from 2004.

The per capita income in 2004 was \$20,511, compared to the U.S. per capita, which was \$24,583. The 2004 average household income was \$46,182, compared to the U.S. average which was \$63,396.

Race & Ethnicity

The racial makeup of Cody in 2004 was as follows: 96.85% White; 0.10% Black; 0.40% Native American; 0.62% Asian/Pacific Islander; and 0.88% Other. Compare these to the U.S. racial makeup which was: 75.05% White, 12.29% Black, 0.89% Native American, 3.66% Asian/Pacific Islander and 5.53% Other.

People of Hispanic ethnicity are counted independently of race. People of Hispanic origin made up 2.22% of the 2004 population, compared to the U.S. makeup of 14.27%.

Housing

The median housing value for Cody was \$68,288 in 1990, compared to the U.S. median of \$78,382 for the same year. The 2000 Census median housing value was \$102,053, which is a 49.4% change from 1990. In 1990, there were 2,229 owner occupied housing units in Cody versus 3,791 in 2000. Also in 1990, there were 1,155 renter occupied housing units versus 1,240 in 2000. The average rent in 1990 was \$277 versus \$383 in 2000.

Employment

In 2004, there were 7,265 people over the age of 16 in the labor force in Cody. Of these 94.6% were employed, 5.1% were unemployed, 35.2% were not in the labor force and 0.4% were in the armed forces. In 1990, unemployment in this area was 3.81% and in 2000 it was 3.25%. There were 6,694 employees (daytime population) and there were 994 establishments.

In 1990, 49.25% of employees were employed in white-collar occupations and 50.75% were employed in blue-collar occupations. In 2000, white collar workers made up 56.73% of the population, and those employed in blue collar occupations made up 43.27%. In 1990, the average time traveled to work was 6 minutes and in 2000 it was 10 minutes.

Cody Business Report (2004 Estimate)

Daytime Population: Total Employees	6,694
Business Counts: Total Establishments	994

Employees By Occupation	2004 Estimate	% of Total
"White Collar" Employees	3,949	59.00%
Administrative Support Workers	1,203	17.98%
Executive Managers and Administrators	674	10.06%
Professional Specialty Occupations	1,031	15.40%
Sales Professionals	148	2.21%
Sales Workers and Clerks	675	10.08%
Technical Sales and Administrative	12	0.18%
Technologies and Technicians	206	3.08%

"Blue Collar" Employees

	2,717	40.59%
Construction, Repair and Mining	228	3.41%
Farming, Forestry and Fishing	208	3.11%
Handlers, Helpers and Laborers	154	2.31%
Machine Operators, Assemblers and Inspectors	129	1.93%
Other Services Field Based	67	1.00%
Other Services Site Based	1,115	16.65%
Precision Craft and Repair	545	8.14%
Private Household Service	0	0.00%
Protective Services	105	1.56%
Transportation and Materials Moving Workers	165	2.46%

Establishments: Size	2004 Estimate	% of Total
1 - 4 Employees	659	66.27%
5 - 9 Employees	185	18.61%
10 - 19 Employees	89	9.00%
20 - 49 Employees	43	4.29%
50 - 99 Employees	13	1.28%
100 - 249 Employees	4	0.38%
250 - 499 Employees	1	0.09%
500 - 999 Employees	1	0.09%
1,000 + Employees	0	0.00%

Major Industry: Employees	2004 Estimate	% of Total
Agricultural, Forestry, Fishing	134	2.00%
Construction	295	4.41%
Finance, Insurance and Real Estate	356	5.32%
Manufacturing	229	3.41%
Mining	209	3.12%
Public Administration	676	10.10%
Retail Trade	1,620	24.21%
Services	2,790	41.68%
Transportation and Communications	261	3.90%
Unclassified	27	0.41%
Wholesale Trade	97	1.45%

Major Industry: Establishments	2004 Estimate	% of Total
Agricultural, Forestry, Fishing	16	1.60%
Construction	51	5.10%
Finance, Insurance and Real Estate	92	9.26%
Manufacturing	26	2.65%
Mining	9	0.93%
Public Administration	73	7.32%

Retail Trade	217	21.81%
Services	421	42.33%
Transportation and Communications	31	3.10%
Unclassified	24	2.39%
Wholesale Trade	35	3.50%

Retail: Employees	2004 Estimate	% of Total
Auto Dealers and Gas Stations	161	9.94%
Bars	2	0.11%
Building Materials Hardware and Garden	71	4.41%
Catalog and Direct Sales	22	1.36%
Clothing Stores	41	2.53%
Convenience Stores	24	1.47%
Drug Stores	3	0.21%
Electronics and Computer Stores	23	1.42%
Food Markets	43	2.67%
Furniture Stores	30	1.88%
General Merchandise Stores	327	20.21%
Home Furnishings	34	2.12%
Liquor Stores	27	1.66%
Music Stores	0	0.00%
Other Food Service	54	3.33%
Other Food Stores	36	2.21%
Restaurants	472	29.16%
Specialty Stores	248	15.31%
Total Retail Trade	1620	100.00%

Retail: Establishments	2004 Estimate	% of Total
Auto Dealers and Gas Stations	22	9.99%
Bars	2	0.84%
Building Materials Hardware and Garden	11	5.13%
Catalog and Direct Sales	3	1.34%
Clothing Stores	12	5.54%
Convenience Stores	5	2.12%
Drug Stores	1	0.39%
Electronics and Computer Stores	8	3.72%
Food Markets	1	0.40%
Furniture Stores	12	5.66%
General Merchandise Stores	5	2.37%
Home Furnishings	8	3.51%
Liquor Stores	6	2.95%
Music Stores	0	0.00%
Other Food Service	6	2.64%
Other Food Stores	13	5.83%

Restaurants	27	12.42%
Specialty Stores	76	35.15%
Total Retail Trade	217	100.00%
Service: Employees	2004 Estimate	% of Total
Advertising	30	1.07%
Auto Repair/Services	79	2.83%
Beauty and Barber Shops	62	2.24%
Child Care Services	20	0.72%
Colleges and Universities	1	0.03%
Computer Services	37	1.32%
Dry Cleaning and Laundry	12	0.45%
Entertainment and Recreation Services	209	7.50%
Health and Medical Services	265	9.49%
Hospitals	596	21.38%
Hotels and Lodging	351	12.57%
Legal Services	97	3.47%
Membership Organizations	110	3.93%
Miscellaneous Repair Services	37	1.34%
Motion Pictures	18	0.64%
Museums and Zoos	45	1.62%
Other Business Services	120	4.31%
Other Education and Library Services	18	0.64%
Other Personal Service	35	1.25%
Primary and Secondary Education	326	11.68%
Professional Services	117	4.18%
Social Services	205	7.34%
Total Services	2,790	100.00%
Service: Establishments	2004 Estimate	% of Total
Advertising	6	1.37%
Auto Repair/Services	29	6.97%
Beauty and Barber Shops	16	3.81%
Child Care Services	4	0.84%
Colleges and Universities	1	0.21%
Computer Services	4	0.93%
Dry Cleaning and Laundry	6	1.49%
Entertainment and Recreation Services	24	5.69%
Health and Medical Services	65	15.35%
Hospitals	10	2.31%
Hotels and Lodging	34	8.08%
Legal Services	30	7.22%
Membership Organizations	35	8.44%
Miscellaneous Repair Services	19	4.56%

Motion Pictures	4	0.90%
Museums and Zoos	4	1.04%
Other Business Services	35	8.24%
Other Education and Library Services	2	0.41%
Other Personal Service	14	3.40%
Primary and Secondary Education	10	2.38%
Professional Services	41	9.67%
Social Services	28	6.67%
Total Services	421	100.00%

Cody Consumer Expenditure Report (Estimate)

	2004 Estimate	2009 Projection	% Change 2004 - 2009
Total Households	3,962	4,167	5.2%
Total Ave. Household Expenditure	\$41,217	\$43,296	5.0%
Total Ave. Retail Expenditure	\$17,375	\$18,238	5.0%

Consumer Expenditure Detail (Average Household Annual Expenditures)

	2004 Estimate	2009 Projection	% Change 2004 - 2009
Airline Fares	\$280.33	\$294.76	5.2%
Alcoholic Beverages	\$394.43	\$414.37	5.1%
Alimony and Child Support	\$126.64	\$132.58	4.7%
Apparel	\$2,224.27	\$2,337.15	5.1%
Apparel Services and Accessories	\$284.71	\$299.79	5.3%
Audio Equipment	\$62.47	\$65.86	5.4%
Babysitting and Elderly Care	\$219.71	\$230.90	5.1%
Books	\$75.98	\$79.90	5.2%
Books and Supplies	\$112.69	\$118.16	4.9%
Boys Apparel	\$118.74	\$124.52	4.9%
Cellular Phone Service	\$67.70	\$71.03	4.9%
Cigarettes	\$344.18	\$361.29	5.0%

Computer Hardware	\$329.59	\$346.24	5.1%
Computer Information Services	\$33.26	\$35.07	5.4%
Computer Software	\$41.94	\$44.06	5.1%
Contributions	\$1,231.53	\$1,296.80	5.3%
Coolant and Other Fluids	\$9.56	\$10.04	5.1%
Cosmetics and Perfume	\$89.70	\$94.49	5.3%
Deodorants and Other Personal Care	\$30.75	\$32.25	4.9%
Education	\$713.55	\$748.06	4.8%
Electricity	\$1,237.34	\$1,297.96	4.9%
Entertainment	\$2,113.82	\$2,222.18	5.1%
Fees & Admissions	\$530.97	\$558.76	5.2%
Finance Chgs Exc Mort and Veh	\$183.72	\$192.94	5.0%
Floor Coverings	\$67.20	\$70.80	5.4%
Food and Beverages	\$6,739.74	\$7,076.80	5.0%
Food At Home	\$4,005.04	\$4,201.60	4.9%
Food Away From Home	\$2,340.27	\$2,460.84	5.2%
Footwear	\$408.44	\$429.05	5.0%
Fuel Oil and Other Fuels	\$80.60	\$84.52	4.9%
Funeral and Cemetery	\$104.47	\$109.16	4.5%
Furniture	\$400.11	\$421.88	5.4%
Gasoline and Oil	\$1,457.60	\$1,533.91	5.2%
Gifts	\$1,244.48	\$1,307.21	5.0%
Girls Apparel	\$143.06	\$150.09	4.9%
Hair Care	\$58.08	\$60.96	5.0%
Hard Surface Flooring	\$11.21	\$11.75	4.8%
Health Care	\$2,687.42	\$2,818.00	4.9%
Health Care Insurance	\$1,278.79	\$1,340.37	4.8%
Health Care Services	\$818.88	\$858.12	4.8%
Health Care Supplies and Equipment	\$589.75	\$619.51	5.0%
Household Services	\$337.53	\$354.48	5.0%
Household Supplies	\$642.55	\$679.05	5.7%
Household Textiles	\$100.59	\$105.82	5.2%
Housewares and Small Appliances	\$871.34	\$916.38	5.2%
Indoor Plants and Fresh Flowers	\$67.19	\$70.63	5.1%
Infants Apparel	\$102.96	\$108.00	4.9%
Jewelry	\$100.79	\$106.40	5.6%
Legal and Accounting	\$90.46	\$95.02	5.0%
Magazines	\$46.72	\$49.05	5.0%
Major Appliances	\$185.54	\$195.08	5.1%
Mass Transit	\$84.99	\$89.32	5.1%
Men's Apparel	\$417.91	\$439.04	5.1%
Mortgage Interest	\$2,428.29	\$2,555.81	5.3%
Natural Gas	\$386.68	\$405.50	4.9%
New Car Purchased	\$1,045.38	\$1,096.29	4.9%
New Truck Purchased	\$791.93	\$830.62	4.9%
New Vehicle Purchase	\$1,837.31	\$1,926.91	4.9%
Newspapers	\$96.96	\$101.76	4.9%
Oral Hygiene Products	\$27.37	\$28.73	4.9%

Other Lodging	\$698.01	\$722.87	3.6%
Other Miscellaneous Expenses	\$93.34	\$98.05	5.0%
Other Repairs and Maintenance	\$84.93	\$89.08	4.9%
Other Tobacco Products	\$36.61	\$38.49	5.1%
Other Transportation Costs	\$692.84	\$727.10	4.9%
Other Utilities	\$336.08	\$353.08	5.1%
Paint and Wallpaper	\$41.37	\$43.51	5.2%
Personal Care Products	\$160.07	\$168.32	5.2%
Personal Care Services	\$443.78	\$466.72	5.2%
Personal Insurance	\$475.64	\$499.77	5.1%
Pet Supplies and Services	\$228.17	\$239.77	5.1%
Photographic Equipment/Supplies	\$102.51	\$107.77	5.1%
Plumbing and Heating	\$51.93	\$54.64	5.2%
Property Taxes	\$398.35	\$421.06	5.7%
Public Transportation	\$440.72	\$463.22	5.1%
Records/Tapes/CD Purchases	\$108.65	\$114.08	0.0%
Recreational Equipment and Supplies	\$794.76	\$835.76	5.2%
Rental Costs	\$3,150.09	\$3,304.21	4.9%
Roofing and Siding	\$68.16	\$71.48	4.9%
Satellite Dishes	\$6.68	\$7.04	5.4%
Shaving Needs	\$12.25	\$12.86	5.0%
Shelter	\$7,365.14	\$7,729.62	4.9%
Telephone Svc Excl Cell	\$1,047.18	\$1,099.97	5.0%
Televisions	\$91.78	\$96.57	5.2%
Transportation	\$8,567.25	\$9,005.45	5.1%
Tuition	\$600.86	\$629.90	4.8%
Used Car Purchase	\$1,205.86	\$1,271.45	5.4%
Used Truck Purchase	\$687.52	\$723.19	5.2%
Used Vehicle Purchase	\$1,893.38	\$1,994.64	5.3%
VCRs and Related Equipment	\$41.47	\$43.57	5.1%
Vehicle Insurance	\$955.81	\$1,005.16	5.2%
Vehicle Repair	\$941.78	\$988.35	4.9%
Vehicle Repair & Maintenance	\$951.34	\$998.39	4.9%
Video and Audio Equipment	\$788.09	\$827.65	5.0%
Video Game Hardware and Software	\$26.91	\$28.21	4.9%
Watches	\$20.11	\$21.18	5.3%
Women's Apparel	\$748.45	\$786.65	5.1%

Park County Profile

PERSONAL INCOME	2000	2001
Total Personal Income (000s \$)	\$715,573	\$762,604
Per Capita Income	\$27,722	\$29,589
Per Capita Transfer Payment	\$3,539	\$3,881
Per Capita Dividend, Interest, and Rent	\$9,050	\$9,346

RACE AND HISPANIC ORIGIN	2002 Estimate	% of Total
TOTAL	25,894	100.0%
White alone	25,424	98.2%
Black or African American alone	27	0.1%
American Indian and Alaska Native alone	130	0.5%
Asian alone	115	0.4%
Native Hawaiian/ Other Pacific Islander alone	2	0.0%
Two or More Races	196	0.8%
Race alone or in combination with one or more races:		
White	25,620	98.9%
Black or African American	37	0.1%
American Indian and Alaska Native	285	1.1%
Asian	155	0.6%
Native Hawaiian/ Other Pacific Islander	6	0.0%
Ethnic Origin:		
Hispanic or Latino (of any race)	970	3.7%
Non-Hispanic or Latino	24,924	96.3%
White alone	24,497	94.6%

Source: U.S. Department of Commerce, Bureau of the Census

LANDOWNERS	Acres	Square Miles
United States Government		
National Park Service	1,093,009	1707.8
Forest Service	1,699,791	2655.9
Fish and Wildlife	0	0.0
Bureau of Land Mgt.	561,566	877.4
Bureau of Reclamation	236,854	370.1
Wyoming		
State Lands Comm.	212,095	242.3
Recreation Comm.	11,498	18.0
Game and Fish	6,109	9.5
Local Govt.		
County	536	0.8
City	2409	3.8
School Dist. & Colleges	2962	4.6
Other Lands	1,381	2.2
Total Public	3,771,218	5,892.5
Total Private	698,094	1,090.8
Surface Water	34,771	54.3
TOTAL LAND	4,469,312	6,983.3

Source: University of Wyoming, Department of Geography & Recreation

SALES TAX COLLECTIONS	FISCAL 02	FISCAL 03
Agriculture Sector	\$20,724	\$26,431
Mining Sector	\$379,565	\$278,318
Construction Sector	\$462,769	\$384,387
Manufacturing Sector	\$753,163	\$646,799
Transportation (TCPU) Sector	\$1,586,228	\$1,824,839
Wholesale Trade Sector	\$902,777	\$885,307
Retail Trade Sector	\$9,019,739	\$9,532,079
Finance (FIRE) Sector	\$21,600	\$19,485
Service Sector	\$2,979,166	\$2,859,599
Government Sector	\$1,589,774	\$1,633,811
TOTAL	\$17,715,505	\$18,091,055

Source: State of Wyoming, Department of Revenue

POPULATION BY AGE: 2002	
Population under 5 years	1,303
Population 5 to 17 years	4,519
Population 18 to 24 years	2,684
Population 25 to 34 years	2,412
Population 35 to 44 years	3,588
Population 45 to 64 years	7,561
Population 65 years and over	3,827
TOTAL	25,894

Source: U.S. Department of Commerce, Bureau of the Census

COUNTY EMPLOYMENT STATISTICS	
Labor Force (Oct 2004)p	16,070
Employed (Oct 2004)p	15,589
Unemployed (Oct 2004)p	481
Unemployment Rate (Oct 2004)p	3.0%
Ave Weekly Wage - Covered Emp (Q4_03)	\$519

Source: State of Wyoming, Department of Employment

p = preliminary

CRIME INDEX OFFENSES BY CONTRIBUTOR: 2003	
Murder	0
Rape	10
Robbery	3
Assault	71
Burglary	106
Larceny	475
Motor Vehicle Theft	12
Personal Crime	84
Property Crime	593
Crime Index Total	677

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

SELECTED STATISTICS SCHOOL YEAR 2001 - 2002	
Number of School Districts	3
Number of Schools	15
Fall Enrollment, 2001	4,226
High School Graduates, 2002	328
Average Daily Membership (ADM)	4,098
Average Daily Attendance (ADA)	3,911
Certified Teachers	297
Certified Staff	50
Classified Staff	237
Administration	24
Students Transported Daily	1,495
Bonded Indebtedness, 6/30/2002	\$4,595,000
Total General Fund Revenues	\$32,107,307
Total General Fund Expenditures	\$33,079,153
Operating Cost Per ADM	\$11,053

Source: State of Wyoming, Department of Education

COUNTY FINANCE	
Assessed Valuation (FY2002)	\$348,327,209
Total Taxes Levied (FY2002)	\$25,514,735
Sales and Use Tax Distribution (FY2002)	\$5,379,594
Bank Deposits (12/31/2002)	\$359,259,000
FY2002 Ave. County Levy (mills)	73.249

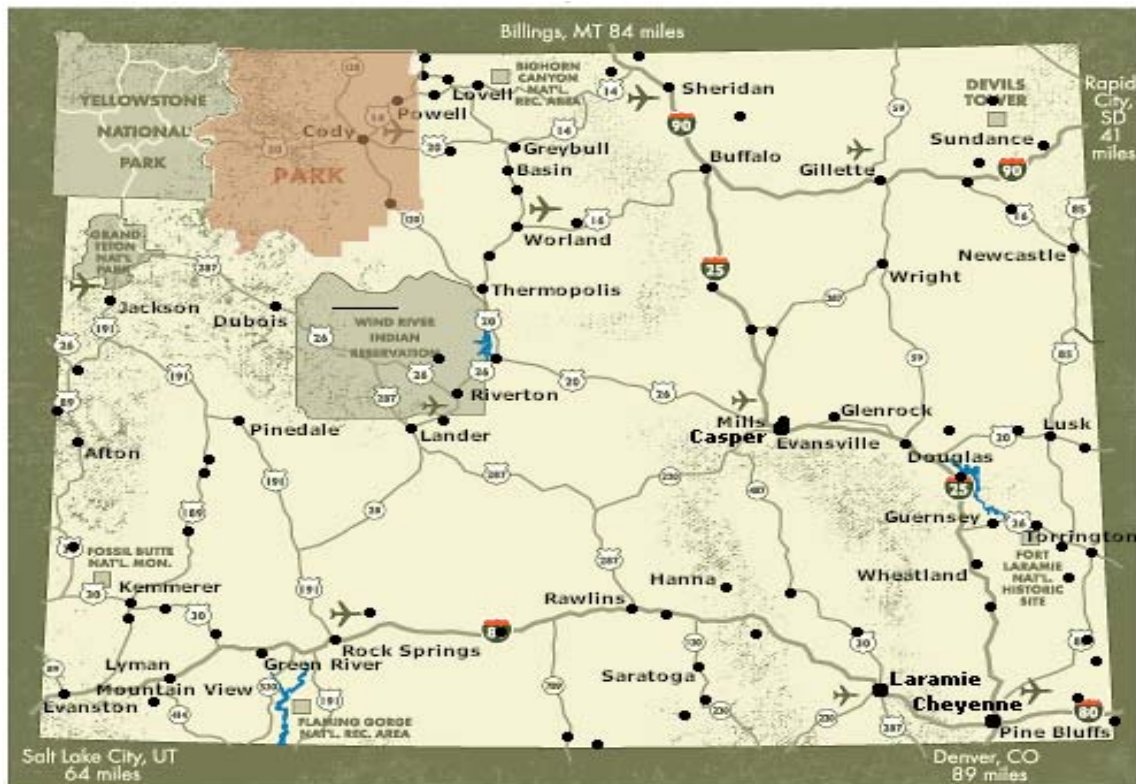
Source: State of Wyoming, Department of Revenue,
Audit Department/Banking Division

FULL AND PART TIME EMPLOYMENT	2001
Wage and salary	13,319
Proprietors	4,877
Farm	794
Forestry, fishing, related activities	194
Mining	515
Utilities	47
Construction	1,493
Manufacturing	715
Wholesale trade	326
Retail Trade	2,289
Transportation and warehousing	383
Information	245
Finance and insurance	736
Real estate and rental and leasing	597
Professional and technical services	743
Management of companies and enterprises	18
Administrative and waste services	474
Educational services	85
Health care and social assistance	1,245
Arts, entertainment, and recreation	666
Accommodation and food services	2,232
Other services, except public administration	996
Government and government enterprises	3,403
TOTAL	18,196

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

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

EARNINGS (000s of \$):	2001
Wage and salary	\$312,859
Proprietors	\$96,365
Other Labor Income	\$43,805
Farm	\$8,148
Forestry, fishing, related activities	\$2,377
Mining	\$32,537
Utilities	\$2,500
Construction	\$48,539
Manufacturing	\$18,051
Wholesale trade	\$10,474
Retail Trade	\$40,434
Transportation and warehousing	\$14,194
Information	\$8,703
Finance and insurance	\$15,823
Real estate and rental and leasing	\$5,890
Professional and technical services	\$20,702
Management of companies and enterprises	\$570
Administrative and waste services	\$9,285
Educational services	\$455
Health care and social assistance	\$34,977
Arts, entertainment, and recreation	\$14,700
Accommodation and food services	\$32,376
Other services, except public administration	\$15,085
Government and government enterprises	\$117,209
TOTAL	\$453,029



Workforce Training

1. Wyoming Department of Workforce Services offers employers up to \$2,000 per employee for training. (<http://www.wyomingworkforce.org/programs/wdtt/index.asp>).
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/workforce/Quick_Start_Programs/index.cfm).

State incentives

1. No corporate state income tax.
2. No personal state income tax.
3. Community Development Block Grants administered by Wyoming Business Council. (<http://www.wyomingbusiness.org/communities/programs/cdbg.cfm>).
 - 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.
 - 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.

Taxes

1. No corporate state income tax.
2. No personal state income tax.
3. No inventory tax.
4. Park County has a 4% sales and use tax. *Source: Wyoming Department of Revenue, Excise division (January 2005)*
5. Unemployment Insurance - taxable base rate of \$16,400. Tax rates by industry grouping - WY Dept. of Employment. (<http://wydoe.state.wy.us/doe.asp?ID=617>).
6. Workers' Compensation - rates vary by occupation and can be found at: (<http://wydoe.state.wy.us/doe.asp?ID=480>).
7. Property taxes. Average tax rate in Park County is 6.8534%.
Source: Wyoming Department of Revenue, Ad Valorem Division (September 2004)

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

$$0.095 = \$95,000 \times 0.068534 = \$6,511.$$

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.

Telecommunications

Available Services:

All West Communications

P.O. Box 588
Kamas, UT 84036

Phone: (435) 783-4361
Fax: (435) 783-4928
Website: www.allwest.net

Services offered: (Cody, Frannie, Meeteetse, Powell) Web Hosting

Contact Communications

937 West Main Street
Riverton, WY 82501

Phone: (307) 856-0980
Fax: (307) 856-1499
Website: www.contactcom.net

Services offered: (Cody, Powell, Ralston, Wapiti) 56 & 64 Data Connections, Frame Relay, ISP, Network Security, PBX, T-1, Web Hosting, Wireless Data

Net Wright LLC

P.O. Box 1747
Riverton, WY 82501

Phone: (307) 857-5800
Fax: (307) 857-1053
Website: www.netwright.net

Services offered: (Cody, Powell) 56 & 64 Data Connections, DSL, Frame Relay, T-1, Web Hosting

Project Telephone

P.O. Box 600
Highway 13 South
Scobey, MT 59263

Phone: (800) 275-6004
Website: www.nemont.net

Services offered: (Clark only) ATM, DSL, Private Line, T-1, DS-3

Qwest Communications

103 North Durbin, Room 1
Casper, WY 82601

Phone: (307) 234-1107
Fax: (307) 235-2618
Website: www.qwest.com

Services offered: (Cody, Powell) 56 & 64 Data Connections, ATM, Centrex, Digital Switched Services, Frame Relay, ISDN-BRI, PBX, Private Line, T-1, Web Hosting

TRI County Telephone

P.O. Box 310
Basin, WY 82410

Phone: (307) 568-2427
Fax: (307) 568-2506
Website: www.tctwest.net

Services offered: (Frannie, Meeteetse) DSL, ISDN-BRI, T-1, Web Hosting

Visionary

P.O. Box 2799
Gillette, WY 82717

Phone: (888) 682-1884
Fax: (307) 682-2519
Website: www.vcn.com

Services offered: (Cody only) Dial Up, 256k Residential Wireless, 512k Business Wireless, T-1 & Frame, Web Design, Web Hosting. (Powell only): Dial Up, T-1 & Frame, Web Design, Web Hosting. (All other incorporated communities): Web Hosting.

Source: Wyoming Interactive Business Center, Wyoming Business Council

Power Cost

Weighted Average Cost per kWh of Power	2001
Cents per kWh of industrial power	3.24
Cents per kWh of commercial power	5.19
Cents per kWh of residential power	6.51

	Industrial	Commercial	Residential
Big Horn Rural Electric Company (2000) 1187 Perkins Lane Lovell, WY 82431 (800) 564-2419	4.08	6.06	7.78
Cody City of (2000)	N/A	4.22	5.38
Garland Light & Power (2000) 755 U.S. Highway 14 Alternate Powell, WY 82435 (307) 754-2881	N/A	9.44	7.25
High Plains Power, Inc. (2001) 203 North 1 st	3.54	6.19	7.21

Dubois, WY 82513
(307) 455-2475

PacifiCorp (2001) 825 NE Multnomah Portland, OR 97232 (888) 221-7070	3.24	5.14	6.44
Powell City of (2000)	N/A	5.66	6.45
Willwood Light & Power Company (2000)	N/A	N/A	5.02

Source: ACN (U.S. Department of Energy, Energy Information Administration)

Cost of Living Index (Prices as of July 7, 8, and 9, 2004, Statewide Average = 100)

Food	Housing	Apparel	Transportation	Medical	Recreation & Personal Care
102	92	106	101	107	100

Source: State of Wyoming, Economic Analysis Division (<http://eadiv.state.wy.us/wcli/NewsRelease-2004.pdf>).

Average Price of Single-Family Home (2002)

\$138,941

Source: A Profile of Wyoming (http://www.wyomingcda.com/PDFfiles/Profile04a_Vol_I_Fnl.pdf).

Higher Education

Northwest College: Campuses in Powell and Cody
University of Wyoming Outreach Program

Transportation

1. Airports:

Yellowstone Regional (COD)

East edge of Cody

Commercial Service: Great Lakes (United Express), Sky West

Daily flights to: Salt Lake City, Denver

Runway: 8,276 x 100 ft., asphalt

Fixed Base Operators: Spirit Mountain Aviation

Powell Municipal (POY)

7 miles north of Powell

Runway: 6,200 x 100 ft., asphalt

Fixed Base Operators: Hy-Planes Aviation

2. Highways:

Distance from county centroid to nearest Interstate highway = 79.34 miles to I-90

U.S. 14, U.S. 16, U.S. 20, U.S. 212

3. Railroad: Burlington Northern Santa Fe

Resource Team Members

Cody, Wyoming
March 21-24, 2005

Jody Levin, Team Leader

Qwest Communications
6101 Yellowstone
Cheyenne, WY 82009
(307) 771-6843
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Fran Cadez

Wyoming Department of Health
Office of Telemedicine
Wyoming Department of Health
211 West 19th Street, Suite 120
Cheyenne, WY 82001
Phone: (307) 638-4515
fcadez@state.wy.us

Jo Ferguson

Wyoming Business Council
214 W. 15th Street
Cheyenne, WY 82002
(307) 777-2802
jfergu@state.wy.us

Gordon Warren

USDA Forest Service
Shoshone National Forest
808 Meadow Lane
Cody, WY 82414
307-578-1200
307-527-6241
gkwarren@fs.fed.us



Tara Alexander

Wyoming Rural Development Council
2219 Carey Avenue
Cheyenne, WY 82002
(307) 777-7622
talex@state.wy.us



Community Contact

Laurie Kadrach

Cody City Administrator
307-527-7511

Cody Country Challenge

March 21 – 24, 2005

Wyoming Rural Development

Sponsored by the City of Cody and Cody Country Chamber of Commerce

Monday, March 21

Cody	11:30 – 1:30 p.m.	Lunch & Listening Session – Cody Club Room – Club
	2:00 – 3:05 p.m.	Listening Session #1 – School District Board Room
	3:15 – 4:20 p.m.	Listening Session #2 – School District Board Room
	4:30 – 5:35 p.m.	Listening Session #3 – School District Board Room
	7:00 – 8:05 p.m.	Listening Session #4 – Cody Auditorium

Tuesday, March 22

	8:00 – 9:05 a.m.	Listening Session #5 – City Hall – Council Chambers
	9:15 – 10:20 a.m.	Listening Session #6 – City Hall – Council Chambers
	10:30 – 11:35 a.m.	Listening Session #7 – City Hall – Council Chambers
	11:45 – 12:50 p.m.	Lunch & Listening Session – Cody Senior Center
Courthouse	1:00 – 2:05 p.m.	Listening Session #8 – EOC Room – Park County
Courthouse	2:15 – 3:20 p.m.	Listening Session #9 – EOC Room – Park County
Courthouse	3:30 – 4:35 p.m.	Listening Session #10 – EOC Room – Park County
	4:45 – 5:50 p.m.	Listening Session #11 – EOC Room – Park County Courthouse
	7:00 – 8:05 p.m.	Listening Session #12 – Paul Stock Aquatics & Recreation Center

Wednesday, March 23

	8:00 – 9:05 a.m.	Listening Session #13 – West Park Hospital – Sunlight Room
	9:15 – 10:20 a.m.	Listening Session #14 – West Park Hospital – Sunlight Room
	10:30 – 11:35 a.m.	Listening Session #15 – West Park Hospital – Sunlight Room
	11:45 – 12:50 p.m.	Lunch & Listening Session – Holiday Inn – Soroptimist Club
	1:00 – 2:05 p.m.	Listening Session #16 – Holiday Inn – Bobcat Room
	2:15 – 3:20 p.m.	Listening Session #17 – Holiday Inn – Bobcat Room
	3:30 – 4:35 p.m.	Listening Session #18 – Holiday Inn – Bobcat Room
	6:00 – 7:05 p.m.	Listening Session #19 – Holiday Inn – Bobcat Room
	7:15 – 8:20 p.m.	Listening Session #20 – Holiday Inn – Bobcat Room

BBHC – Coe Auditorium
720 Sheridan Avenue

City Hall-Council Chambers
1338 Rumsey Avenue

Cody Auditorium
1240 Beck Avenue

Cody Club Room
1240 Beck Avenue

Cody Senior Center
613 16th Street

Holiday Inn
1701 Sheridan Avenue

Paul Stock Aquatics & Recreation Center
1402 Heart Mountain Street

EOC Room – Park County Courthouse
1002 Sheridan Avenue

School District Board Room
919 Cody Avenue

West Park Hospital-Sunlight Room
707 Sheridan Avenue

Thursday, March 24

8:00 – 9:05 a.m.	Listening Session #21 – BBHC – Coe Auditorium
9:15 – 10:20 a.m.	Listening Session #22 – BBHC – Coe Auditorium
10:30 – 11:35 a.m.	Listening Session #23 – BBHC – Coe Auditorium
11:45 – 12:50 p.m.	Lunch & Listening Session – Cody Club Room – Cody Rotary Club
1:00 – 2:05 p.m.	Listening Session #24 – Cody Auditorium
2:15 – 3:20 p.m.	Listening Session #25 – Cody Auditorium
6:00 p.m.	Community Dinner & Town Meeting – Cody Auditorium

Cody Community Assessment Major Themes & Sub-Themes

- ***Infrastructure***
 - Storm water drainage
 - Curb, gutter, sidewalks
 - Utilities
 - Burial of electric lines
 - Telecomm
 - Transportation
 - Air service
 - Colt bus
 - Shuttle to Powell
- ***People***
 - Citizens as Our Resources
 - Groups & Organizations
 - Philanthropy
 - Volunteerism
 - Service organizations
 - Faith-based
 - City government
 - Chamber of Commerce
 - Police and Fire Departments
 - Youth
 - BMX park
 - Night spot
 - Keeping them and/or getting them to come back
 - Seniors
 - Expanded facilities
 - Housing
 - Seniors
 - Affordable
 - Special needs
 - Social Concerns
 - Drugs and alcohol abuse (Task Force)
 - Daycare facilities
 - Health insurance costs
- ***Economic Development***
 - Quality jobs
 - Living wage (teachers, especially)
 - Recruiting & expanding business
 - Growing businesses

- Skilled workforce
 - Training and education
 - NWCC
 - Vo-Tech
 - Tourism
 - Attitude towards tourists
 - High-end resort
 - Convention center
 - Off/shoulder seasons
 - Ski resort and other winter recreation
 - Equine facilities
 - Visitors Center
- ***Quality of Life***
 - Amenities
 - Museum
 - Rec center
 - Library
 - Rodeo
 - Medical facilities
 - Expanded
 - In-patient facilities
 - Crisis stabilization unit
 - Psychiatrist
 - Western heritage
 - Natural resources & location
 - Recreation
 - Appreciation
 - Maintaining access
 - Schools
 - Good scores but...
 - Communication
- ***Community Planning***
 - Identity & vision of Cody
 - Planning & zoning
 - Growth
 - Annexation
 - Traffic
 - Emergency and/or alternative route
 - Parking
 - Sign and lighting ordinance
 - Enforcement of zoning
 - Beautification
 - Entrances to city
 - General clean-up

- “More trees please”/greening/landscaping
- Pathways complete and connecting
- Parks are great
 - Dog park
- One-cent (percent) sales tax

Team Member Recommendations

Jody Levin, Team Leader

Qwest

6101 Yellowstone Rd, Rm 310

Cheyenne, WY 82009

(307) 771-6843

Jody.Levin@Qwest.com

Theme: Infrastructure

Challenge: Storm water drainage, curb/gutter/sidewalks

During the listening sessions it was evident that residents believe basic infrastructure is adequate and in good shape. Expanding and replacing infrastructure was identified as a critical project in order to keep pace with Cody's growing population base, especially during the tourist season when the population spikes. Upgrading storm drainage facilities was mentioned repeatedly, along with extending water and sewer lines, and completing curb/gutter/sidewalk projects.

The lack of uniform curb/gutter/sidewalk planning or codes for new subdivisions was listed as a problem due to the inconsistencies generated. For instance, some subdivisions have no sidewalks, while others differ in width. Developing a strategic plan for sidewalks was discussed as a project both to address health and safety concerns with traffic flow and to enhance accessibility to and around neighborhoods.

Solution:

At the top of any prioritized list should be resolving threats to public health and safety. Communicate concerns around roadways and pedestrian traffic to the Wyoming Department of Transportation. Be prepared to provide statistics that substantiate your claim. Next, consider developing a Master Plan for sidewalk usage and expansion. Since sidewalks along major routes such as downtown are heavily used by pedestrians, create a solution that balances both pedestrian and motor vehicle needs. Ideas for a Master Plan could include linking or extending sidewalks throughout the downtown corridor and erecting pedestrian bridges over Sheridan Avenue as a starting point to lessen competing demands.

The Community Development Block Grant (CDBG), administered through the Wyoming Business Council, has an infrastructure grant component. The purpose of economic development infrastructure is to provide public improvements, such as the extension of water and sewer lines, to sites for the benefit of a specific business. Counties and incorporated cities and towns are eligible to apply for CDBG funds.

The Environmental Protection Agency (EPA) provides both direct and indirect assistance in the area of municipal wastewater treatment technologies and storm drainage. Direct assistance includes one-on-one discussions about design, operation and maintenance of systems, and the identification and solution of problems. Indirect assistance includes support for the development of regulations; technical information; guidance, assessments, evaluation, and cost estimates for the design, construction, and operation and maintenance of municipal facilities.

The Office of State Lands and Investments administers several programs that provide grants and loans to governmental entities for capital investments. The types of projects that are typically financed by these programs include water and sewer projects, and street and road projects.

The Wyoming Community Foundation and the Wyoming Community Network are both interested in helping communities work on projects identified as priorities through the assessment process.

Transportation Funding Programs is a publication by the Wyoming Department of Transportation (WYDOT) that lists approximately 30 programs available to local governments for planning, construction, scenic byways and other transportation projects. Funding is also available through the Highway Safety Program for dangerous intersections that threaten public safety.

Resources:

Steve Achter, Director
Investment Ready Communities
Wyoming Business Council
214 W. 15th Street
Cheyenne, WY 82002
307 777-2811
307 777-2838 fax
sachter@state.wy.us

Environmental Protection Agency
Ariel Rios Building
1200 Pennsylvania Avenue, N.W.
Washington, DC 20460
(202) 272-0167

Federal Catalog of Domestic Assistance
www.cfda.gov

State Lands and Investments Board
122 West 25th Street
Herschler Bldg, 3rd Floor West
Cheyenne, WY 82002
307 771-7331
<http://lands.state.wy.us/>

Wyoming Community Foundation
Susie Scott Mullen
Vice President of Programs
(307) 577-0648
Susie@wycf.org

Wyoming Community Network
Mary Randolph
2219 Carey Avenue
Cheyenne, WY 82002
(307) 777-6430
(307) 777-6593 fax
mrando@state.wy.us

WYDOT
Rich Douglas
Local Government Coordinator
5300 Bishop Blvd.
Cheyenne, WY 82009
(307) 777-4384

Theme: **Infrastructure**
Challenge: **Utilities – Burial of power lines**

The aesthetic beauty of Cody and surrounding natural resources was consistently identified as a major community asset. Throughout the listening sessions residents discussed opportunities to enhance that aesthetic quality. One such suggestion for improving the visual landscape was to bury overhead power lines.

Solution:

Since the City of Cody operates a municipal-owned utility, the decision on whether or not to bury power lines rests with the Mayor, City Council and the Public Works Director. As part of the decision making process, residents and City officials should be cognizant of the downsides to buried power lines. For existing neighborhoods, the expense to bury lines is enormous and often not feasible due to the placement of houses. In new subdivisions, rights of way can be acquired and building plans structured more easily to allow for buried lines. However, the expense for line burial is born by the developer, which can increase home site costs. Lastly, maintenance on buried lines is far more costly and disruptive to the landscape when a problem occurs. The line must be dug up until the problem area is located. Buried power lines would undoubtedly enhance the visual landscape of Cody, but residents must weigh if torn up streets, back yards or parks are worth the trade off.

Resources:

City of Cody
1338 Rumsey Avenue
P.O. Box 2200
Cody, WY 82414
(307) 527-7511

The following individuals can all be reached through the above resource information:

Mayor Roger Sedam

Administrator Laurie Kadrach

City Council

Public Works Director Stephen Payne

Theme: Infrastructure

Challenge: Utilities – Lack of uniform plans for subdivisions

Listening sessions generated repeat comments about inconsistent plans for new and expanding subdivisions. Comments ranged from subdivisions being built without proper utility systems, to inconsistent street and sidewalk widths, to a general lack of vision or planning for growth. If Cody has a Master Development Plan, it is not well known or apparent to the people who participated in our listening sessions.

Solution:

Development of a Master Plan is one mechanism to ensure consistent planning for new and expanding subdivisions. If a Plan does not exist, consider creating one, or perhaps a Plan does exist, but might not have been updated for several years. Encourage public participation in the development process so that the community feels ownership over its identity.

Generally, these types of issues concerning subdivisions are addressed through planning and zoning ordinances and are the responsibility of the City and/or County Planner. Since Cody does not have a City Planner the Public Works Director handles planning and zoning issues, while the City Administrator is responsible for ordinance revisions, community wide surveys and planning.

If the concern encompasses adequate capacity and that sewer and water systems need to be upgraded to meet needs, please refer to resources listed under the Infrastructure: Storm Water, Curb/Gutter/Sidewalk section. If the availability of telecommunications is a concern, please refer to the resources provided under that respective section.

Resources:

Stephen Payne
Public Works Director
City of Cody
1338 Rumsey Avenue
P.O. Box 2200
Cody, WY 82414
(307) 527-7511

Laurie Kadrach
City Administrator
City of Cody

1338 Rumsey Avenue
P.O. Box 2200
Cody, WY 82414
(307) 527-7511

Theme: Infrastructure
Challenge: Telecommunications

In a growing technological age, telecommunications is routinely discussed in community assessments, most often as a challenge and sometimes as a project. For Cody, telecommunications has two facets: 1) the lack of basic services to specific subdivisions and 2) the availability of high speed data products such as DSL. Residents were concerned that Cody was being left behind and technological advances had not yet arrived. Telecommunications is seen as an imperative component to business attraction, retention and to keeping community residents “connected.”

Solution:

Under Wyoming State law, telecommunications’ providers must recover the cost of providing phone service. It was pointed out in listening sessions that the Rolling Hills subdivision and another in close proximity do not have phone service. This area has traditionally been deemed as “high cost,” meaning that the expense of providing service exceeds the threshold for recovering costs. However, with the addition of new homes, costs can be spread across more units resulting in a lower cost to deploy service. According to Qwest’s local manager, plans are currently being developed to provide service to these subdivisions.

As for high speed data or broadband services, assess what services are currently in place and do not let misperceptions create a negative image for your community. Cody has several options for service providers, including high speed internet. Celebrate and publicize that services are available – it is a positive statement about your community.

Unlike power or gas, telecommunications is not a regulated utility service. Under Wyoming law, it is a competitive service, which enables multiple providers to offer service in the same area. Since companies are not guaranteed a customer base and are instead vying for your business on a daily basis, different factors sway business decisions on investment. The ability to recover the cost of deploying high speed data services is one such consideration. As technology advances, data services become more affordable and less expensive to deploy. Currently, Bresnan, Qwest, Visionary and Tri-County/TCT West offer high speed products.

As private industry works to deploy new services and technologies, there will inevitably be areas where the service is not available. Most companies welcome the opportunity to discuss their deployment plans, so work with these companies to relay your concerns about coverage gaps. Due to Cody’s location, there may be areas where service is simply not possible or overly expensive to provide because of the terrain.

Consider asking the Wyoming Business Council to facilitate a session with telecommunications’ companies to discover where services are generally available and to help identify areas where

service may be problematic. The Business Council has grant programs available that could assist in development of a public/private partnership resulting in greater service coverage at a fraction of the cost.

The National Telecommunications and Information Administration's (NTIA) Technology Opportunities Program (TOP) is a highly-competitive, merit-based grant program that brings the benefits of digital network technologies to communities throughout the United States. TOP grants have played an important role in realizing the vision of an information society by demonstrating practical applications of new telecommunications and information technologies to serve the public interest.

Resources:

Leah Bruscino
Regional Director/North West Region
Wyoming Business Council
143 S. Bent
Powell, WY 82435
(307) 754-5785
lbrusc@state.wy.us

Jody Levin
Qwest – Public Affairs Manager
6101 Yellowstone Road, Room 310
Cheyenne, WY 82009
(307) 771-6843
jody.levin@qwest.com

Bresnan Communications
2432 Sheridan Ave
Cody, WY 82414
1.877.BRESNAN

Don Jackson, Director
Tri-County Telephone Association, Inc.
P.O. Box 310, Basin, WY 82410
(303) 534-3279

Visionary Communications
1901 Sheridan Ave
307-587-5263

U.S. Department of Commerce
National Telecommunications and Information Administration
1401 Constitution Ave, N.W.

Washington, D.C. 20230
(202) 482-7002

Theme: Infrastructure
Challenge: Transportation

Transportation was a consistent theme throughout the listening process. Comments centered on the need for services that were reliable, affordable, and offered on a routine basis.

Transportation services for certain segments of the Cody community, such as seniors, was also identified. Participants saw the airport as a tremendous asset and felt fortunate to have air service. However, participants equally wanted that service to be more consistent and for the airport to become self-sufficient versus reliant on government subsidies.

Cody has already taken measures to provide public transportation in the form of buses. While the concept behind the Colt Bus was readily embraced by participants, improving the appearance and functionality were singled out as projects. The bus was viewed as being unattractive and too large to operate efficiently. The goal of having several smaller buses was highlighted during the sessions. Prior to the assessment team leaving Cody, we heard that the large Colt Bus was being replaced by small buses as residents wished. Keep in touch with the Mayor's Office for further developments.

Offering a commuter shuttle between Cody and Powell was also discussed in the projects section of the listening sessions. Participants pointed out that traffic has increased substantially between the two communities, increasing safety risks around traffic accidents. Since both communities have residents that work in the other community, a shuttle bus was viewed as project that would benefit Cody, Powell and the entire basin area.

Solution:

The State Loan and Investment Board administers a program called the Transportation Enterprise Fund. The program was developed to spur investment in transportation projects that benefit the general public. To date, the Board has used these funds to award grants to purchase public transportation vehicles, such as Senior Citizen vans.

Transportation Funding Programs is a publication by the Wyoming Department of Transportation (WYDOT) that lists approximately 30 programs available to local governments for planning, construction, scenic byways and other transportation projects.

The Wyoming Public Transportation Association (WYTRANS) is a private, non-profit organization that works on the local level to provide public transportation services to those who need the resource. STAR Transit in Sweetwater County is one example of a WYTRANS project. WYDOT is another avenue you can work with to expand public transportation needs. Be creative in the types of projects you propose, such as shuttle service from Cody to Powell and vice versa.

Review funding opportunities provided by the Wyoming Air Enhancement Fund. Work with the Wyoming Department of Transportation's Aeronautics Division and the Wyoming Business

Council to submit a competitive grant designed to increase carriers into the marketplace. One such success story is Casper, with their recruitment of Northwest Airlines.

Resources:

State Lands and Investments Board
122 West 25th Street
Herschler Bldg, 3rd Floor West
Cheyenne, WY 82002
307 771-7331
<http://lands.state.wy.us/>

Brad Miskimins
Manager of Grants and Loans
(307) 777-6646
bmiski@state.wy.us

WYDOT
Rich Douglas
Local Government Coordinator
5300 Bishop Blvd.
Cheyenne, WY 82009
(307) 777-4384

WYDOT
Shelly Reams
Aeronautics Division
200 East 8th Avenue
Cheyenne, WY 82001
(307) 777-3953

Leah Bruscino
Regional Director/North West Region
Wyoming Business Council
143 S. Bent
Powell, WY 82435
(307) 754-5785
lbrusc@state.wy.us

Theme: People
Challenge: Affordable Housing

The need for affordable housing was heard repeatedly by the assessment team. Participants felt the shortage existed across income levels, but focused on entry level housing. Not only was affordable housing identified as a challenge for Cody, but a need was further identified for Senior and special-needs housing. Participants felt that the market for young families was particularly difficult, if not non-existent. Some suggestions were made that City Council should

require builders to erect a percentage of affordable houses in exchange for building permits, similar to what Jackson has adopted.

Solution:

The Wyoming Community Development Authority (WCDA) offers a variety of programs to address affordable housing needs. Programs are available to individuals, communities and developers. WCDA has recently released a mortgage purchase program for newly constructed homes in Wyoming. This program allows for both first time homebuyers and non-first time homebuyers to finance a newly constructed home at very attractive interest rates. Lower income and purchase price limits apply to this program. WCDA also administers the HOME Investment Partnership Program which targets projects for low- and very-low-income persons. Funds may be used for rental housing production and homeowner rehabilitation anywhere in Wyoming. The state, WCDA, local governmental entities and nonprofits will be required to contribute a non-federal match of up to 25% of all federal funds received under the HOME program.

The WCDA can also provide information on Federal Low Income Housing Tax Credits. Housing finance authorities are designated by federal statute to administer the Federal Low-Income Housing Tax Credit, which was enacted through the Tax Reform Act of 1986. This program provides federal tax credits for developers and contractors as an incentive to build affordable rental housing projects.

Fannie Mae offers a number of products and services that target those with special housing needs, including seniors, people with disabilities and rural residents. Assistance is also available for companies and organizations striving to address the demands of today's workforce while expanding home-buying opportunities for employees. Fannie Mae's programs are designed to help borrowers overcome the two primary barriers to homeownership: lack of down payment funds and qualifying income. Inquire about unique solutions in high cost areas, similar to a recent project in Jackson.

Several programs are also available through the USDA's Rural Housing Service.

- 1) **Direct Loan Program (Section 502)** – individuals or families receive assistance from RHS in the form of a home loan at an affordable interest rate. To be eligible participants must have incomes below 80% of the median income level in the community where they reside. Loans are available for existing homes and new construction.
- 2) **Loan Guarantee Program (Section 502)** – under this program, RHS guarantees loans made by private lenders. Eligible participants work with a private lender and an individual family may borrow up to 100% of the appraised value of the home, eliminating the need for a down payment.
- 3) **Mutual Self-Help Housing Program (Section 523)** – similar to Habitat for Humanity, this program focuses on future home owners investing “sweat equity” into the property, thus lowering the purchase price. Each qualified applicant is required to complete 65% of the work on their home.
- 4) **Home Repair Loan and Grant Program (Section 504)** – designed for very low income families who own homes in need of repair. Funds are available for renovation, including

making the property accessible for people with disabilities. Homeowners 62 years and older are eligible for home improvement grants, which other low income families and individuals receive loans at 1% through RHS.

- 5) Multi-family Housing – Rental Assistance Program (Section 521)** – offers finance options to developers of low-income community housing. RHS assistance to individual residents of multi-family dwellings is primarily in the form of rental assistance. Participants pay no more than 30% of his or her income for housing.

CDBG Housing Set Aside is a program between the Wyoming Business Council and the Wyoming Community Development Authority. WCDA applies for an annual allocation of federal Community Development Block Grant (CDBG) funds from the Business Council, which are then loaned to applicants for housing-related programs that benefit low-income households. Eligible applicants for these funds are counties and incorporated cities and towns in Wyoming. Funds are allocated on a competitive grant basis.

Resources:

Wyoming Community Development Authority
P.O. Box 634
Casper, WY 82602
(307) 265-0603
(307) 266-5414 Fax
info@wyomingcda.com
<http://www.wyomingcda.com>

Randy Dancliff
Fannie Mae
Wyoming Partnership Office
2424 Pioneer Avenue, Suite 204
Cheyenne, WY 82001
(307) 432-5501
(307) 432-5510 Fax
<http://www.fanniema.com/partnershipoffices/wyoming>

Heidi Stonehocker, Rural Development Manager
United States Department of Agriculture
Northwest Area Office
208 Shiloh Road
Worland, WY 82401
(307) 347-2456, ext 4
heidi.stonehocker@wy.usda.gov

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Investment Ready Communities
Wyoming Business Council
214 W. 15th Street

Cheyenne, WY 82002
307 777-2811
307 777-2838 fax
sachter@state.wy.us

Gordon Warren

Public Affairs Officer
Shoshone National Forest
808 Meadow Lane
Cody, WY 82414
(307) 527-6241
(307) 578-1212 Fax
gkwarren@fs.fed.us

Introduction

First of all I want to thank everyone who made the Cody Assessment a success. Everything was well organized. It was obvious the city and the chamber had put a lot of thought and effort into the process. Your Community Assessment Committee did an outstanding job with Mike and Margie Johnson serving as hosts and tour guides while providing trolley transportation. Laurie Kadrich deserves much credit for her on-the-spot responses to every question or need of the assessment team. The entire team was impressed that one or more representatives of the city and/or chamber were present at every listening session. I believe this illustrates a strong interest and commitment on the part of the city administration and chamber.

Finally the team appreciates all the people who came to listening sessions to share their concerns, ideas and enthusiasm. Those people and all those who provided written comments deserve special thanks. We heard many good comments from people who have a real love for their community. They share a strong sense of place and a passion to retain Cody's special character while progressing on projects to improve the community's image and infrastructure and maintaining and enhancing the quality of life.

COMMUNICATION

History has proven that good communication is critical to the success of any planning effort and project, particularly in a community as diverse as Cody. The need for effective communication was mentioned directly several times, and it was an underlying factor in many of the projects and challenges mentioned by participants.

The following summarizes much of the participants' thoughts regarding communication:

Poor communication inevitably leads to misunderstandings and problems. Good communication leads to better understanding and fewer problems. Good plans and projects oftentimes fail for lack of good communication.

The Assessment Team heard about many challenges and projects the community would like to see accomplished. These are not stand-alone problems and goals. For the most part they are interwoven and interdependent and thus will require careful coordination through good communication and consistent citizen participation.

Numerous people praised the City of Cody and Chamber of Commerce for bringing the assessment team to town and giving everyone a chance to voice their ideas, concerns and suggestions. The community wants to be consistently involved at every level of planning, development and implementation. At the same time, others said they were unaware of some community projects, programs and goals. For example, some were unaware Cody was developing a business park. Others said there has been little communication about preserving Cody's identity (sense of place) and defining where it wants to go in the future.

SUGGESTION

The communication process itself should be viewed as a major challenge and goal/project that requires careful planning, attention to detail and ongoing efforts to reach the greater community.

Develop a comprehensive strategic communication plan that serves as an umbrella plan for the community. As individual projects are planned and initiated (i.e. a new storm drain system), develop individual communication plans that are tiered to the strategic plan.

Plans should be specific in addressing such items as goals and objectives, timing, target audiences, assignments (who does what and when), etc. and use the communication tools or combinations of tools (groundwork, rollouts, fact sheets, Q&As, news releases, town meetings, briefings, field tours/site visits, media tours, etc.) that best fit the specific projects.

Since people are sometimes suspicious when members of a city administration or others directly involved in a project facilitate a meeting, consider bringing in outside and unbiased facilitators who have no direct interest or tie to the project.

The Wyoming Rural Development Council has a list of facilitators that are available to help facilitate meetings.

Contact: Mary Randolph
WRDC
2219 Carey Avenue
Cheyenne, WY 82009
(307) 777-6430
mrando@state.wy.us

Contact: Gordon Warren
Shoshone National Forest
808 Meadow Lane
Cody, WY 82414
(307) 527-6241
gkwarren@fs.fed.us

EDUCATION/TRAINING/JOB

Many people expressed a desire and need for better paying jobs, along with a need for vocational/technical training to meet the demands for electricians, plumbers, and other skilled workers. Many people likewise desire to see a greater presence of Northwest College in Cody.

Some people said Northwest College offers courses in horse shoeing and photography while there are very limited job opportunities in these fields in the community. At the same time, other skills are needed.

A representative from Northwest College who attended one of the listening sessions said the college is open to suggestions for other courses and is willing to work with the community to meet its training needs. People also said that Cody's school enrollment is dropping.

SUGGESTIONS

As school enrollment drops, there may be available training space in Cody school buildings. Look into the possibility of working with Northwest College and the school district to use some of that space to develop vocational/technical training opportunities.

Trade unions in Casper are currently conducting vocational/technical training in a number of fields. This might be a good source of information about what training is needed, funding sources, training materials, general guidance, etc.

Cody has many retirees with a variety of skills and experience. Retirees are often very willing and eager to share their skills and experience. It might be possible to form a "Skills Bank" of retirees who would be willing to help in a variety of ways.

QUALITY OF LIFE

This was a major theme. In virtually every listening session people stressed that the quality of life is the reason they came to Cody and stay in Cody. A major concern is to preserve that quality of life for themselves and their children and being able to stay in Cody to enjoy it.

Cody's "pluses" and amenities that add to that quality of life are almost too numerous to mention, according to people who attended listening sessions. They range from the Buffalo Bill Historical Center, Rec Center, Rodeo and Old Trail Town to clean air and water, proximity to Yellowstone National Park and the Shoshone National Forest, wildlife, the Shoshone River, beautiful parks, Cody's history and western heritage, clean, neat neighborhoods, etc.

Here are some concerns and responses gleaned from Cody citizens at the listening sessions.

Neat, clean neighborhoods and seniors' homes

Cody is one of the cleanest and neatest communities found anywhere. This is part of its charm. There is concern, however, that some older neighborhoods are deteriorating and some senior citizens are physically or financially unable to keep their yards up, paint homes, repair fences, etc.

Numerous people also said there is a real need for more activities for young people.

It appears there is a mutual need and opportunity here.

SUGGESTION

Cody already has an active volunteer program. Consider forming a “Bank of Volunteers” that could be called on help seniors and others who are unable to help themselves. Include junior high and high school students along with adults to help supervise, provide transportation and tools and offer how-to tips, training and direction when needed. The Volunteer Bank might also furnish workers for a variety of community projects ranging from planting trees and other beautification projects to working on bike paths.

Boy Scouts, church youth groups and others are often looking for Eagle Scout projects, merit badge projects, etc.

This is a great way to give young people a sense of worth, develop leadership skills, develop a work ethic, learn some basic skills and feel the satisfaction of helping others.

Packaging Cody's amenities and attractions

Many people said that Cody should develop itself as destination rather than as a place where people pass through on their way to Yellowstone National Park. They would also like to attract more tourists and other visitors during the off-season.

SUGGESTION

Many resorts and communities offer “packages” that combine lodging, food and a variety of activities into a bundle – all for one attractive price. Cody seems well positioned to offer a variety of packages. Local merchants, entrepreneurs and the Chamber could work together to develop them.

An example of a package might be:

- Three nights lodging
- One breakfast, lunch and dinner (the visitor would have the adventure of picking his or her own restaurants for other meals).
- A trolley tour of Historic Cody.
- Tickets to the Buffalo Bill Historical Center.

- Rodeo tickets (in the summer).
- Rec Center tickets (in the winter).
- A wildlife viewing tour up the North Fork (wildlife viewing is at its best in the off-season).
- A day to sample Cody's shopping.

Other activities a package might include:

- A one-day tour of Yellowstone National Park.
- A guided fishing trip.
- A day on cross-country skis.
- Tickets to Trail Town.
- A float trip on the Shoshone River.
- A horseback ride.
- A day hike.
- A visit to the Cody Murals.
- A western barbecue.
- Campfire talks about Cody's history, wildlife, etc.
- A campfire with cowboy poetry and songs.

An almost endless variety of packages could be mixed and matched to appeal to families, seniors, etc. in different seasons.

Other comments

Here are other comments that were heard about some of Cody's special amenities.

The Buffalo Bill Historical Center is a world-class facility that a community the size of Cody is extremely fortunate to have. The community should continue to partner with BBHC in promoting it as an outstanding attraction for visitors.

The Recreation Center is another example of a small community having a superb facility that much larger communities might envy.

Some expressed the concern that the amount of use is already outgrowing the Rec Center and that thought should be given to expanding the center in the not-too-distant future.

Some people observed that the Rec Center is, by default, becoming a day care facility for some working parents who drop their children off there because of the lack of sufficient and affordable day care. At the same time, the observers acknowledged that it's better to have children in the Rec Center than out on the streets. These comments appear to be an awareness of the need for day care facilities and the fact that some parents simply can't afford day care rather than a criticism of the parents who drop their children off.

The Cody Public Library has outgrown its present building and needs a new home where it can expand both its shelf space and programs. Many people suggested that the Marathon Building be considered as a new home for the Library.

***The Cody Rodeo** is preserving the heritage of the Old West and of Cody itself. The rodeo offers what fewer and fewer communities have retained – a sense of what the Old West was like and the kind of people who made this country what it is.*

One listening session participant commented that people from other states and countries are appreciative and envious that Cody has been able to preserve “the real thing.”

The concern, expressed many times about the rodeo and other aspects of Cody’s western heritage is: “Don’t change. Keep it authentic. We have something special and we don’t want to lose it.”

Cody’s main street should be preserved as an “authentic, old-fashioned, small community main street” and not be turned into a neon jungle or other “atrocities.”

There is a very strong sense that Cody needs a sign ordinance to help maintain and protect the character of Sheridan Avenue and other areas.

SUGGESTION

Developing a sign ordinance should be integrated with an overall Community Development Plan and part of any discussions about the vision of what people want Cody to look like in the future.

Heritage and vision

Numerous people voiced concerns about retaining Cody’s western heritage and the need to create a clear vision of where Cody wants to go in the future, how development will affect that vision, etc.

SUGGESTION

A first step might be to establish a task force or working group to act as a resource team to work through public meetings to discuss and develop a vision for Cody. There are several meeting facilitators in Wyoming that might be available to help in this process.

Contacts: Jennifer Goodman, Director
Wyoming Community Network
(307) 766-2107
(307) 766 5544 Fax
jgoodman@uwyo.edu

Navigating Change
Mickey Beaver
1020 Bristol
Casper, WY 82609

(307) 235-5572
mbeaver@coffey.com

Larry Keown and Associates
P.O. Box 7095
Sheridan, WY 82801
(307) 673-4838
lkeow@aol.com

Bike paths, walking paths, equine path

Other amenities that many Cody residents said they would like to see improved and expanded are the bike and walking paths. Existing paths need to be connected, and there is a need for safe bikeways because riding on Main Street and other streets is dangerous. It was also suggested that Cody needs an equine path.

There are two grant programs that can help. The first is the TEAL program. This funds programs such as walking/bike paths, roadside landscaping, historic preservation and other non-highway related projects. A typical grant ranges between \$100,000 and \$200,000. There is a 20% match requirement.

Contact: David young
Wyoming Department of Transportation
530 Bishop Blvd.
Cheyenne, WY 82009
(307) 777-4384

The second program is more specific to nature trails. It is the Recreational Trail Fund Grant through the Wyoming State and Cultural Resources Division. Eligible programs include maintenance and restoration of existing trails and construction of new trails. Typical grants are in the range of \$2,500 - \$75,000. There is a 20% match requirement.

Contact: Joann Buster
Grants Program Specialist
State Parks and Historic Sites
122 W. 25th Street
Cheyenne, WY 82002
(307) 777-3483

SUGGESTION

Consider the establishing a Cody Community Foundation. Establish the foundation as a 501(c)(3) so that contributions would be tax deductible.

Cody is fortunate in that numerous wealthy philanthropists have contributed to community projects. Sometimes less wealthy people are willing to contribute but don't think a small contribution would accomplish anything or else aren't sure how to contribute.

Under a Community Foundation, individuals can earmark their contributions for specific projects. So instead of forming more and more foundations each time a project is proposed, one foundation can serve each project's needs. It's a more effective and efficient way to raise private contributions.

Laramie formed its own local Community Foundation. It might be helpful to look at that process.

Contact: Timothy Stamp
President
Laramie Economic Development Corporation
1482 Commerce Drive, Suite A
Laramie, WY 82070
(307) 742-2212
ledc@laramiewy.org

SENIORS

A number of participants expressed some concern that Cody is becoming an older community as more retirees move in. They pointed out that young families with school age children sustain communities in the long run. This does not mean, however, that seniors can't or aren't contributing to the community. In fact, they can be a tremendous resource. Seniors have a lot of experience and many skills they can share as civic leaders and volunteers.

SUGGESTION

Look at some of the programs available through Senior Corps. Senior Corps (a sister program of AmeriCorps) is a national organization that works to help communities and Americans age 55 and older share their time and talents to help their communities. Senior Corps outlines programs that can help seniors contribute through the Retired and Senior Volunteer Program (RSVP). Organizations can also apply for grant funding to operate RSVP programs.

Two communities in Wyoming are operating RSVP programs.

Contacts: Central Wyo. RSVP
Mary Baughman
1831 E. Fourth
Casper, WY 82601
(307) 265-4678
cwrsvpl@juno.com

Southeast Wyo. RSVP

Claudia C. Johnson
3304 Sheridan Ave.
Cheyenne, WY 82009
(307) 634-7787
sewyorsvp@juno.com

NATURAL RESOURCES

Cody's location, particularly its proximity to natural resources, was mentioned in nearly every listening session. Participants talked about Cody's proximity to the Shoshone National Forest and Yellowstone National Park. They listed forests, mountains, wildlife, outdoor recreation, clean air and water as amenities that are a major factor of the quality of life. These natural resources also are a major attraction for tourists and bringing new people and businesses to Cody.

People expressed a desire to use and market the area's natural resources to increase tourism and jobs. At the same time, they are very concerned that this be done in such a way as not to destroy the very things they are promoting such as the pristine beauty, the solitude, the sense of place, the wildlife, etc.

Ideas for increased recreation opportunities and attractions included developing a kayak course on the Shoshone River and having guided tours such as wildlife tours and photography tours.

The Shoshone National Forest already has a large number of outfitter and guides permitted for hunting trips, fishing trips, boating etc. But there may be opportunities to offer other kinds of tours and activities.

SUGGESTION

Shoshone National Forest representatives have begun meeting with the Chamber of Commerce and are in the process of discussing and identifying the need for new and additional recreation uses on the forest. This discussion and coordination should continue to see what options are available. One option, for example, might be to allow existing permitted outfitters and guides to expand their operations from hunting and fishing into leading photography and wildlife tours or other activities.

Contact: Dave Myers
Wapiti District Ranger
Shoshone National Forest
203 A Yellowstone Ave.
Cody, WY 82414
(307) 527-6921
dmyers@fs.fed.us

RECREATION/TOURISM

Participants at listening sessions expressed a need to expand tourism and attract other visitors during the off-season.

SUGGESTION

Trade shows are another way to attract visitors. The Wyoming Business Council's Trade Show Incentive Program offers grants ranging from \$250 to \$2,000 (50 percent match) to encourage Wyoming businesses to participate in U.S. and international selling events. Wyoming outfitters, in particular, might capitalize on this opportunity. There also are a growing number of Wyoming-based businesses.

Contact: Christine Pardue
Wyoming Business Council
214 West 15th Street
Cheyenne, WY 82002
(307)777-2833

ECONOMIC DEVELOPMENT

People talked about the need for new businesses that would be appropriate for the community. To better understand what types of businesses would locate in Wyoming, the Wyoming Business Council engaged a consulting firm to prepare a target industry study that identifies the most appropriate industries to recruit.

A formal business expansion and retention program is an important component of any economic development strategy.

Resource: The Wyoming Association of Municipalities on behalf of the Business Council has distributed the report along with a questionnaire to cities and towns in the state. The report can also be viewed online at the Business Council's web site. Go to www.wyomingbusiness.org, click on Business and Industry then on Deloitte Touche Study Results.

The National Main Street Program is a highly successful program that has proven useful to communities wanting to improve the viability of their downtown areas.

Resource: The National Main Street Program has a web site that describes the basics of that program: www.mainst.org

Contact: Steve Achter (307) 777-2811

Jo Ferguson

Wyoming Business Council
214 W. 15th Street
Cheyenne, WY 82002
(307) 777-2802
jfergu@state.wy.us

Introduction:

The City of Cody has many things in its favor. It is located in a beautiful part of Wyoming; it has friendly people; it is safe; it is a good place to raise children; it has a world renowned western museum; it is the gateway to Yellowstone National Park; it has good medical facilities; its residents are very generous; it has a great recreational center; it has good city leadership; and above all, it has community pride. This was very evident during our days in Cody for the Community Assessment. Our team was welcomed with warm greetings and was offered any assistance we needed. We toured a very clean town and listened to several hundred people. Even though this community is a jewel, townspeople are ready to improve and upgrade. Thank you for your hospitality. We hope this report will help Cody alleviate some of the challenges that were brought forth.

Theme: Infrastructure

Challenge: Pathways (Bicycle, walking) Residents would like to see pathways connected and completed. At present there are some pathways, but not a continuous, connected one. The challenge is to define this as a definite opportunity to improve Cody's outdoor facilities and to plan and implement this completion.

Solution: The river is a natural asset of the community--and the addition of an extended path would give another identity to the town of Cody. This would enhance the beauty of the riverside and give a recreational dimension to the area. Other communities throughout the state have accomplished this through a variety of resources. The TEAL Grant program is available to fund walking/bike paths. There is an annual application process that begins in April of each year. There is a 20% match required in the grant. The first-year grant might be a planning grant to estimate costs and to identify barriers, such as right-of-way issues.

Resources:

Rich Douglass

Wyoming Department of Transportation
5300 Bishop Blvd
Cheyenne, WY 82002
307-777-4384
rdougl.hqpo.domo2

Theme: People

Challenge: Day-Care Facilities Every community is faced with an inadequacy of affordable, quality childcare. More information is coming to us about Early Education. By the time a child has completed his third year, 85% of his ability for capacity to learn has already been developed. Not only do we want our children to be safe and happy, we want them to be ready to learn as they approach school age. To overcome the lack of early childhood education slots for Cody youngsters proves to be a big challenge. Parents are better employees if they know their children are in a caring, learning environment.

Solution: A possible solution would be to form a public-private partnership. This group could study the need and feasibility of a early education facility to provide early education and care for all of Cody's pre-school age young ones and care for school-age children during the summer and after school hours. This has been done in Gillette and is currently being developed in Cheyenne.

Resources:

Cheryl H. Selby
Consultant ECE Consulting
1247 War Admiral Road
Cheyenne, WY 82009
cselby@starband.net

Theme: Economic Development

Challenge: Business diversity and light manufacturing development. Recruitment and retention are important factors in gaining and keeping businesses in our communities. The listening sessions brought forth good ideas on diversifying Cody's business climate--trying to find other ways to bring in quality, good-paying jobs in industries other than tourism.

Solution: Some possible new business ideas were gun manufacturing and outdoor-related item businesses. Market research that includes demographic studies and consumer needs can be obtained through the Wyoming Business Council. Small Business Development Center can also help entrepreneurs write business plans, find capital and brainstorm strategies. Mid-America Manufacturing Technology Centers provide low-cost, hands-on consulting to improve profitability and business performances.

Resources:

Brandon Marshall
Lead Development Senior Specialist of Business & Industry Division
Wyoming Business Council
214 W. 15th Street
Cheyenne, WY 82002
307-777-2842

bmarsh@state.wy.us

Dwane Heintz

SBDC Regional Director
307-754-2139

Andy Rose

MAMTC Field Engineer
307-754-4832

Theme: Economic Development

Challenge: Skilled Workforce. Workforce development is always a challenge in our small Wyoming communities. The effort by employers to hire, train and retain good employees has to be an ongoing push. Employers need to evaluate what skills and traits each individual worker must possess to be a contributing asset to the business. Training for new hires can be long-term and expensive. Training of existing employees for skill upgrades must always be on the radar screen of the employer. Business expansions often create necessary re-training; new businesses coming into Cody also may have to hire individuals who are not up-to-speed on required elements of a job.

Solution: The State of Wyoming has a two-fold approach to the workforce problem. The Wyoming Workforce Development Council appointed by the Governor advises and makes recommendations regarding the coordination of workforce development activities and services by eliminating duplication and increasing efficiency among the state agencies providing such services. The Council cooperates in conjunction with the Wyoming Department of Workforce Services, which links human and economic resources for Wyoming's future. The Department offers assistance to Wyoming's citizens and businesses in employment, training and vocational rehabilitation. There are Workforce Centers throughout the state. One of the best tools from the Business Training & Outreach Division of DWS is the Workforce Development Training Fund. There are two major types of grants through WDTF: Business Training Grants and Pre-Hire Economic Development Grants. Businesses apply for these grants through an application process.

Resources:

Workforce Center contact in Cody is Les Brimhall
307-587-4241

Workforce Development Training Fund Program Manager is Mike Martin
307-777-6271, mmarti1@state.wy.us

WDRF Applications Specialist is Sarah Reilly
307-235-3645, sreill@state.wy.us. T

The website for the Wyoming Department of Workforce Services is www.wyomingworkforce.org

Theme: People

Challenge: Drugs and Alcohol Abuse Nearly every listening group expressed a concern regarding substance abuse. We heard about underage drinking, drinking and driving, use of methamphetamines, and a lack of a drug task force. Residents are extremely worried about their young people and the drug and alcohol abuse. The community wants law enforcement and the courts to do their part in protecting the kids from developing addictions. We heard many comments about working on prevention efforts.

Solution: Cody currently participates in a statewide program for young people called the 21st Century State Incentive Grant. It is a pass through of federal monies to local communities to address the prevention side of substance abuse. This is the third cohort of the three-year grant. In order to receive this grant, Park County had to write a grant application from a collaborative group in the community; therefore, this group should still be in place and could be the nucleus of a Drug Task Force. This initial group should have included school administrators, law enforcement, judicial branch, health care providers, parents, young people, private sector business people, city officials and many others. A new federal grant will be coming out called the SPF-SIG to further the efforts currently in place. Several good programs are in place that provide direct services to the youth and parents.

Resources:

For more information contact:
West Park Hospital Prevention Office
Jay Otto 307-587-2657, jotto@wphcody.org

Theme: Economic Development

Challenge: Tourism Many comments were made about tourism: “It is largest industry in Cody...” “It does not have high-paying jobs...” “It needs to have destination attractions like a convention center or high-end resort...” “More winter activities need to be developed such as a Ski Resort and Ice Climbing...” “Perhaps, some other summer night-time activities besides rodeo would help keep people in town another day...” “Our hotels and restaurant staffs need hospitality training...” “How about a Chuck Wagon Cook-Off?” “An expansion of the Visitor Center would be nice.” These ideas came directly from the residents of Cody. Now the challenge is to see how they can become an actuality

Solution: Some solutions could be implemented one step at a time and one challenge at a time. The extra night activities might be selected concerts as seen at the Cheyenne Frontier Days Night Shows. The Chuck Wagon Cook-Off idea might be fashioned after similar events held in Wyoming and in other western states. The hospitality training could be a citywide plan—using the trolley at beginning of summer to show local staffs that meet the public the attractions of Cody—and a refresher with handouts to reinforce the “friendly-spirit” attitude of welcoming visitors. An application for a planning grant to investigate the feasibility of a convention center

and/or high-end resort could be prepared. After the planning grant is completed, the Business Ready Community Grant could be investigated for additional funding for convention center.

Resources:

Night concerts contact John Tabor
Cheyenne Frontier Days Contract Acts Chairman
307-778-3751 or jtabor@cfdrodeo.com.

For cook-off information contact Jack & Tuda Crews
1856 Bueyeros Hwy,
Clayton, NM 88415-7244
(505) 673-2267.

Contact Jill Lahiff at CAVB for hospitality training prototype
307-778-3133

For CDBG Planning grant information call
Julie Kozlowski
Wyoming Business Council
307-777-2821 or jkozlo@state.wy.us;

for information on Business Ready Communities program contact
Shawn Reese,
Wyoming Business Council
307-777-2813
sreese@state.wy.us.

Visitor Center expansion might want further discussions with Travel and Tourism Director of the Wyoming Business Council
Diane Shober
307-777-2809, dshobe@state.wy.us.

And continued work with U.S Forest Service and BLM on the winter recreational aspect is encouraged.

Theme: Economic Development

Challenge: Tourism Marketing Cody as a return destination or a word-of-mouth recommendation as a place not to miss is currently being done by the Chamber and the Buffalo Bill Historical Museum. However, any extra touch could add to this effort.

Solution: As items are purchased and wrapped, a small, round Cody sticker could be attached to every package. This little sticker would give a certain class to the retail segment of the community and an identity to the Cody marketplace. This could be a project overseen by the Chamber of Commerce. (These stickers would be similar to the “Made in Wyoming” stickers.)

Designing and printing of these stickers could possibly be done in Cody, giving a value-added effect to the project.

Resources:

Graphics Designer, Ron Hanson
of Horsecreek Studio in Laramie
307-755-0363

Bob Shriner of Action Ads
in Cheyenne, 307-634-0784, could field questions on this idea.

Tara E. Alexander

Administrative Specialist

Wyoming Rural Development Council & Wyoming Main Street

2219 Carey Avenue

Cheyenne, WY 82002

307-777-7622 phone

307-777-6593 fax

talex@state.wy.us

Introduction:

First and foremost, I would like to thank the City of Cody for the warm hospitality extended to our Community Assessment Resource Team. It was my first visit to Cody, but it will not be my last! Thank you for treating our resource team as guests of honor. The meals were delicious, and the trolley rides were excellent. Everyone who donated their time to making our stay in Cody both efficient and enjoyable went beyond their call of duty!

You are a community with many positive features and attitudes. These recommendations are based on your collective desire for improvement and development of your already lovely home. This section of the report is organized around one of the Major Themes, Community Planning, of the listening sessions conducted during the Cody Country Community Assessment held March 21-24, 2005.

THEME – Community Planning

CHALLENGE – Traffic, Parking, Alternative Routes

SOLUTION – This topic is so huge, many people will have to be involved with resolving these matters. It really starts with you as citizens of Cody. What do you want? The alternative route, AKA “bypass,” was the single most hotly debated topic of our four days of listening sessions. Touring the city in the trolley, we learned how Buffalo Bill Cody demanded wide streets that could accompany his entourage through his city. Despite this smart planning, Buffalo Bill could not strategize for the amount of traffic that Cody would be forced to manage!

RESOURCES – Your Wyoming Department of Transportation District Engineer is the best jumping-off resource for these issues.

Contact:

Shelby Carlson

District Engineer

Wyoming Department of Transportation

Box 461, 218 West C

Basin, WY 82410

307-568-3400 (phone)

307-568-9318 (fax)

Shelby.Carlson@dot.state.wy.us (email)
<http://www.dot.state.wy.us/> (website)

THEME – Community Planning

CHALLENGE – Sign Ordinance

SOLUTION – The first question that comes to mind with the topic of a sign ordinance is, “Do you really want this?” Judging by the number of times this was mentioned during the listening sessions, it does seem like that is the case. I happen to know that a sign ordinance has been attempted once in Cody in the early 1980’s. Although it was officially rejected by the community, it did lead to a sort of voluntary compliance regarding size and composition.

Of course, this attempt was made over two decades ago. Perhaps it is time to try again. Who really wants the ordinance: is it mostly business owners or is it mostly non-business owners? To make something like this an effective addition to the community, I hope that the people who actually own the signs are able to have input to the process that might be regulating them! Perhaps a committee with fair representation from business owners and non-business owners can be formed to make this desired sign ordinance a reality. However, when it comes to drafting the actual ordinance, please do your citizens a favor and don’t single one or two of them out to write it!

RESOURCES – Ground Rules is an organization to assist in “perfecting user-friendly and defensible zoning ordinances.” The key to using an outside consulting firm to do this is their objective eye, whereas a community citizen is unable to approach it in that way.

Contact: Ground Rules, Inc.
PO Box 30612
Indianapolis, IN 42630
317-251-5124 (phone)
307-251-1295 (fax)
bjohnson@groundrulesinc.com (email)
<http://www.groundrulesinc.com> (website)

THEME – Community Planning

CHALLENGE – Lighting Ordinance

SOLUTION – Originally, I was going to address the notion of sign and lighting ordinances in one section, but I realized they need to be separate. One key advantage of having a lighting ordinance is that it can help guard against light pollution in the future. There is a definite and valid concern over effective growth, and a lighting ordinance now can keep those starry Western skies beautiful and visible forever.

RESOURCES – Again, this might be a project best out-sourced to a more objective consulting firm rather than keeping it completely local.

Also, be sure to look to what other cities and states have decided to do to handle this delicate matter. An example that might be helpful to you is from one of “the other” UW’s, the University of Wisconsin. The following link is for the Wisconsin Model Exterior Lighting Ordinance:

<http://www.uwex.edu/shwec/LIEBL/WI%20Model%20ordinance.pdf>

While the term “lighting ordinance” might sound like a bummer-type of limitation on expression, it is really “how a community expresses its expectation for quality lighting.” This model also reminds us, “If it is well-written, implemented and enforced, the amount of improvement that can be achieved for most communities is phenomenal.”

THEME – Community Planning

CHALLENGE – Growth and Annexation

SOLUTION – Like the possible ordinances, planning for smart growth may best be handled by a more objective party. Please do not misunderstand my suggestions at this, because I am not trying to take business out of Cody! It would be nice to keep the business in Wyoming, in fact, so I offer you the information of a state-local firm. Wyoming Center for Business & Economic Analysis, LLC can be of assistance in determining many things such as impact and fiscal analysis and forensic economics.

RESOURCES –

Contact:

Wyoming Center for Business & Economic Analysis, LLC.

1912 Capitol Avenue, Suite 407

Cheyenne, WY 82001

307-632-1347 or 1-866-632-1347 (phone)

Staff@wyomingeconomicdata.com (email)

<http://www.wyomingeconomicdata.com> (website)

THEME – Community Planning

CHALLENGE – Zoning and Enforcement of Zoning: Beautification

SOLUTION – It has been said that Wyoming tends to be lacking in much zoning enforcement. Perhaps there is a good reason for that, but there is probably good reason that the need for zoning enforcement was something that came up quite a few times in our listening sessions in Cody. The best recommendation I have for that is something called Pro-Active Zoning Enforcement. A certain Colorado city employs this method for zoning enforcement, and it seems to work quite well for them. Visit their website and contact the city for more information.

RESOURCES –

Contact:

City of Boulder

EEO@ci.boulder.co.us (email Environmental and Zoning Enforcement)

<http://www.ci.boulder.co.us/buildingservices/environment/proactive.htm> (website)

THEME – Community Planning

CHALLENGE – Zoning and Beautification: Mediation

SOLUTION – With all the lofty and noble goals of community improvement comes inevitable the resistance to change that those setting the goals are bound to encounter at some point along the way. There are resources to assist in resolving those conflicts in the most fair and unbiased way.

One way to resolve conflicts with mediation is to have your own Community Mediation Program. Another way that can be particularly useful to agricultural producers and natural resource managers is to utilize the Wyoming Agriculture & Natural Resource Mediation Program.

RESOURCES - For information on community mediation, including grants, training, membership and projects,

Contact:

National Association For Community Mediation

1527 New Hampshire Avenue, NW

Washington, DC 20036-1206

202-667-9700 (phone)

202-667-8629 (fax)

nafcm@nafcm.org (email)

<http://www.nafcm.org> (website)

For further information regarding the Wyoming Agriculture & Natural Resource Mediation Program, contact:

Lucy Hansen

Mediation Coordinator

Wyoming Agriculture & Natural Resource Mediation Program

2219 Carey Avenue

Cheyenne, WY 82002

307-777-8788 or 1-888-996-9278 (phone)

307-777-6593 (fax)

lhansen@state.wy.us (email)

<http://wyagric.state.wy.us/NATRES/mediation/index.htm> (website)

THEME – Community Planning

CHALLENGE – Beautification: Landscaping and Trees

SOLUTION – One of the most memorable requests we heard during the listening sessions was, “More trees please!” I know that Cody is already a designated Tree City by the National Arbor Day Foundation. Do you have events in place to celebrate Wyoming Arbor Day (the last Monday in April) or National Arbor Day (the last Friday in April)? The way that these dates fall make the last week in April apt for Cody Arbor Week. You are in a fortunate position of already having a City Arborist, but there are additional options available through Wyoming State Forestry that may be of assistance to you.

RESOURCES – For more information about adding and maintaining trees within city limits and grants to do so, please contact the Community Forestry Coordinator at Wyoming State Forestry. Workshops and training opportunities are also available.

Contact: Mark Hughes
Community Forestry Coordinator
Wyoming State Forestry
1100 W. 22nd Street
Cheyenne, WY 82002
307-777-7586 (phone)
mhughe@state.wy.us (email)
<http://slf-web.state.wy.us/forestry.htm> (website)

If you have questions regarding rural forestry matters or living snow fence projects within or adjacent to the community, please contact the Forestry Stewardship Coordinator:

James Arnold
Forestry Stewardship Coordinator
Wyoming State Forestry
1100 W. 22nd Street
Cheyenne, WY 82002
307-777-7586 (phone)
jarnol@state.wy.us (email)
<http://slf-web.state.wy.us/forestry.htm> (website)

THEME – Community Planning

CHALLENGE – Beautification: Dog Park

SOLUTION – It sounds like this would be an excellent addition to your already extensive system of city parks. Not only would moving ahead with this project benefit citizens and their canine companions, it would benefit travelers and their pets as well. Just like kids, dogs need to get out, run around, burn some energy, and having a designated place for travelers and their pets to do this is a treat for them and for your sidewalks.

RESOURCES – There is a fun and helpful online community designated to dog-walking parks. Their website provides many tips, from choosing the most suitable site to setting forth

appropriate rules for your community's dog park. They are also completing a list of dog parks across North America, a feature that will cater to those tourists who boost your local economy.

Contact:

Dogpark.com, "the On-Line Site for Off-Leash Dogs!"

info@dogpark.com (email)

<http://www.dogpark.com> (website)

THEME – Community Planning

CHALLENGE – Skate Park, Using it to the Fullest

SOLUTION - Get Cody listed on this international skateboard park directory. Because of Cody's location and destination appeal, road-trippers might be inclined to stop and stay in your city for a variety of reasons. Having Cody listed on this internet directory might attract families that want their kids to have an energy release or college and high-schoolers that are traveling with friends and their boards (or blades).

RESOURCES –

Just go to <http://skateboarddirectory.com/>, or more specifically

http://skateboarddirectory.com/dir/Sports/Skateboarding/Skateparks/In_USA/ and add to the Wyoming listings. Only Riverton's is listed so far, which is obviously completely inaccurate!

THEME – Community Planning

CHALLENGE – Beautification: Cleaning

SOLUTION - Community Clean-Up Day (suggested at a listening session). Try "Make A Difference Day," which was created by *USA Weekend* Magazine as an annual event that takes place on the fourth Saturday of every October. This would also be a great time to start a "warm for the winter" clothes drive. Or, perhaps choose a day in the late spring and have a community spring-cleaning. Unwanted items could be donated for a community yard sale that might be large enough to draw yard-sale mavens from other towns. This Clean-Up Day would spruce up Cody for the heaviest tourist season. Since the problem does not seem to be city property but rather neglected private property, you can pitch in to help a neighbor pull weeds, picking up litter in a park, scrubbing signs clean, repaint fences, etc.

Perhaps you do not even have to designate a whole day to the project, since that might deter busy people who do not have a whole day to devote at once. However, if just half of the citizens of Cody spent one hour on one day doing a little community clean-up, that would be the cumulative equivalent of over sixty days!

During the event, make sure that participants add their names to a list. This list can be posted on the website of a local news source, organization or merchant that would like to increase their internet traffic in exchange for their time to get the list formatted and uploaded. Once the Community Clean-Up Day (or Hour) is complete, anyone will be able to look at that website and

see his or her name as an Active Member of Societal Improvement. Hopefully, the Community Clean-Up will become an annual event, and the public notation will encourage people to continue participating.

RESOURCES - Although a springtime event might be more beneficial to Cody, if you would like to collaborate with the national effort, visit the following website for information on Make A Difference Day. It also includes project examples of what others have done and an Idea Generator.

diffday@usaweekend.com (email)

<http://www.usaweekend.com/diffday/index.html> (website)

THEME – Community Planning

CHALLENGE – 1 cent /1% sales tax

SOLUTION – The solution I have for this desire is one that is already being addressed by your City Council. It's up to you as voting citizens to make this a reality.

THEME – Community Planning

CHALLENGE – Funding

SOLUTION – Grants! While of course grants are not necessarily the magic tickets to free money, they are a great source to accomplishing goals in your community. The Wyoming Rural Development Council has been giving scholarships to motivated learners in Wyoming to attend the annual Community Systems Grant Writing Workshops. Although you already have grant-writers in your city, there are now many people across the state who are eager to utilize their new skills. First, it is up to you to locate the grant for your specific project(s), then contact WRDC to access their database of trained grant-writers that might be of assistance to you.

RESOURCES –

Contact:

Tara Alexander

Administrative Specialist

Wyoming Rural Development Council

2219 Carey Avenue

Cheyenne, WY 82002

307-777-7622 phone

307-777-6593 fax

talex@state.wy.us

THEME – Community Planning

CHALLENGE – Identity and Vision of Cody

SOLUTION – This is by far the most important part of the theme of Community Planning. As the Cheshire Cat in *Alice in Wonderland* observes, “If you don’t know where you’re going, it doesn’t matter which way you go.” There is some concern and confusion in Cody as to who you are now and who you’d like to be in the future. The rich history and namesake of your community already provide you with much more of a persona than other places have, but that by no means equates to a simple solution. Rather, it is one jumping-off point you have for the task of identifying of vision for your future.

RESOURCES – One recommendation for this process is to have a professional consultant with experience in community visioning. Former Park County planner Rich Lindsey is the perfect resource. Feel free to contact him to facilitate your vision of Cody’s future.

Contact:
Rich Lindsey
Consultant
307-742-2543 (phone)
rlindsey@wyoming.com (email)

Additionally, there are a number of print resources available to assist you in this area. One such resource is *Measuring Community Success and Sustainability: An Interactive Workbook*. It “describes a process to help communities learn how to measure the local or regional impacts of economic and community development processes that enhance rural community sustainability.” The reason I recommend this is to have a system of measuring both the quantitative and qualitative results for your efforts towards community improvement.

This workbook is available from the North Central Regional Center for Rural Development at Iowa State University.

Contact:
Iowa State University
108 Curtiss Hall
Ames, IA 50011-1050
515-294-8321 (phone)
515-294-3180 (fax)
jstewart@iastate.edu (email)
<http://www.ncrcrd.iastate.edu> (website)

Here is something to keep in mind and heart as Cody continues to thrive: it’s easy for people, even those with the best intentions, to get burned-out from being leaders and doers in their communities. Time is something that nobody has quite enough of. I simply suggest hanging this quotation from Margaret Mead, an American anthropologist who lived from 1901-1978, somewhere prominent in your home or office:

"Never doubt that a small group of thoughtful, committed citizens

can change the world; indeed, it's the only thing that ever has."

I hope that these words and this report are inspirational in all your noble efforts. Thank you for your time.

Fran Cadez

Wyoming Department of Health
Office of Telemedicine
Wyoming Department of Health
211 West 19th Street, Suite 120
Cheyenne, WY 82001
Phone: (307) 638-4515
fcadez@state.wy.us

INTRODUCTION

I would like to begin by thanking the community leaders and citizens of Cody for the opportunity to spend time in your town, and learn first hand about what makes Cody an outstanding place. I was very impressed with the large number of people who are actively engaged in the community and thoughtful about Cody's issues and future. You are fortunate to have not only great beauty surrounding your town, but great commitment and interest from the people who live there.

A solid strength of the Cody community lies in its people. As one community member so aptly put it, "citizens are our resource." The citizens of Cody are proud of their community and want very much to be involved in directing its future. This was clearly evident in the level of participation we saw in the community assessment process.

Three of our listening sessions were based around meetings of civic groups, the Cody Chamber, Soroptomists and Rotary clubs. Many more volunteer, civic organizations are active in Cody, as reflected in the Cody website at <http://www.codywy.org/>. Among these many fine organizations, the Cody Chamber of Commerce, known as the Cody Club when it was initiated in 1900 by Buffalo Bill Cody, was singled out several times as doing an outstanding job of promoting the Cody community and businesses. <http://www.codychamber.org/>

Cody has solid faith-based resources. Its 35 churches, representing most denominations, could provide a source of support for community projects.

The volunteer spirit is strong in Cody, as evidenced by the wonderful community "Thanksgiving type" dinner offered to citizens and the rural assessment team last evening of our visit. Noted among these volunteers are the outstanding efforts of the Cody volunteer fire department. Cody was noted to have an "impressive" volunteer effort.

For several years, Cody has had a city manager type of city government, employing a full time professional to manage the day to day business of the city. Many citizens commented on the increase in professionalism this has brought to city operations and found city government to be very responsible. Along these same lines, the Cody Council was noted as providing a strong leadership team to guide the city's future.

Many residents commented on the professionalism of the police department and even more mentioned the town as a safe place to live. Lack of gang activity or crime was noted and speaks to the effectiveness of the city police force.

Philanthropy in Cody has been exceedingly generous and spearheaded by the efforts of the Paul Stock Foundation, which provided momentum for the development of the Cody Recreational Center through an early infusion of significant funding, challenging Cody residents to raise the remainder need for construction. This effort, which resulted in a beautiful and heavily used facility, is indicative of what the Cody community has been able to do with the winning combination of a commitment by its citizens, efforts of volunteers and the generosity of wealthy groups and individuals. This type of successful collaboration for the betterment of the community was noted by many participants in the listening sessions and is the envy of any community in Wyoming. "People come together to get things done," is a comment we heard many times and is reflective of the "can do" spirit in the community. The "power of the people" effectively works together on fundraising efforts.

CHALLENGE:

Drug and alcohol abuse. Citizens in Cody made repeated comments concerning underage drinking and increasing problems with methamphetamine and drug use. Comments such as "there are lots of problems with youth and alcohol" and the "meth problem in Park County" were noted by the team. In relation to drug and alcohol abuse issues, citizens mentioned the need to develop a task force to combat these issues.

SOLUTION:

The Wyoming State Legislature has also recognized problems associated with drug use in the state, particularly with methamphetamine use. In the last legislative session, House Bill 308 was passed, authorizing programs to address problems associated with illegal use of methamphetamine and other controlled substances. Essentially, HB 308 will provide funding to: increase access to treatment for persons addicted to methamphetamine and other controlled substances; increase funding for law enforcement and prosecuting attorneys to prosecute those using these substances and address associated problems; and provide funding for education and prevention. Beginning July 1, 2005, the Attorney General's office is authorized to provide local governments with grants totaling \$5 million to employ law enforcement officers and prosecuting attorneys to investigate and assist in prosecution of offenses related to the use, sale or manufacture of methamphetamine and other controlled substances. The funds may also be used for juvenile probation, developing or augmenting drug courts and eliminating environmental hazards associated with methamphetamine labs. To access information on grant requirements and the application process, contact the Wyoming Attorney General's office at (307) 777-7841.

Also beginning July 1, 2005, \$2 million is appropriated to the Wyoming Department of Health to fund access to treatment for persons with drug addiction, through grants to public or private entities. A local match for these funds is required on a ration of 1:3, or one dollar for every three dollars in grant funds. Guidelines for submitting proposals should be available by April 30,

2005. For more information contact Elizabeth Robison Wyoming Department of Health, Division of Substance Abuse, at (307) 777-7936 or erobis@state.wy.us

The Wyoming Department of Education (WDE) is provided funding under HB 308 to assist alternative schools in using best practices to motivate at risk students to make positive choices about the use of alcohol and drugs. The WDE is also authorized to provide grants to local communities, demonstrating community collaboration, for promotion of comprehensive school health programs, to support the use of best practices to reduce drop out rates and risky behavior. For more information contact Sunny Kaste, Health and Safety, Wyoming Department of Education at (307) 777-5351 or skaste@state.wy.us General information regarding the Wyoming Department of Education may be found at: <http://www.k12.wy.us/>

Funding is also available from the U. S. Department of Education, through the Office of Safe and Drug Free Schools. Specific grants are authorized through this program to address student drug testing, safe schools and healthy students, and grants to improve management of drug and violence prevention programs. A complete listing of grants available for FY 2005 is available at <http://www.ed.gov/fund/grant/find/edlite-forecast.html>

The Wyoming Department of Health, Substance Abuse Division's 21st Century State Incentive Grant funds are assisting communities to reduce alcohol, tobacco, and other drug abuse and promote academic success among young people. A total of \$13.5 million was awarded to communities over three years or \$4.5 million per year. In Park County, Cedar Mountain Substance Abuse Prevention Program is a recipient of these funds. Contact Jay Otto at: (307) 578-2657 for more information on identified priority risk and protective factors of the project. For more information about the state incentive grant program, contact Bronwen Anderson, Substance Abuse Division, SIG Coordinator at (307) 777-6463 or bander5@state.wy.us. Also of assistance may be the State of the State of Substance Abuse in Wyoming report produced by the Wyoming Substance Abuse Division and available as a PDF file at <http://sad.state.wy.us/Meth/>.

In addition, Wyoming First Lady, Nancy Freudenthal, has initiated a campaign to bring awareness of underage drinking and develop prevention strategies. Learn more about the Wyoming First Lady's Initiative to Reduce Underage Drinking at: www.wfli.org. The First Lady has conducted a town hall meeting in Cody and community coordinators for the initiative have been identified. In Cody, the contacts are: Helena Defina at (307) 578-2703 or hdefina@wphcody.org and Jay Otto at (307) 578-2678 or jotto@wphcody.org. Tips for community groups on prevention strategies as well as links to effective programs and national funding sources can be found on the First Lady's website. Suggestions for community focus include reducing the availability of alcohol, improving enforcement and changing community social norms related to alcohol.

CHALLENGE: Increasing cost of health insurance and difficulty in securing health insurance.

SOLUTION:

The Wyoming Health Care Commission is looking at these issues as well as many others associated with the provision of health care in Wyoming. For specific information regarding the

Commission's activities in this area, contact Anne Ladd, Executive Director at (307) 473-3839 or <http://www.wyominghealthcarecommission.org/>. Solutions to these complex problems will require effort at the national level, as well as state involvement. Cody should utilize opportunities to let their voice be heard on these important issues in our state, as well as consider funding opportunities that may address some of these issues locally. The Robert Wood Johnson Foundation found at www.rwjf.org provides funding for targeted initiatives in health care, as well as unsolicited projects that encompass compelling ideas. In an effort to achieve stable and affordable health care coverage for all Americans, one area of interest in which RWJF accepts unsolicited applications for project funding includes issues related to health insurance coverage. More information may be found at: <http://www.rwjf.org/applications/interestareas.jhtml>. A contact at RWJF is Judith S. Stavisky, MPH, M. Ed at (609) 627-5775 or jstavis@rwjf.org.

CHALLENGE:

Expanded Facilities for Senior Citizens: Like many Wyoming communities, Cody has an active senior population and one that is sure to grow in numbers in future years. Though the community currently has a senior center, the need to expand the facility in order to provide additional activities was identified.

SOLUTION:

Information regarding the current services available to senior citizens in the Cody and Park County area can be found at <http://wind.uwyo.edu/pathways/seniors/>. Susan Evans, Information and Referral Specialist for the Wyoming Department of Health, Division on Aging, may be helpful in discussing funding sources to expand the senior facility. Ms. Evans may be contacted at (307) 777-7986 or sevens2@state.wy.us. Funding may be available through the Wyoming Business Council, Community Development Block Grant Funds. Find out more about this program at: <http://www.wyomingbusiness.org/communities/programs/cdbg.cfm>

CHALLENGE:

Develop affordable housing for seniors and those with special needs.

SOLUTION:

Knocking Down Barriers to Affordable Housing, an article that may be helpful in looking at ways to achieve affordable housing in the Cody community may be found on the Housing and Urban Development (HUD) website at: <http://www.hud.gov/utilities/intercept.cfm/?/initiatives/jones.pdf>. In addition, contacting the Wyoming Business Counsel, at <http://www.wyomingbusiness.org/communities/programs/cdbg.cfm> will provide information on funding through the Community Development Block Grant program, which often supports affordable housing initiatives, particularly for seniors and the disabled.

CHALLENGE:

Comments indicated a need for more youth activities, particularly the development of a BMX track in Cody.

SOLUTION:

Construction of a BMX track would require a community effort, including lots of volunteer work to initially install and maintain the track. But with Cody's history of strong community involvement, this could be just another example of Cody's "can do" approach, turning ideas into action! Detailed guidelines and specifics for building a track can be found at: <http://www.ababmx.com/index.php?page=getstarted>. Cheyenne Parks and Recreation employee, Brad Carnahan, available at (307) 637-6429 or bcarnahan@cheyennecity.org can provide information on planning a BMX park. In addition, a Cheyenne BMX enthusiast, Dick Krahenbuhl at (307) 638-9732 or rKrahenbuhl@yahoo.com is an excellent resource for information on how to build a BMX park at no cost!

CHALLENGE:

Citizens noted a need for a youth or teen "night spot" as an additional activity for teens in the community.

SOLUTION:

Cody may want to enlist the assistance of its service organizations and faith based groups to initially develop a center for teens to frequent on weekends. Programs like the Boys and Girls Club of Cody, located at 308 16th Street, (307) 527-7871, may be able to begin an effort like this in their current facility. This concept, however, could fit very nicely with the effort to curb underage drinking and drug abuse, by providing youth in the community with an alternative to engaging in illegal activity and risky behaviors. Thinking about the development of a teen night spot in conjunction with the effort to promote healthy behaviors in Cody's youth, might identify funding through resources designed to combat the use of drugs and alcohol.

CHALLENGE:

More daycare facilities for children.

SOLUTION:

The Wyoming Department of Family Services provides licensing for daycare facilities, but does not provide funding. The Division of Early Childhood may be helpful in determining what features are needed for a quality daycare program, and can be reached at: <http://dfswapps.state.wy.us/> However, the state, through the Governor's initiative on Wyoming Children and Families is looking closely at issues that affect families in Wyoming. Developing quality daycare facilities could become an issue addressed by this initiative. More information regarding the focus of this initiative, go to: <http://dfsweb.state.wy.us/dfsHeroes/childInit.html>.

CHALLENGE:

Keeping youth in the community and/or getting them to return to Cody once they have left.

SOLUTION:

Solving some of the other challenges identified by community members, such as increasing affordable housing, developing more activities for youth, and particularly increasing economic opportunities, will all work towards enticing youth to stay in the community in which they have been raised and in turn raise their own families in Cody. An effort on all of these fronts will be required to keep youth in the Cody community.

What was said in the listening sessions in Cody

What are the major problems and challenges in your community?

** indicates a person said ditto to a response, one * for each person who agreed*

- Employment, jobs*****
- Managing growth
- Weak shoulder seasons
- Higher paying employment*****
- Inequity in state school funding compared to other places *
- Need larger NWCC presence in Cody
- Economic growth*
- Need more tourists
- Need more people at BBHC
- Funding for infrastructure
- Housing for all
- Attitude of wanting no more people in Cody
- Open mindedness
- More diversified industry*
- Planning for future
- More visibility of police dept
- Wind
- Permanent 1% sales tax for infrastructure
- Jobs for young to stay here and move up*****
- Expanding city limits
- Lacking govt. facilities
- Need to bring in young families
- Need road for Fishing Bridge
- Need more broadband alternatives
- Declining enrollment in schools and losing state money
- Water overuse
- Lack of adequate daycare around the clock
- Need sign ordinance *
- Affordable consistent air service
- Eyesores at entry way to town
- No packaging as tourist destination, everyone does their own thing
- Swimming for kids
- Cleaning up trailer park areas
- Low wages due to tourist industry
- Increased growth taxes services

- Not enough for youth—recreation**
- Stop people moving here, don't be a Jackson, contained growth
- Affordable housing***
- Increasing infrastructure to grow**
- Meth problem/drugs*****
- Job shadowing for youth
- Underage drinking*
- Growth in wrong direction, becoming more retirement, less young families
- More parental involvement
- Infrastructure, locked in by geography
- Economic development, need business park for future (zoning)
- Market more outdoor opportunities
- Urban sprawl
- Seasonal community, need year round businesses
- Monopolies on resources (gas stations)
- Fires
- Jobs for higher education--radiology
- Connecting through bike and walking paths
- Transportation in and out of town (roadways)
- Need Road from S. Fork to Skyline
- Quality affordable child care services
- Skate park is only functional 3 months out of year, needs to be bigger
- Business not supporting Cody businesses, but using Billings instead
- Economic development like Cody labs
- Enhancement of existing business
- Economic diversity, less service/tourism oriented*
- Other ways to sell Cody for tourism besides western heritage
- Loss of families because of poor paying jobs
- Not welcoming innovative businesses
- Things stay the same
- Affordable housing
- Equitable funding for schools
- Teachers underpaid
- Not many high paying jobs
- Inequity in school funding
- Limited curriculum compared to other towns in state
- Affordable clothing for children (and shoes)
- Affordable clothing for adults also
- More jobs
- Better communication with citizens on important issues
- Sylvan pass construction
- Better paying jobs**
- skilled labor force ready for jobs
- better traffic speed enforcement in town by police dept

- jobs to keep youth in town in concert with senior skilled labor
- affordable health insurance for small business
- better rec access to national forest (better communication, openness of use possibilities) multiple use?
- Billing practices of West Park Hospital (entire bill must be paid following insurance payment made); installment payments should be allowed
 - * because of increasing retirement community
 - * demand for payment upon discharge, whether you have insurance or not
- high health insurance costs
- need increased information for high school students regarding workforce issues, especially unions
- lack of smiling police and sheriff
- more companies, manufacturing
- Growing too fast
- Communication among small county towns not so good
- Turns down good opportunities (NWCC)
- Quality jobs to raise a family
- Training for jobs and younger workforce***
- More industry* *
- Jobs to keep youth**
- No one can afford to retire on their salaries**
- Drug problem
- Possibility that YNP may someday restrict auto travel
- Jobs**
- Lack of base industry (besides tourism)*
- Lack of community interest in inevitable growth
- Lack of equality between males' and females' pay scales
- Cody (and Big Horn Basin) not up to market
- Meth problem
- Having people to fill jobs within service areas
- Housing, especially for retirees and young couples
- Minimum wage in service jobs does not pay the rent
- High cost of living
- We don't have the manpower or time to look at the meth problem; Cody is not protected like it could be, not efficient enough
- Inadequate parking (medical facilities and high school)
- Entrance corridors to community
- Old infrastructure
- Affordable and realistic air connections to and from Yellowstone Regional Airport
- Ugly plastic backlight signs that say "Cody" upon entrance
- No facilities at trail heads for potable and waste water for RV's
- Seven year road widening projects (during summer up to Yellowstone) really hurt economy
- Not competitive in convention-holding sector

- No strong vocational program (besides welding and ag) in schools
- Backlog of judicial system prevents problems from being taken care of efficiently
- Rising utility bills
- Traffic control
- Economic development
- Increased drug use
- Lower cost housing is not very available
- Lack of secondary route into/out of town, esp. South Fork
- With zoning, some yards are becoming trash heaps
- Lack of crisis stabilization units in hospital
- Limited psychiatric support; cannot pay to have a psychiatrist in Park County***
- Drug problem in town
- Summertime drag racing on Main Street
- No grocery store downtown
- Traffic mobility, especially in summertime, around downtown
- Waterslide
- There's no gathering space or clearing house for crisis intervention, for help, for food
- Smog on east edge of town
- Major parking issue downtown**
- Alcohol is still the drug of choice, both county and statewide, and there are a lot of problems with youth and alcohol and their parents buying them alcohol
- Lost the kid pool downtown
- Lost the drive-in movie theater
- Losing things for kids to do
- Wages are low
- Last year, we lost a park from Master Plan that included horse areas
- Cody doesn't capitalize on location
- Concern of inadequate telecommunications, DSL not available in rural areas
- We are extremely dependent on oil and gas
- Funding for infrastructure
- Jobs, not enough of them
- Keeping young people here
- Lack of low-income housing
- Meth problem in Park County
- Lack of good-paying jobs for the average Joe in town
- Not much for youth to do, have fun and stay busy
- Funding
- Lack of cohesive vision for business recruitment and development
- Not very good bike transport options, especially for children who are not technically supposed to ride on sidewalk
- Afraid of losing small-town feel
- "All eggs in one basket" regarding tourism
- Baseball program is starting to fall apart
- People drop their kids off at the Rec Center and just leave

- Bypass for the west strip to eliminate problems * *
- Mobile home park subdivision that needs cleaned up
- Too many stop lights and stop signs
- Larger senior center and more senior services * * *
- Drug problems * * *
- Available housing for seniors *
- More jobs
- Suicide
- Drugs * * *
- Clean up
- Teen drinking and drugs
- Need portable microphone
- Senior housing not sponsored by govt.
- Disposing of garbage
- Recognizing trailer parks in community
- Increasing utility costs
- Weak shoulder and winter season
- Need year round revenue for stability
- Seasonal business
- Not enough core businesses to support other businesses (light manufacturing, employing more than 100 people) *
- Job development to keep kids in community *
- Infrastructure and planning to support growth *
- Diversification of economy, not so reliant on tourism
- Air service, difficult to maintain year round reliable service *
- Lack of scheduled airlines at right frequency * *
- Inequitable school funding from the state; change funding model
- East-west and west-east throughway *
- Low teacher salaries
- Not pedestrian friendly community; no yielding to pedestrians; attitude problem of drivers * creates dangerous situation if drivers yield and do stop, fear of being rear ended
- Too much competition for sidewalk space (tourists, skate boards, bikes,) makes multiple uses difficult to accommodate, congested
- Kids dragging main streets frequently
- Parking shortage around courthouse
- Parking problems around town
- Changing demographics, aging of community, dwindling school age numbers
- Property tax increases and utility cost increases; smaller increases over time are better than larger “catch up” increases as tax levies or utility cost increases
- Jobs
- Lack of well-paying jobs to cover cost of living
- Lack of choices for food, clothing—particularly mid-level costs
- Lack of young people in area
- Lack of ideas to attract young people into Cody

- Cody needs an identity—are we tourism, western?
- Property owners very independent—zoning needs to be enforced
- Low level jobs
- Diversify beyond tourism
- Master plan for community
- Lack of teamwork as community workers and planners
- Shop locally education program
- More affordable businesses and shopping choices
- Affordable housing for medium income people
- Plan for future
- Need for year round community
- Lack of functioning ski area
- Need for winter activities
- Access to the Park in winter—needs developed
- Regulation on signs in and outside of town
- Major medical health care facility
- Eliminating stop signs
- Traffic control
- Lack of grocery store downtown
- Lack of signage for emergency services: hospital, fire
- Truck traffic through town/reduction of
- Lack of incentives to improve town entrances
- Sidewalks need cleaned: cemetery to Ponderosa
- Carp in Beck lake
- City has a lot of extra money
- Traffic in city is heavier and not flowing well
- East/west access across town
- Winter play areas, ski resort
- Lack of affordable 3 bedroom or more housing for working parents
- Equitable prices to keep people shopping at home
- Lack of focus on design and planning of downtown
- Mainstreet program evaporated
- No aesthetic vision for downtown
- Need more enterprises besides tourism to keep young here *
- Lack of long term sustainable plan for Cody *
- Better jobs that provide benefits *
- West strip of town is not the best entrance to Cody; opportunities need to be developed on this side of town
- Hard to find daycare that's suitable *
- Difficult to make a living; economic health of Cody at issue; wage base makes it difficult to live; need to pass law requiring "living wage" be paid; need more than one job to survive; gap exists between "living wage" and Cody wages * * *
- Infrastructure, sidewalks, curb and gutter *
- No more box stores (WalMart)

- Fair labor practices; unions need to be introduced to support better wages and benefits
- Trained workforce
- Affordable rental housing for families with kids, pets and smokers
- Medical community is fragile and needs stabilized *
- Ban people from driving with cell phones
- Drivers are becoming more rude, turning in front of others, being reckless
- Need more pathways and sidewalks to improve health of children
- Prevent more money going to subsidize airlines in Cody; need accountability for funds spent as subsidies
- Over regulation will kill our state
- Lack of bike paths; need to make city biker friendly to encourage exercise * *; need to make paths safer
- Biker riders should follow rules of the road like cars
- Need to move airport, cause city can't grow in any other direction
- Attitude of city administration, though it's getting better through radio communication with citizens
- Quality jobs, medium to higher paying jobs *
- Difficulty retaining service employees in the tourist industry
- Utility alleys in new subdivisions (Canyon Meadows is an example; garbage bins are in the street)
- Planning to avoid becoming a tacky Western caricature town
- Need to keep small town sense and city needs to focus on citizens, not just tourists
- Need more, larger and inexpensive meeting rooms in town
- Drugs
- Current regime that runs city has created attitude problems among city workers
- Traffic flow, east/west flow; how to change this without impacting residences
- Rec center should be open for free to all kids up to 18 years of old (fear that kids won't ask for financial help to get admission)
- Synchronized stop lights on main street
- Bus service is not conducive to tourists who want to see out the windows (Colt bus), but public transportation is important
- Water slide
- Clean up Powell Hwy, bury power lines
- North approach to Cody, the cliff area doesn't look nice near the cement factory, needs to look less industrial
- Need sign ordinance; Econo Lodge sign is example of inappropriate signs
- Lack of affordable housing*
- Lack of well paying jobs
- Need overhaul of school system
- Lack of public transportation system, especially for low income*
- Substance abuse, particularly attitudes around drinking
- Lack of knowledge and understanding of available resources, social services*
- Diversified economic development, more industry, less tourism oriented*
- Growing number of hospital patients without insurance, growing Medicare patients

- Need job recruitment for both spouses, ex. Hospital staff is largely female
- Need to improve entrance ways, burned out trailer, waterslide – showcasing Cody, beautification***
- Bicycle awareness
- City of Cody public relations need to be more open, inform public
- Side street parking can clog streets: lg. Trucks parked diagonally
- Sidewalks are not pedestrian friendly, competing uses, not well planned
- Drug/meth usage – lack of a drug task force, resources
- Empty buildings on Main Street – rents are too high
- Lack of a high end resort/hotel/guest ranches/accommodations
- Lack of economic development/jobs with living wage
- Stoners out of city park
- Facilities for Seniors
- Public health needs to expand services, especially for elderly—need funding
- Lack of insurance, need statewide insurance-type plan
- Economic development in Cody and statewide
- Need increased funding for public health
- More community input/definition for what problems are addressed by Public Health, versus decisions by Public Health Director
- Need collaboration of ideas, acceptance of view points
- School funding formula needs to be reviewed*
- Lack of consistent, affordable air service*
- Lack of lighting ordinance
- Replace street lights with eco-friendly, driver-friendly lighting
- Loose dogs, barking dogs—strengthen ordinance
- County-wide emergency response coordination
- Growth
- Depression, suicide rates
- Slow growth, only 2% rate/year
- Increasing drug activity
- Economic development beyond tourism
- Quality economic development for younger people with kids*
- Losing school enrollment
- Lack of adequate housing for low income *
- Senior citizen transition housing
- Funding for schools
- Wolf issue is impacting county funding
- Availability and cost of utilities
- Air transportation
- Meth problem
- Senior housing and services
- Inpatient mental health services
- Lack of psychiatrists
- Entry ways into city, especially from Lovell

- Technology and telecommunications: affordable high speed access and basic telephone service *
- Good air service, consistent, timing of flights * *
- Town is too insulated * need to be more accepting of ideas *
- More jobs to keep kids here
- More county wide participation, more cooperation among services
- Storm drainage systems
- Corridors into city are ugly * west strip needs cleaned up
- Difficult economically to raise families
- Have campgrounds open earlier and later in season
- Control growth, planning for growth, having adequate utilities
- Technical education available for kids (vo tech)
- Business development
- Marketing for tourists
- Reopen ski area in winter
- Need more city promotion
- Connecting pathways
- Sustainable wage that coordinates with affordable housing *
- Economic development that's not seasonal
- Community involvement of young people, direction for kids (skate park)
- Need better, foresightful planning on major issues (parking, placement of rec center)
- Businesses need to be more responsive to tourists, better hours to keep shops open
- False perception that Cody is a wealthy community and citizens want lots of services as a result
- No affordable commercial property for purchase or lease; no zoning for it; no industrial park * *
- Too busy in summer, not busy enough in winter; *
- Economic development to keep kids in Cody * *
- Activities for small children
- Politicians have no guts
- Economy to support with higher income *
- Can't find good workforce
- Parking
- Need non polluting industry
- Need viable alternative route; question what has been proposed as route, is indeed is
- Traffic, year round
- Available land for expansion, industrial parks
- Quality jobs
- Clean up entrances to Cody (plastic trash; water slide)
- Manage growth
- All communities in USA are working on economic dev. It's very competitive
- Two hour parking signs
- Keep downtown alive and active
- Seasonality of businesses

- Need to assess whether one swimming pool is enough to meet all needs
- Hotel owners should provide guest passes to rec center
- Not a destination place
- Drugs and alcohol
- Promoting winter recreation, (snowmobiles, Xcountry skiing, ski area)
- More sane rules for snowmobilers in YNP
- Landfill needs to be supported with mill levy
- Noxious and invasive weeds
- City needs to complete sewer and water projects in annexed areas, and city needs to pay for it
- Storm drainage *
- Runoff of storm water through town
- Minimum wage jobs with no opportunity for advancement;
- Universal raw water available
- Street infrastructure, sewer improvements
- Lot of business goes to MT
- Fractured and factionous community
- Economic base needed to keep young people here; without it, Cody can't get businesses here * *
- Higher education; business college
- Alcohol
- Drugs *
- Funding and long term funding to address problems
- No vision for where community is going or should be going
- Aging community; need to keep youth here through economic development
- Goods are expensive because they must be trucked into Cody
- Helter skelter layout of South Fork subdivision
- Keeping horses on 2 acres in subdivisions
- No major problems to be addressed immediately*
- Residents do not appreciate local business: they shop at Wal-Mart, Albertson's, and then go to Billings
- Lack of industry
- Youth don't get to see much of world
- Increased use of meth
- Alcohol use
- Not challenging the youth in a creative way
- Community self identity has changed a lot
- Lack of communication between youth and more mature citizens
- Lack of housing for mentally-ill
- Too connected to East Gate (of YNP)
- Community identity is a challenge (western heritage, rural lifestyle)
- Economic development
- Keeping younger people (families) here is a challenge
- "It's powerful, watching people struggle to survive here."

- We're just not located for much industry here
- Increasing concern for continued airline subsidies
- Entrances to city are ugly, bad first (or last) impression
- Areas in town need better infrastructure (E Street, for example)
- Lack of consistent zoning
- Cody is becoming an ugly hodge-podge of housing and business
- Many families live in substandard housing
- It is a challenge to play off the western heritage while not covering up the nasty problems that all communities face
- Housing
- Many jobs are low wage, part-time
- Communication between city and county. Seems to be tension and conflict there. That is inappropriate for elected officials*
- Meth problem
- Lack of Starbucks
- Lack of stable funding for city
- 120 miles from Billings
- Need way to communicate about travel opportunities to share with others (ex. People driving to Billings)
- Alternate route to South Fork
- Big city bus is a problem in the winter cause no one is on it
- East side annexations don't have curb, gutters that other areas have
- Proposed Copperleaf subdivision outside of City limits
- Affordable housing
- Lack of adequate safe, bike paths for people
- Funding
- High price of housing
- Aging population
- Flight of youth because of lack of living wage jobs and housing * *
- Professional wages across the board
- Moving toward gated communities, but minimum wage workers need to have affordable housing (Copperleaf subdivision)
- Meth problem
- Bad job of attracting year round businesses
- Fragmented approach to economic development for long term which includes all stakeholders in process
- Diversifying economy beyond tourism
- Lack of affordable health care insurance; forces policy holders to greatly increase deductibles; strains health care system as those who go for treatment wait till they are sicker
- Skilled labor force
- Work ethic of labor force; workers just don't show up and then want their jobs back
- Trailer homes are subpar conditions
- Affordable and good housing

- Managing growth through understanding the history, culture of this city * * * *
- Getting to Cody, air transportation
- Infrastructure
- Diminishing school population and funds
- Private property and limits on tourist use
- Limited bike paths
- Attracting quality businesses
- Sidewalks need connected and constructed in subdivisions
- Change in culture and politics of community from influx of big money people *
- Communication between county commission, attorney, planner
- Extremely limited economic opportunity
- Public transportation *
- Zoning issues in town and county *
- Lack of resort to keep tourists in town longer than one day; demise of dude ranches
- Attitude toward tourists needs to be improved
- Little racial or ethnic diversity
- Increasing gas prices
- British movie about YNP volcano that hasn't exploded yet
- Upcoming forest fire season
- Walmart
- Economy based on seasonal tourism; creating strong year round economic base
- Declining base of young people in schools
- Creating jobs for young families
- Strong feeling that things are "just right"; resistance to change or anyone or anything new
- High cost of housing that is often dated; need for newer, lower cost housing
- Few opportunities for the affluent traveler; need for up-scale hotel and restaurants
- Lack of space for city growth
- Need comprehensive map to avoid spot zoning
- Fear of growth or change
- Growth is negative, need to stay small *
- Isolation by transportation, inconsistent air travel, road construction
- Isolation in communication which makes community insular, don't see problems coming or potential solutions * * *
- Hard to afford to live here if you are young; gap between wages and cost of living
- Keep young people in Cody * *
- Fear and intolerance to new ways of thinking
- Opportunity for professional development for young people
- Housing market for young people getting started *
- Why reinvent the wheel here, let's learn from others
- Growth will take us away from western heritage
- Drugs *
- Cody does what is easy, not necessarily what is right
- Economy based on seasonal tourism; need yr. Round economy
- Lack of opportunities for affluent traveler

- Manage growth to make it quality
- Lack of visitors center, convention center, volcano center
- Growth issue, city govt needs to get their hands around this; Copperleaf development * *
- Bypass across Sulfur Creek
- Showers at the rec center (jail house showers)
- Dead end road in winter time
- Shouldn't be forced to grow
- Need plowed road to YNP in winter
- Lack of planning by seniors who are coming here
- Poor enforcement of traffic laws, little respect for traffic laws
- Need to annex land for city use and planning for artery, utility development
- Airport needs instrument landing approach, may need moved
- Health care for elderly
- Developing business on shoulder seasons
- Hard to explain what priorities or plans are with city and county
- Paper only comes out twice a week
- Different viewpoints on how to use public lands; lots of tension
- Lack of faith of each other getting things done
- Business climate has evolved but understanding has not
- The Wolf Deal – people who are against wolves should use a video to document wolves' behavior instead of just shooting them
- Year round public transportation
- Lack of understanding the benefits and values of assets like the rec center, library, parks
- Kids feel like community tolerates but does not embrace them
- Challenge to work with other Big Horn Basin communities
- We too often strive for old answers to new problems
- Lack of appreciation and embracing of tourism
- Changing community demographics
- Varying responses to people moving into the community
- We don't have a sense of ourselves, and what an incredible special draw our area is.
- Cody is a tourist trap, and it's also a trap for an act of God (emergency access)
- Concern over living wage
- Too much gov't interference with private property
- Pretty sterile Main Street, especially at Christmastime
- Growth-related problems (like storm sewer, sign ordinance, land use)
- How to maintain small-town atmosphere while we grow
- Strip development vs. loss of downtown identity
- Loss of historical review committee
- Lack of affordable housing
- New developers are charging higher rents than established local landlords; govt subsidies for new landlords
- We need more kids
- Lack of coordination of City Land-Use Committee and County Planning Board
- We need to do something about the waterslide*

- Jobs to keep kids in Cody or Wyoming *
- Better paying jobs
- School system, schedules, curriculum, communication between parents and school board
- Finding quality help for businesses
- Drugs
- Present something to make people happy?
- Year round economy
- Grizzly bears and wolves and loss of livestock
- Grass damage from elk and deer
- Affordable housing
- Access to private land to hunt
- Distance to get any where
- Bringing everyone together to share ideas, concerns and discussion
- Hysteria, hype and bad science used to eliminate grazing on public lands
- Low wages
- Disappearance of middle class by uneven distribution of wealth
- Draught and water useage this summer
- Seasonal town that leads to other problems
- Problems with end of Sheridan Ave. near Holiday Inn, dangerous to cross street, confusing to drivers
- Drugs*
- Housing for handicapped, disabled and elderly
- Transportation for elderly
- Lack of activities for teens
- Pedestrians can't cross Sheridan before light changes
- Difficult to find help in summer, maybe not good help, because of seasonality of economy
- Cater to tourism
- Satisfied with "good enough" instead of perfection
- Cody citizens perceive stores in town only have articles for tourists and shop in Billings
- Zoning in town and county, North Fork *
- High cost of swimming for people of limited income
- No place to buy groceries downtown
- Keeping young people here
- Traffic congested by high schoolers at lunch time
- Need appreciation of artists
- Growth
- Jobs-not many of our kids or young people can return to Cody and afford to live
- Cost of living, outrageous land and housing prices
- Drug and alcohol problems
- Winter recreation rules, need some sanity in the rules for snow machines in Yellowstone like no guides, limited number through the gates and newer more efficient machines
- Swimming pool, one pool in Cody is not enough
- CEDC-search and find nonpolluting noncompetitive light industry

- Keep downtown active and canyon avenue bypass
- Consider a mill levy for funding landfills, there are many illegal dumpers in the city
- Noxious and invasive weed problem is growing
- Horrific, overpopulated unattractive lay out
- Economic viability
- They don't keep an open line of communication between the mayor, councilman and citizens of Cody
- Clean businesses that come to Cody need to feel welcome in Cody, not discouraged.
- Water or lack of
- Lack of assistance for those who are homeless
- Putting the dollar above the quality of life and aesthetic value of a community
- Lack of recycling of glass and plastics
- Underage drinking and drug use****
- Lack of planning and zoning
- Locals do not have good shopping in Cody due to all of shops being tourist related.
They must go to Billings to shop
- Lack of law enforcement
- Tourists
- Other than downtown, streets are poorly lit
- Walmart
- The cheap rubber tomahawk tourist shops and image
- Aging community
- Infrastructure
- Attracting new businesses
- Lack of manufacturing/industrial jobs
- Lack of cohesion among groups within the community
- Unbridled oil and gas expansion
- Power structure of downtown merchants and property owners gets in the way of the rest of the community
- Providing jobs for young people that provide a living wage
- Affordable housing is lacking
- Community leaders are afraid to think outside the box
- Waterslide
- Gasoline costs
- Cost of living
- High cost of local products
- Economic development
- Salaries and wages with poor to no benefits
- Drug culture
- Limited day care facilities
- Shopping-very expensive and limited apparel
- Barking dogs are a nuisance
- Economy based on seasonal tourism
- Declining base of young people in schools

- High cost of housing that is already dated
- Few opportunities for the affluent traveler
- Drugs
- Teen suicide
- High priced housing
- Too much emphasis in tourist oriented businesses
- Negative mentality
- Ever aging population
- Youth leaving the area
- Resistance of many local businesses to pay living wages with benefits to their employees
- No long term plan for economic development
- Lack of affordable healthcare insurance
- Lack of space for city growth
- No long term vision and plan for growth
- There are the "haves" and the "have nots" in Cody
- High school isn't welcome to new students, kids victim to gang like harassment
- The Boys/Girls home is not helping our kids at all
- Rough fish in the lake
- Too much street sanding after snows
- Rising utility bills and affordable housing affecting a rising retirement/low income age group
- Too many people are trying to change Cody
- Keeping commerce alive and well
- Attracting new small businesses
- BBHC-increasingly seen as passé by young families
- Livable wages
- Lack of affordable housing
- Drug use, specifically meth**
- Cody doesn't understand how dependent they are on tourists and locals do not treat tourists right
- Community ignores illegal child care
- Lack of and implementation of a master zoning plan for the city
- Declining enrollment in the schools
- The side streets that have a yield are dangerous rather than having a stop sign, many accidents at these intersections
- Stemming the exodus from our schools
- Too many low pay no benefit temporary tourism jobs that keep people in poverty and force them to leave Cody
- Lack of affordable housing

What are the major strengths and assets in your community?

** indicates a person said ditto to a response, one * for each person who agreed*

- Quality of life*****
- People*****
- Landscape*
- Beauty*
- Clean**
- family oriented
- national parks
- BBHC***
- Good schools
- Safe place to live***
- Well managed city
- Brain trust
- Recreation, open space*
- City cleans streets, parks
- Music club performances
- Collaboration of people to get things done
- Envy of mountain regions
- Partnerships
- Buff Bill and heritage **
- Proximity to YNP and Tetons
- Cultural vibrance
- Friendly
- Rec center*****
- Location*****
- Appreciation of arts'
- Public land heritage
- Management of Waipiti district
- Outdoor activities
- Business owners
- Active chamber
- Good environment to raise family
- Incredible generosity of community

- Hospital, medical community*
- Population
- Walking paths*
- Great place for seniors
- Airline service
- Competitive sports
- NWCC
- Church communities
- Good highways into town
- Big Horn community choir
- Tourist season
- Small town
- Community parks
- Few people
- Hunting fishing
- Pretty, well organized town
- Governing body is well thought out and organized, community is involved
- Schools
- Infrastructure
- Vibrant community
- Low crime rate
- Public land for rec
- Absence of urban feel, small town
- Outdoors feeling
- Lack of problems from larger communities
- Pride in community*
- Lifestyle
- Safe
- Quality schools
- Low tax structure
- Travel easy to get away
- Service organizations,
- Volunteer groups
- Community team work
- Close nit community
- Good newspaper
- Good vital downtown
- World class shooting complex
- Air service
- Clean water system
- Attractive town, sidewalks, parks in good repair
- Strong historical foundation
- Good weather
- Senior services, assisted living, retirement center

- Skate park
- Art league
- Volunteer fire dept
- Proximity to YNP
- Destination route for visitors
- Summer activities
- Stampede grounds
- Cody night rodeo
- People come together to get things done
- Wyoming
- Life styles
- Good community activities
- Good streets
- Good senior services
- Good senior center
- Shuttle
- Medical community
- City administrator form of government is a home run
- Excellent schools
- Rec Center
- Parks
- Good administration
- Yellowstone Natl Park
- Families, good kids
- Caring community
- City cared for
- Police Department
- Streets
- Well run and well maintained city
- Variety and quality of restaurants
- Museum
- Support of arts community
- Pretty town, especially in summer
- Beauty, YNP, Chief Joseph Hwy
- Park County Travel Council and job it does; bolsters tourism and economy
- Chamber of Commerce—Cody Club allows venting problems and finding solutions
- Opportunities for input
- Fly fishing
- Community
- Rec center
- Big minded, progressive, friendly
- People are nice
- Fishing
- Beautiful country

- Safe place
- Can do spirit of community
- Evolving city, gateway to YNP
- Tourists
- Opportunity to work with all small towns in Big Horn basin
- Waving to Cody trolley
- Regional trade center
- Number of events year round (X6 dittos)
- Business friendly, encouraging
- Low taxes
- Intellectual capital that stayed when Marathon downsized
- Western history
- Results of last city election
- Social service support for elderly, disabled, mentally ill
- State government supports tourism effort
- People behind a program
- Strong, professional leadership team in city**
- We live 50 miles from Yellowstone Park
- People who are passionate
- Merchants are supportive of community
- Community
- This community is a survivor!
- People are willing to invest big bucks in the community
- Spirit
- Friendliness
- Safe
- Quality of life
- Beautiful
- Community pride
- Lack of gangs and crime
- Clean, lack of trash blowing around
- Wide streets*
- Strong demographic base
- Success of enterprise
- Geographic region and natural beauty
- River
- Trail Town
- BBHC
- People want to stay around here for awhile
- Close to community college
- Cody has a lot to offer
- Younger people can come to Cody and work through the Internet
- Service organizations (lots of them and they are willing to work hard)
- We get information out to the public really well, and out to other states

- We have lots to do for youth
- Rec Center offers scholarships
- Rec Center is relatively inexpensive
- City staff and management, especially regarding good appearance and cleanliness of city
- City is very well-run**
- Geophysical assets (BLM, Spirit Mt)**
- Raw water system
- Cleanest town in WY
- Location
- Rodeo
- BBHC
- City Park Concerts and Ice Cream Social
- Skate Park
- Rec Center
- Fourth of July Package days
- Cleanliness*
- Beauty of town
- Airport
- School system*
- Recreational opportunities
- There's always something to do
- City-owned electric utility
- Shooting complex
- Many well-maintained parks throughout city
- Administrator-type of government
- City govt. is very responsible*
- Medical community is a huge draw
- Cody canal system is phenomenal
- Strong legislative support
- Great camping, hunting, fishing, hiking within a few miles of town
- City administrator does a great job
- Receptive to change
- Ice arena
- Canal park in the works
- YNP is an asset to Cody
- Chamber of Commerce is diligent in promoting the area
- We have recognized the need for diversification from tourism base
- BBHC
- Beautiful setting
- Wide streets
- Cleanliness
- Impressive volunteer effort
- Power of the people (working together, fundraising)
- Beautiful country*

- Recreational opportunities*
- BBHC
- Volunteerism
- Generosity and caring attitude
- Safe for children
- Small-town feel
- Location, outdoors
- New jail, beautiful building on outside
- Rec Center is one of the best things that has happened to Cody
- Beautiful town in state
- Walk ways are being developed
- Wonderful place to live
- Many rec opportunities, rec center, teen center
- Nice parks
- YNP
- BHCC *
- Youth are an asset
- Trail town
- Beauty
- Good facilities
- Good shopping
- People
- Roads
- Attitude of people
- Health facilities
- Law enforcement
- Clean fresh air
- Walmart
- Good city council
- Capable, intelligent leaders
- Natural surroundings, wildlife
- Positive community (people)
- Represent the “Real West” and is appropriately promoted *
- Community supports positive change, chamber, council, economic dev. Group
- Can do attitude gets good things done (Rec center)
- Citizens are the community’s resources, with varied skills
- Protect and promote western heritage
- Protect dude ranches
- Dynamic and magnificent medical facilities
- 4 year college close enough to Cody (NWCC)
- Incredible Rec Center
- YNP
- Cattle ranches, farms, western appeal
- Chamber of commerce is great

- Very inexpensive to live here
- Airport with 2 regional carriers to 2 regional hubs
- Lots of human service organizations
- Lots of outdoor opportunities to recreate
- Unique outdoor activities, wind surfing, ice climbing
- Outdoor location; nice setting
- Quiet town
- Museum
- Economic Development
- Lodging Tax
- Cultural
- NWCC; access to higher education
- Rec Center is affordable***
- Friendly community
- Path system
- City of Cody scholarships for Rec Center
- Rodeo
- Services: clean/well maintained streets, police
- Nice community in terms of services
- BBHC
- Chamber of commerce
- Attractive downtown, consumer/user friendly
- Good basic medical care
- Too many good attributes to list
- Wide thoroughfares
- Strong base of people who have lived here for a long time is a major identifier for the community
- Yet newcomers bring strengths and good things to bring to community
- Volunteer network, including fire department
- City/County park system
- Inexpensive raw water
- Lots of parades
- Proximity to Yellowstone
- Clean streets
- Real downtown
- Senior citizens and their center
- Trail Town
- Fourth of July events, includes Kincade's craft show
- Chamber of Commerce
- Paul Stock foundation
- Music in the park
- Dance schools
- Cash rich
- Friendly town

- Rec center * *
- Location and climate
- Cultural heritage
- BHCC
- Parks *
- Care and dedication of teaching staff
- Open spaces *
- Smallness and quietness
- Treatment of seniors
- Support for senior center
- Transportation for seniors
- Natural history of Cody country: diverse geography
- Great maintenance crew at rec center
- Clean air
- Great community to bring up children
- Choices for growth and potential for growth
- Don't have a lot of rules and regulations
- Great service orientation; helpful
- Pulls together during tough times
- Growing metropolis
- Mountains, wildlife
- Atmosphere of small town
- Weather
- Community attitude from past community improvements (Stock Foundation work)
- Image of clean, nice town
- Community resources, sense of community,
- Good services for those in need (family planning, crisis intervention, food bank)
- Strong art community, support for arts
- Aesthetics of parks and rec dept. (trail development)
- Rec center, Riley Center built with private money
- Financial means in private sector to accomplish projects
- Land**
- Place of employment
- People**
- Medical community/West Park Hospital***
- Quality of life*
- Parks
- Professionalism of employers—police department
- Much to offer—activities
- Beautiful
- BBHC*
- Friendly
- Low crime
- Safe

- Community
- Strong volunteerism—involvement of parents, programs for kids
- Showcase community well
- Quad Center
- Progressive community*
- Smaller community, especially for starting a family
- Location
- Generosity of people to make projects (Rec Center) happen
- Christian faith
- Good water supply—drinkable
- People oriented community
- Medical community *
- Rec center *
- Good music teachers
- Good place to live
- Good city form of government
- Quality of life
- Private resources to tackle problems
- Work ethic
- Programs available to public
- Clean, parks, landscaping
- Proximity to Shoshone Nat. Forest
- Security from threats from terrorism
- Community
- BHCC, arts
- Good competitive sporting events
- BHCC
- Higher education system
- Access to amenities without standing in lines
- Tax friendliness, people relocate because of this
- Patriotism
- Schools
- Positive attitudes
- Proximity to NWCC
- Philanthropy
- Volunteerism
- Safe community
- Big Horn River
- Good religious opportunities
- Outdoor rec opportunities
- YNP
- Water reclamation and availability
- Hub for the Basin
- Location, beauty, YNP * *

- Friendly * * * *
- People who live here, love it
- Philanthropic community
- Clean *
- Good zoning, planning regulations
- Medical community, facilities
- Rec Center *
- BBHC
- Service organizations * * *
- Nice wide streets with good up keep
- Al Simpson
- Good community
- Passionate community about beliefs
- Supportive community, strong bonded
- Vibrant, alive, dialogue about lots of issues
- Wildlife, natural resources
- Climate
- Draws retirement people
- Tax structure
- Chamber of commerce
- Park county travel organization
- Airport
- Motivated educators, love students
- Progressive as a small community
- Workforce development in place through NWCC to work with employers
- Emergency services and emergency communication
- Clean air
- Clean water
- Overall potential is endless, tourism, jobs
- Namesake of Cody
- BHCC *
- Cody in general
- We are the West
- Beauty
- People * *
- YNP
- Diversity of economy, though it is weakening
- Chamber of commerce
- Strong banking system
- Outdoor rec
- Medical community
- Tax base
- Strong work ethic from kids up
- Beautiful *

- Right size *
- Location * * * * *
- Revenues from oil and gas, low taxes, but this is finite and will need to be replaced
- Rec opportunities
- Smart people who recognize problems and speak up to help
- High level of education, literacy
- Strong work ethic
- Good people, when chips are down, they are here for each other
- Can do attitude, positive
- Safe, can leave door locked during the day
- Proactive people
- Hard working business owners that are tenacious about making business work
- Home town
- Volunteers
- Programs for young kids, Boys and Girls Club, daycares
- Generosity of community, businesses, individuals
- Nonprofit groups that accomplish a lot
- City asking for input of citizens in this forum
- Outstanding shops and restaurants
- Location – people move here just because of that
- Western heritage is a huge draw
- Business and community groups demonstrate good work ethic and strength
- People – lots of people that volunteer and sincerely care about others in the town
- Rec Center*
- BBHC
- Parks*
- Tremendous amounts of activities for kids, both outdoors and the Rec Center
- Great place to raise children
- Political and social leadership in Cody and in the State of Wyoming are very positive factors
- The actual building of the Rec Center and ice arena
- We've expanded from a summer-time tourist place to being able to draw families in during the winter and shoulder seasons
- The manner in which the city conducts its business
- Pleased with how the city operates
- Space
- History
- Good schools
- Good school facilities
- Good medical facilities, with the exception of psychiatric care
- Transition from “good ol’ boy” system to “better girls and boys”
- Police department has really improved and is well-prepared
- Park system is commendable
- Park system with soccer fields

- Regional airport is pretty awesome
- Rec center
- Size of population
- Professional administration in city govt
- Location
- Schools
- Right distance from any large city
- Businesses are well rounded
- Service clubs
- Churches
- Great supply of treated water
- Sports, baseball, hockey, football
- Raw water
- Parks
- BHCC and yr. Round programs
- Rafting
- Trail town and park in front of Trail Town
- Rodeo grounds
- Parades
- Senior center
- Hospital
- Medical facilities
- Weather
- Proximity to outdoor recreation
- Privacy
- Beauty
- Tax structure
- Proximity to natural wonders
- People and volunteer attitudes *
- Youth of community
- Availability of vacant land at bargain prices
- Attractiveness for retirees
- Change in city leadership with last election
- Banking community
- Housing starts are affordable here
- School system *
- Property taxes are reasonable
- Infrastructure
- Big money people are a helpful resource
- YNP and greater Yellowstone area
- BBHC
- Volunteerism
- Western heritage *
- Rodeo

- Rec opportunities
- Good people come forward when there are needs
- Public lands, including national forests
- Rec center and campus
- Air service from 2 regional hubs *
- Proximity of NWCC
- Chamber and park county travel office
- Beartooth area
- Oil and gas industry brings high wages
- Clout in Washington DC *
- Farming and ranching community
- Small town atmosphere, everybody knows everybody
- Young retirees enrich community with time, perspectives and energy
- Old Trail town
- Dude ranches
- Sheet rock manufacturer and small businesses
- Name of town as “Cody”
- Genuine western town with strong connection to the past
- YNP and natural beauty
- Good access by road and airlines
- Small community, low population
- No major traffic, crime, welfare system, no high taxes *
- Schools and youth
- Clean streets
- Good infrastructure
- Volunteers
- Active senior center
- Good place to raise family
- Youth program
- Rec opportunities *
- Rec center and staff
- small town feel *
- People
- Western heritage *
- Natural setting, open setting
- Proximity to YNP ***
- BBHC *****
- Public lands access is easy here
- Cosmopolitan population
- Great tourist attractions
- Buffalo Bill
- Wildlife
- Shoshone Natl forest
- Clean, neat, city does good job

- Rec center *
- Medical facilities
- Tourism
- Clean water, clean air, beautiful views
- Natural setting
- Municipal water available for drinking and recreation
- Kids have learn to swim program through school program
- Rec Center and Riley Arena
- Schools
- Community services
- Living in Cody is worth the lower wages
- Small in population
- People – warm and welcoming community
- History and culture
- Federal lands are Cody’s backyard
- Education – access to materials
- Local history beyond Buffalo Bill
- Low population density
- Diversity in employment (govt, private enterprise, retirees)
- Oil and mineral assets *
- Proximity to wildlife and wild places
- Children are more than a number in this community
- Education is proactive and interactive in this community
- Strong Chamber of Commerce – well-organized and make lots of things happen
- Feeling of safety
- Simplicity of life
- Strength of medical community
- Large open park right in the middle of town – cultural feel of what people like in America
- Embracing the West, unique to Cody
- Airport service
- Parks and trails
- Wealthy people and philanthropy
- Willingness of community to volunteer
- Good system for seniors (bus, Meals on Wheels)
- Paul Stock Foundation
- Weather
- Irrigation system
- Arts as a part of cultural heritage
- Civic groups
- Pride
- Natural resources
- People
- The Country

- BBHC
- Rec Center and Riley Arena
- Pathways on the river
- Library
- Future development of Canal Park
- Lots of personal wealth
- Rec Center
- Hospital
- Low crime rate
- People who care, and we take care of people
- Faith-based organizations and what they do
- Viewscapes
- Airport and air service
- School system is an attraction
- Two accesses to YNP
- Very well-run city
- Low water and electric rates
- Low taxes
- Advantage of being small town 8 months of the year and a big one 4 months of the year
- Western heritage
- Self-sufficiency
- We really get together when we need to
- Park system, clean and all around town
- New skateboard park
- Streets are clean
- Raw water, two water systems
- Presentation of town is well done; nice overall appearance
- Spring clean up, painted curbs
- Cosmopolitan nature of town with different ideas and perspectives, lots of good people to draw from
- Groups work together on projects
- Ability to have controlled growth
- Tourist related businesses work together
- BBHC*
- People*
- Rec center *
- programming at Rec Center
- overall opportunity for recreation in outdoors and rec center
- welcome feel to town
- parks, pathways
- wonderful place to stay
- wapiti ranger district, BLM offices are great to work with for livestock producers
- artists
- nonprofits that serve community

- mineral industry
- churches
- good place to do business
- weather
- customers in livestock industry like to come to Cody
- extended geography of area, wildlife, YNP
- community involvement
- history
- tourism
- clean town
- great parks
- beauty
- city laid out well, wide streets*
- natural beauty
- BBHC
- Cooperation on projects
- Rec center
- Nice community
- Large range of interests, professions
- Activities for kids
- Good place to raise kids
- Low crime rate
- YNP
- Medical facilities*
- Scenery
- Kindness of people
- Potential of the town
- Clean air**
- Water
- Community concert
- Community players
- Lots of recreation- outdoor and recreation center
- Museum***
- Hospital
- Medical community*
- Diversity of business
- Clean, comfortable town*
- Scenery and small town atmosphere**
- Buffalo Bill Historical Center**
- Summer events such as the Cody Stampede
- Wonderful community based on traditional western and outdoor theme
- People are friendly***
- Town is clean**
- Buffalo Bill Historical Center****

- Historical significance to area
- Recreational opportunities
- Art community
- Diversity of citizens in the community
- Undeveloped wildlife and landscape
- Yellowstone National Park
- Strong and active community leadership
- Willingness to look outside of the box
- Downtown shopping
- Outdoor recreational services
- Community partnerships
- Town pride
- The beauty gets them here, the Western attractions keep them here
- Agriculture
- Community involvement
- Beauty of the area
- Small town atmosphere
- Outdoor recreation opportunities*
- Shoshone National Forest
- Wide streets
- Rec center
- We are not broke
- Large sales tax base with tourists
- We are not land constrained
- High volunteer rate in the community
- Fairly good medical
- Genuine Western town with a strong connection to the past
- Proximity to Yellowstone
- Good access via roads and airport
- Cosmopolitan population
- Great tourist attractions: BBHC, Cody Night Rodeo, river trips, fishing
- Good, clean hotels
- Many retirees with an interest in volunteering in the community
- Teen population
- Strong Chamber
- Excellent medical care
- County Road Maintenance Dept
- Rec center
- Excellent city parks
- Very clean community
- Safe
- Excellent cultural and social experiences
- The people
- State and County tax's attractive business climate

- Availability of space at still reasonable costs that can be turned into productive environmentally friendly businesses
- Attractiveness of the area for retirees
- Clean streets
- Good infrastructure
- Great activities and volunteers
- Teen center
- Rec center
- Chamber of Commerce
- Good law enforcement
- Beauty and cleanliness
- Generous civic minded individuals and organizations
- Efficient city government
- Recreation facilities
- Parks
- Raw water system
- Trail and pathway systems
- Medical facilities
- City parks, recreational facilities
- Vocal citizen base
- Well established service organizations and other clubs working in Cody
- A philanthropic base willing to invest big bucks in the community
- Willingness to take on federal and state regulations or impending legislation that is felt involved in the decision making process
- Survivor (Husky, Marathon)
- Volunteer network including the fire department
- City/county park system
- Inexpensive raw water
- Lots of parades
- Proximity to Yellowstone
- Cash rich
- Clean streets
- Real downtown
- Senior citizens and center
- Old trail town
- Cody Fire Department
- 4th of July events including Kincades crafts shows
- Cody chamber
- Paul Stock Foundation
- Music in the park
- Local dance schools
- Locals sticking together to keep out promoters that want to gain self wealth through buying up whatever they can and developing and not caring about the people who will stay here

- The people
- Clean attractive town, location location location
- Yellowstone
- Our rodeo
- Museums and schools
- Western history
- Real cowboys
- Yellowstone
- BBHC*
- Community pride
- Modern new highways finished
- Rec center complex*
- City parks and recreation
- Youth sports
- Retirees who contribute to the community
- Willingness to listen and actually hear this community's concerns
- Education
- West Park hospital
- Fraternal organizations
- Friendly town of people who sincerely care about each other and are willing to come to another's help when needed

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

** indicates a person said ditto to a response, one * for each person who agreed*

- Completion of walkway around city**
- storm sewer system completed
- convention center for yr. Round visits*****
- city water and sewer to N. Cody
- enrollment of NWCC increase**
- county administrator position *
- preserve hunting and fishing heritage*
- big resort on lake
- airport with instrument landing system
- improved visitors center
- low income housing projects
- long range planning for growth
- construction of all roads finished
- wildlife like it is now
- therapeutic spa
- traffic management and planning
- regional visitors center on YNP, Shoshone NF and BLM
- bypass to Walmart
- dog park*
- restaurants busy in winter
- improved entrance corridors into town
- more housing for seniors assisted living
- BLM S. of city for public rec
- New library
- Continuation of packages of BBHC to address shoulder season
- Develop sleeping giant ski resort*****
- Wants it to stay the same over the years
- Cut back on drinking establishments
- Stay agriculture based
- Paint ball course
- Outdoor swimming pool*
- Bring more low impact, call centers into town
- Separate bike BMX park, or no tickets in skate park
- More bike and walking paths
- Ban public smoking
- Underage club for teens**
- Mt. Biking trails
- Infrastructure, develop undeveloped areas
- Ban people who want to ban smoking
- Providing more better paying jobs
- Something like Gillette's complex
- Zoning for business park

- Rezoning outskirt areas (transitional zones)
- Wireless internet
- Revamp hot springs to make useable
- Place for snowmobilers, bikers to go
- Renovate waterslide area*
- Clean up junk yards
- Enforcement of off street parking rules for trailers
- Cross street during summer without waiting for tourists (better stop lights, timing of lights)
- Parking structure
- More clothing stores
- Additional 1 cent sales tax
- Bury power lines on city entry streets and main streets
- Better sign ordinance
- Better traffic planning on entry corridors (raise speed limits on Big Horn Ave.; sync lights to mitigate side street usage)
- Clean up west strip
- 4 lane roads in and out of Cody
- Winter recreation activities**
- Manufacturing jobs—100 employee types*
- Sell assets of community
- Economic development plan
- Enhanced telecommunications*
- Turn NWCC into 4-yr University
- Opportunities for youth to come back
- Greater university presence
- NWCC be a 4-year university
- Continue Storm sewer project
- Expand tourism ‘
- Try to make Cody a tourist destination
- Self-supporting airline services with no subsidies
- Diversified economy
- Bring in high-tech companies
- Extension of Internet hookup to county
- Improved telecommunications system
- Better planning for subdivision growth
- Improved grocery stores (quality and quantity)
- More celebrations of anniversary events (like YNP, Old Faithful Inn, Smokey the Bear)
- 200th anniversary celebration of John Colter
- involve seniors in planning process
- convention center in 5 yrs right on auditorium site *
- Keep it the same as it is now
- 2 –5 years, public/public consortium to work on better access for recreation on public lands

- Cody/YNP visitor center improved
- More business friendly attitude/jobs to keep young people here
- Recreation for young people incorporated with Trail Town to draw tourists
- Water slide go away (X2 ditto)
- Kayak park on river/ water park on west end of town on river
- Big buffalo on Cedar Mt. Just like Buff Bill wanted it!
- Business park
- Assisted living for mentally ill or physically challenged
- Hwy construction completed in 2 years
- Proactively pursue small businesses
- Control growth, maintain small town atmosphere*
- Preparing Cody for inevitable change
- Enforcing Precursor Chemical Bill within City limits
- Protect integrity of downtown, plans in place to do so
- Protect older neighborhoods from blight, plans in place to do so
- Maintain access to park
- Maintain local control (or at least our voice) over what happens in the park
- Alternate route (besides South Fork and North Fork) into Cody, especially for emergencies
- Convention facilities to help ease the economic problems in off- or shoulder-season
- Low impact business
- Not widening South Fork
- A bike/walking path that goes all around Cody (and might go past historic areas); connect all the paths that already exist*
- Task Force to address drug problem 24/7**
- Improve entrance corridors to community (making it more attractive, water slide, landscaping, weed control)
- More shopping locally instead of out of state
- Completion of Paul Stock Trail up Sulfur Creek
- Improvement of road on Beacon Hill cut-across
- Dog (animal) walking park for locals and travelers*
- Improvement of older infrastructure to accommodate growth
- Alternate route for emergencies
- More cultural activities (concerts, plays)*
- A place to have these cultural activities, perhaps in the convention center or a community theater
- If there is an alternate route, don't put it through a subdivision that already exists
- Year-round equine and/or horse facility, at convention center*
- Enough care for aging society (facilities necessary to entertain and care for them)
- Within 5 years, create an ad hoc committee with those who are involved in making decisions about the future travel plans for Yellowstone NP
- Begin developing a proactive plan that could be implemented immediately if and when restrictive travel is implemented by YNP
- Creative ways to pay for all these great projects

- Plan for eventual project of annexing the Copper Lane housing area
- Get kids involved in community more, specifically in city government and planning
- Areas for kids to go at night to interact, like to dance, play video games
- Make community more aware of the Boys and Girls Club Teen Center (and make it cool to go there)
- City and County work together regarding the debris that blows out of the trash trucks on the Meeteetse highway, perhaps some type of barrier
- Vocational-technical skills training in schools**
- City should apply for grant funding for law enforcement in HB 308 regarding meth
- Keep a high standard for look of town (cleanliness, eyesores)*
- Stricter and more consistent zoning
- Stop building metal buildings
- Residential streets should not be used for traffic
- Convention center in conjunction with Rec Center and Ice Arena, on land where Auditorium is now
- Programs to educate community on what is available for mental health support
- Assurance of year-round air service
- Supportive housing for people with all types of disability**
- Focus more on pedestrian or bicycle activities
- City lots need to be referred to and maintained
- Jobs and careers to keep youth
- Sign ordinance is needed, possibly with committees for each entrance to city, perhaps the city could do one as an example
- Overhead power lines buried
- Economic development (business growth and expansion, keeping young families)
- Convention center
- Clean up West Strip
- Cody sold as a destination rather than a gateway
- Moratorium on metal buildings
- City council plan for West Strip development to maintain a theme in appearance
- Inpatient behavioral health care facility for crisis stabilization and a short term mental health treatment
- Business park
- Storm drain system enlargement
- City take back equine facility and become more welcoming to equine events
- Completion of city walkway, loop all around town for horses, joggers, cyclists, walkers to promote auto-free travel
- Air service improvement
- Maintain Western flair*
- We need a plan that goes beyond dependency of mineral, oil \$
- We need to think outside the box to make the off-season an “on” season
- CEDC and Chamber should continue to promote the city
- Bike (BMX) park that can grow as technology does
- Equine trails in or right around city

- More telecomm opportunities for rural areas
- Annual Cook-Out Event (held outside during summertime) with a national sponsor, perhaps with a Western flair, cast-iron cookery for example, targeted to RVers since they cook out anyway
- Sheep and wolf cook-off
- Attract retirees for tax-base and volunteer-base
- Improved traffic flow
- Let's get Buffalo Bill back
- Develop affordable rental properties
- Optional 1% tax for infrastructure*
- More funding to law enforcement
- Organized growth under strict guidelines
- More recreational development
- Protect "backyard" rec opportunities
- Alternative energy
- Completed trail system around Cody
- East Sheridan needs to be redone (real narrow street, sidewalks to ball fields)
- Storm sewers
- Waterslide taken down
- Murals on airport hangars
- Attention to all entrance corridors
- Pathways project completed, linking parks**
- Cody marketed as destination spot for outdoor recreation (like Moab has done); Cody acting as liaison for that*
- Make it safer for kids to get around town
- People are not bike aware
- Junk cleaned up along pathway, between Rec Center and Alger Avenue (old car parts, rusty nails)
- Better place for Farmers Market, like downtown*
- Think outside the "Cody Rodeo" Box*
- Junky things laying around people's yards cleaned up – incentive to do that
- Baseball fields relocated to more central location away from new jail
- Baseball/softball/soccer fields all together*
- Central Avenue is not looking very nice; irrigation ditches may be unsafe
- City should work on downtown to keep it with a Cowboy feel
- New Colt bus instead of the ugly advertising one
- Cameras in all squad cars
- More police officers
- Funding for expanding infrastructure to yet-undeveloped areas, like proposed Avenue E, because it is keeping people from building
- City should use more perennials that require less water than annuals in their planting (xeriscaping)
- Keep federal lands multiple use
- Help teens find work

- Encourage artistic people to come to Cody
- Industry
- Long range planning
- Annexation for expansion
- Planning for main arteries and utilities
- Better sign ordinance, with color coordination; stick with autumn and western tones
- Speed limit sign need to be more visible, especially around high school
- Grants to use teens and volunteers
- New library
- New senior center
- Growth for year round economy *
- Five lanes of traffic on stampede and take out traffic light at post office
- Industry to keep young people here
- Good wages
- Splash park
- Stop wind from blowing
- Walk paths network connected
- Better facility for seniors to exercise
- Plan to develop convention center in next 2 years, with planned hotel expansion, capacity; cooperate in developing high quality space
- Expansion of NWCC to a 4 year school *
- Expand or enhance highway system into Cody;
- Develop stronger transportation connections to keep businesses here
- Convention center, even if it needs to be downtown where high school is
- Need sidewalk connected from top of hill to bottom of E. Sheridan Ave. and Blackburn Ave.
- Need more walkways to eliminate pedestrian safety issues
- Defining who Cody wants to be first (a mission needs to be developed, before planning begins)
- New library in 2 yrs.
- Expand recycling program
- Pedestrian friendly public education campaign
- Entrances to Cody need be clean, attractive, like the entrance into Powell; West and North entrance, especially
- Get rid of the water slide
- 12 month public transportation system; more important if convention center is built to access hotels
- Revenue source to do projects and accomplish plans
- Pull offs near Cody entry signs for tourists to stop and take pictures
- Beautification program to clean up abandoned cars, water slide, house killed by falling tree
- Subsidized public transportation between Cody and Powell
- Zoning improved by enforcing good regulations
- Sign ordinance for the corridors

- Develop signs publicizing public parking space off the main street
- Better restaurants, fresh fruits and vegetables; wider variety of food to promote a healthy eating campaign
- Expand bikeways and pathways and parks
- Attract more events into rodeo grounds
- Attract other events into Cody
- Use resources to recruit businesses into Cody that can provide jobs for our kids to come back to (middle and high paying jobs)
- Career Day should include benefits of living in Cody
- More friendly to new business with incentives, ease of permitting
- Review past annexation plans; see if promises were accomplished
- Get rid of waterslide
- Continue to build curb, gutter, sidewalks
- Economic Development Committee needs to be funded for recruiting of businesses
- Setting zoning for entries into community
- City and county form a committee to begin a plan to brainstorm to improve this community
- Need fresh ideas that are completed
- Entrances to town are important
- Strict enforcement of zoning
- Competitive regional air service
- Year around access to YNP
- Identity of Cody: Plan for future
- Use roundabouts for traffic control
- Improved entrances to Cody
- Develop landfill
- Infrastructure design/planning for future
- Adequate zoning for growth, very specific about what they want, county-wide*
- Electric and gas utilities should be combined
- Private garbage collection for “commercial customers” that have more than one pick up per week
- More trees, please (everywhere)
- Historic preservation
- Central restaurant grease collection
- Rec Center self-funded
- Signs directing tourists to off-street parking (like Powell has)
- Active “meter-maid” like we used to
- More visible city and county officials (wearing vests, hats, etc)
- Canal Park is going to be great
- Give away real prizes for events like Music in the Park
- Fundraiser once library gets moved
- Tithe 5% to needy city. Cody is too rich.
- Move airport

- By pass; need several high volume corridors; truck routes; and comprehensive planning for future traffic of city * *
- West entrance needs cleaned up
- Better public transportation system
- Convention center *
- Bumper sticker “welcome to WY, no go home”; don’t compete with bigger cities, stay the way we are
- Cross walk at Big Horn Ave. and on bigger roadways
- Upgrade public spaces, like parks and involve whole community in process of planning
- Larger planning constructs developed with public input
- More rec programs for youth (lifestyle programs)
- Add climbing wall to rec center
- Diversified economy to attract youth back
- Shuttle service between Cody and Powell *
- City council and mayor to appoint a task force to decide which century Cody is going to live in
- More businesses like Sierra Trading Post
- Storm water drains upgraded
- Funding to pay for all projects
- Annexation to grow
- Go after grants
- Consistent zoning and ordinance application to builders
- Public access to upper part of river to rodeo grounds
- Bike trail improved so riders aren’t in traffic
- More roads accessing town to eliminate traffic problems
- Need to adjust speed limits in town
- Sign ordinance, consistent “look”
- Better routes to get through town *
- Eliminate stop signs on through routes
- Convention center, with parking *
- Affordable housing
- More emphasis on recycling
- Road from Stampede Ave, off the hill down to west strip
- Marathon building when used as library: consider improving parking lot as it is large and a great distance to the library when carrying books and filling in ponds
- Recycling cardboard
- Private golf course should not be taking over any part of the city parks (miniature golf course)
- Better parking in town, around high school, court house, hospital, year round
- Move high school, put convention center there and get rid of unsightly kids
- Affordable housing development up and running strong
- Community leaders communicating better to not reinvent wheel—better utilize funds*
- Creation of office/clearinghouse to oversee resources to prevent duplication—one stop information service**

- Convention Center**
- Convention center located downtown
- Inpatient psychiatric facility
- More support for non-profit entities/small businesses to purchase buildings—Cody Stage, meetings, arts, theatre performances
- Funds to develop street and alley system—develop areas for where Cody wants to grow
- Planning prior to development
- Children's advocacy center—safe place for families to come for difficult crimes. Similar to Casper facility—other communities could then use
- Health insurance pool
- Completion of road construction projects into the Park
- Outdoor pool—community kids are swimming at KOA pool
- Optional 1 cent sales tax to take pressure off of city for projects
- Community education program—cooking classes, etc. Similar to what is offered at NWCC
- Leader in state for statewide effort to attract business/enhance current business
- Development of Beck Lake—create beach, swimming area*
- Bike lanes as opposed to streets/bike routes
- Planned bike paths
- Drug task force
- Lighting ordinance
- Bury powerlines/utilities
- Community wired for wireless internet
- Build a better community for citizens, not just for tourists
- Maintain a balance between residents and tourists
- Better library facilities
- Diversified economy
- Larger theater
- Comprehensive development program for low cost housing
- Downtown convention center * with downtown parking
- Upscale resort
- Housing authority
- Jobs *
- City economic development team focused on industries other than tourism that can keep young families here
- Dependable year round air service *
- More presence of NWCC
- Bigger air terminal and more support
- Marketing of Cody
- Bus or train terminal
- Infrastructure programs, storm sewers
- Cross Cave should be a tourist attraction
- Sign pollution needs to be abated in and around town
- Entrances to Cody should be beautified, bury utilities

- County wide covenants/zoning for building; control growth *
- More comprehensive study of traffic flow through town
- Pursue acquisition of federal land that would be needed for future growth of the city
- Business park
- City should buy Sleeping Giant ski resort
- Planned growth for future development
- Infrastructure to support increase of jobs *
- Stop destroying old neighborhoods through business development
- Consider expanding city limits for business development
- Develop sidewalks and connecting bike path and parks
- Affordable housing for all *
- Planning needs to be individualized to the project (ex. Affordable housing planning would not be the same for all sectors)
- Economic dev. To keep kids here * *
- More trees
- Cardiac treatment center
- Geriatric treatment center
- Trauma center
- Make developers allocate portion of land for affordable housing, or \$ to support development somewhere else.
- Convention center * *, complimenting Rec center
- Senior housing
- Assisted living
- Parking garage where auditorium is
- Sheridan Ave. needs infrastructure improvement
- Clean up small housing developments, to improve living situations
- Continue to improve golf course *
- Better circulatory system for bikes, cars, multipurpose recreation and transportation; connect areas
- Improve library
- Need to coordinate efforts to avoid duplication
- Make 12th street into pedestrian zone (in front of Irma)
- Expand bike path, green zones, expand skate board park
- Wading pool
- Develop kid friendly alternatives to hanging out, skating
- Put Buff Bill on 2007 Wyoming state quarter
- (City government) Break down barriers that would permit private industry accomplishing tasks
- parking
- Becon Hill widened, straightened, with bike lane
- Emergency route from east/west looked at in next 2 months by emergency personnel who propose to use this access, then do any work needed in next 2yrs.
- Canal park
- Consider future traffic flow not going through existing residential areas

- Library improvements, telecommunications improvements
- All weather paved ease/west alternative route, at least one
- Programs for kids not involved in sports
- Infrastructure, storm sewer, water system, airport plans all need to be reviewed
- Build swimming pool at middle school
- Industrial park development for manufacturing
- Need city grants person to seek funding for projects
- 1 cent sales tax
- Rec center
- Outdoor skating rink
- Need indoor facilities (miniture golf, driving range) something for tourists to do when weather is bad
- Make rec center affordable
- Good paying jobs, businesses *
- Business college or tech colleges
- Less myopic about it's vision and more open to county and state development package, join forces with the state or county vision
- Infrastructure, streets, storm sewer, additional police
- Attract light technology businesses that would attract youth
- Better roads or interstate to connect Cody to the rest of the world
- Replace auditorium and build quality venue for performances
- Business council and economic development councils need to start spending the surplus state funds instead of saving the funds and give something back to the citizens
- Airline access, more flights, competitive prices
- Convention center * for banquets, weddings, craft shows, available to everyone *
- Rec opportunities for youth in town
- Need to address issues of aging population: need jobs
- Get youth out into the world, and show them why they should come back
- We need jobs connected to Interstate commerce
- Infrastructure is needed to bring in industry
- Focus on balanced approach to economic development
- Would like to see town keep Western heritage
- Good convention center
- We've been able to build a \$14 million jail through Capital Facilities tax
- More effort expended to recruiting white collar business
- More promotion of Pathways Program (to combat health problems)*
- 1% tax to pay for projects*
- Path on east Sheridan
- Linking pathway all the way to Powell and Lovell
- Public transportation between Powell and Cody (if managed well, it would pay for itself)
- Less intrusive lighting (the down-lighting at the Rec Center is a positive example)
- Partnership with city for Ronald McDonald-type housing and Hope Housing for mentally-ill
- Mounted policemen

- Dog-walking park
- Tackle drug problem with heavier presence of DCI
- Providing training workshops for employees that are here seasonally (customer service, how to greet, basic knowledge of area, how to be more than \$6/hour stump on a stool)
- We already provide relocation packets, but should have something that specifically talks about rural vs. urban living (like septic/well vs. city utilities)
- Continue to develop shooting complex (BLM might be giving land for that)
- Kayaking course on Shoshoni River
- Get DeMaris back as a recreational site
- Take care of eyesores that are liabilities to city
- Orientation for new folks about the town itself (what the issues are, what the whole town looks like, not just the rich part)
- It's important that we not sacrifice things that are important to the community by being everything to everybody
- Convention center
- Starbucks
- Nice mobile home parks
- Sign ordinance
- Jobs *
- Fully developed business parks
- Canal park
- Better air service *
- Good internal bus service for seniors
- Completion of storm sewer project
- Thriving community with kids and expanding
- Alternate access to S. Fork
- Bury electric lines
- More businesses like the labs
- Beautifying Big Horn Ave
- Landscaping on major corridors
- Trade school, vocational education
- NWCC expansion into Cody
- PUDs full of affordable housing *
- Expansion of airport
- Destination resort for summer or winter
- Need way to communicate about travel opportunities to share with others (ex. People driving to Billings)
- Catholic University
- By pass
- Curb and gutter on Sheridan, Central and 23rd st.
- Cody/Powell as common telephone area and not a long distance call
- Long term economic development
- Collaborate with outside industries that can come here and utilize industry specific training and tech skills to hire youth in well paying jobs that will keep them in Cody Ex:

NWCC trainer ferriers and photographers when the community can only absorb so many, so these people when trained, leave to be employed elsewhere

- Hydroponic greenhouses, gun manufacturing, medical instrument development could all be developed with NWCC training people to fill these jobs
- Sidewalks to connect to town
- Relocate airport
- Develop public awareness campaign to inform people that higher wages would cause higher prices
- Skilled worker/apprentice program for Cody and state of WY
- Balance tourist and local interests
- Develop planning to understand tourism needs and interests
- Tear down water slide * *
- Improve entrances into town
- Develop understanding of hunting and fishing heritage in young people through youth hunts, mentoring
- Move airport to other side of Beacon Hill
- Small to medium size convention center
- Celebration and appreciation of centennial of forest service
- Embrace cowboy and Indian heritage and support business that embrace this
- Better public access to public lands
- Completed all road construction during next 2 years
- Theater system like Branson
- Evening entertainment, night activities
- Consistent high speed internet access
- Develop an appreciation of tourists and what they bring to community
- Need to appreciate growth and strive for controlled growth
- New convention center*****
- Grow medical community
- Plan to purchase more BLM land
- New senior center
- Cover tennis courts
- Tech school
- Start long term program to encourage and support good parenting *
- Drug task force*
- Incentives for youth for internships, hiring youth in summer
- East gate entrance, water slide, tear it down **
- Expanded recycling program, for glass
- Bike paths
- Alternative energy sources, wind and sun
- Marketing Cody, not just YNP
- West strip zoned pathway to Shoshone national forest; west strip should be a showcase
- Powell hwy should be improved, showcase
- 1 cent capital facilities tax, for projects, permanently ***
- Research to develop economic plan for yr. Round economy

- Ski slope development*
- Market ski area as unique and different from Red Lodge, extreme skiing, etc
- Park service to plow roads to YNP
- Visitor center should be multi agency
- Grizzly bear and wolf center
- Development of thermal area, Colter's Hell, Demeris hot springs
- By pass, need another way to get into South Fork
- Expansion of kayaking during shoulder season; whitewater park
- Destination place
- State university campus specializing in wildlife and geology
- Develop vision of natural environment and develop businesses and policies that support this environment
- Greenbelt law for new businesses (landscaping, trees, shrubs)
- Older business need to clean up and make it more green
- Taskforce to accomplish projects mentioned
- Expansion of Rec center cause kids use hallways when its too crowded, waiting lists for racquet ball courts
- Outdoor adventure sports, whitewater park, rock climbing, skiing, ice climbing, mountain biking, promote Cody in this area, would bring more people here to experience these activities
- Facility just for the youth
- Expanded outdoor program for youth
- Free learn to swim program in the summer, need to promote water safety
- Embrace tourism
- Vision of community sustenance and growth
- Cody Canal Park completed
- Riley Arena completely paid off
- Convention Center **
- Linking Paul Stock parking lot to BBHC so that pedestrians could safely cross (and make the parking lot greener) *
- Embrace the system of parks to define the city (a place that is known for parks)*
- Convention Center to feed the community in a different way. Cody should reach out more than it does
- High-end accommodations
- Recreation initiatives to better work with interested business – window of opportunity
- Protection against air pollution
- Trails connecting parks and other facilities*
- Concern over public lands should be addressed
- Become a family community (for visitors)
- As Convention Center grows, have a Training Facility for technology and otherwise
- Stronger library system in Park County
- Laws to protect the views
- Enhance the connection to arts
- More outdoor sculpture (a beautiful place to inspire more beauty)

- Regulations on billboards
- More really good restaurants
- Summertime dinner theater (theme of celebrating history and culture)
- Raise money to buy development rights from ranchers (to preserve ranching community) like Gallatin county has done
- Cody or Park County own Sleeping Giant Ski Report
- Cody own Trail Town
- Waterslide should go – put jars out around town to collect funds for that, or do something creative
- Harness the wind that blasts out of the canyon (and energy generation through wood fiber)*
- Arts and Entertainment Center (plays, concerts)
- Embrace the western heritage (have a marshal on Main Street, banners, improve rodeo car, dress western day, just have fun with it!) Doesn't have to just be the Old West
- Decorate Main Street
- Base Camp Cody (come here to find out more about...)
- Expanded, really strong small business facility (incubator)
- Deal with the seasonal nature of economy by having some projects to strengthen winter (sleigh or horse rides, community events)
- Draw community together before setting off on more projects
- Teach kids an ownership mentality among youth so they'll stay and start their own business
- Maintain small venue theater in community
- Centrally-located convention center *
- Assess the situation of difficulty of getting into and out of Big Horn Basin
- Teaching kids more about the arts
- White-water park to be more of a recreation destination
- Canal park fully developed
- Riley Arena is already a useable convention area
- Melodramas
- Noise curfew enforced
- Convention center
- Collaboration for bike path from BLM Diamond Basin area on South Fork connected to Red Lake
- Promote outdoor recreation like mountain biking
- Winter recreation like cross county and alpine skiing
- Greening is a great economic investment. Walking trail from park to Cedar Mountain
- Off-season would be nice to promote art
- Create a Cody Council on Open Spaces (which could dovetail with a similar county-level org) to deal with greening, subdivisions
- Clean up entrances to city **
- The convention center really could just be a nicer, bigger hotel with meeting rooms that hold more than 200 people
- Instead of gaudy stoplights, roundabouts with greenery are a nicer option

- Street-lighting in neighborhoods that want it
- Better signs can be attractive to whole committee. How about a committee to review that?
- Beautification of Powell highway
- Rip-rap cleaned up from Hwy 120 to east of river
- Tame Main Street and make it more pleasant to walk and sit. More trees for shade.
- Alternate route
- 4-lane highway from Casper to Cody
- Yellowstone/Cody visitor's center with RV parking. Move historic building to BBHC, and create a more modern facility
- Honor Buffalo Bill's wish of having a giant buffalo on Cedar Mountain
- Walk-through town square
- Wooden, covered bridges over by chamber to walk over to BBHC and over by Holiday Inn (nice visual and to help pedestrians)
- Senior housing area (affordable)
- Pass an optional sales tax
- Coordinated efforts with meth problem
- Expanded raw water systems
- Cody chamber partner to bring greater understanding between town and rural businesses (livestock producers) and understanding of ag contributions to community
- Clean up west strip; water slide
- Maintain first impression coming into town
- Bike paths** child friendly
- Expand recycling center
- Center lines painted on streets
- Activities for seniors
- Transportation for assisted living residents
- Teen center
- Convention center
- Updating existing convention center
- Road construction in YNP finished
- NWCC greater presence in community
- Method to determine what employers need from workforce, so NWCC can provide that, maybe through Cody Chamber
- Boast about more than just Buffalo Bill, there are other assets here that should be talked about
- Participating in the development of the forest service plan revision
- More winter activities
- Long term development of industry and jobs
- Keep tourism and jobs strong to keep youth in town
- Need smaller bus
- Streets with sidewalk cafes, more like a resort
- More low income housing
- Strengthen outdoor useage, walking paths

- Improve traffic problems, flow, Canyon Ave.
- Zoning
- Need controlled growth
- convention center, but don't lose the auditorium
- remind people that if beauty is destroyed, it will never come back, even with millions
- need a grant writing person for Cody
- maybe add the 1 cent sales tax for additional funding
- Storm sewer
- Raw water, periodically renew the RW studies and look for opportunities to expand
- Review and renew the street master plan
- Cody Master Plan, periodically review and renew the Cody plan**
- Get walking, jogging, biking paths**
- Rebuild storm sewer on 19th St east
- Straighten out Beacon Hill Road
- Training for local employees on customer service
- Include information in relocation projects to show newcomers what Cody has to offer
- Maintain downtown development
- New library*
- Improvement on the mental health and education
- Return the 1 cent sales tax to do sewer projects and a convention center which the Yellowstone visitor center could be a part of.
- Become serious about water conservation
- Homeless shelter in Cody
- Stronger winter economy, more jobs for citizens
- More funding for law enforcement to reduce meth problems***
- Plan and control growth*****
- Have the city and county work better together to accomplish projects
- Gas/oil development that takes the community into consideration
- Strengthen communications infrastructure to attract clean industry and a convention center that would accommodate livestock shows/concerts/theme conventions***
- Wise development choices and planning need to be done
- Conservation easement fund
- Get rid of old waterslide****
- Recruit businesses of a permanent nature*
- Diversify to more than tourist recruitment*
- Pathway/trailway connections for parks and schools
- Get rid of Walmart or keep it from increasing in size
- Outdoor swimming pool
- Downtown parking garage
- Extension of utilities to North Cody
- Community convention center*****
- Teenager programs
- Subsidize regional bus routes instead of airlines
- Improve medical offerings

- Add some art and sculptures to the Marathon Building
- Continue jail tax
- Long term plan to rely less on tourism
- Become more older person friendly
- Apprenticeship programs for Cody
- Renovate current buildings into convention center
- Promote the Cody Stage
- Beautify town
- Advertise the air service before we lose it
- Winter programs with the arts
- Discourage franchises
- Keep noise down
- Recycling program is needed
- Wash Main Street and keep it clean
- More 4 way stops at Rumsey and Salisbury
- More patrolmen for speeders
- More off street parking and have a 2-3 hour parking ban on Sheridan St
- Alternate route around Cody for the future
- No left turn coming out of Walmart and the visibility needs to be improved coming out of Walmart
- New or improved senior center**
- Improve appearances to all entrances to town
- Bike and walking paths
- New library
- More affordable senior housing***
- Need better access to raw water
- Dog park
- New bus system
- Develop a beautification task force
- Completion of highway construction to Yellowstone
- Clean up the West strip
- Deck the town with banners and signposts for tourists
- Build a convention-visitors center
- Build a park district
- Conduct market research so Cody has an accurate understanding of our demographics and county to effectively target specific audiences for growth
- More challenges and opportunities for teens
- More marketing for businesses
- Promote good business sense-improve employee management practices
- Use of volunteers, particularly seniors more and better
- Reduce number of suicides per year
- Reduction of drug abuse
- Start or expand neighborhood watch program
- Increase number of businesses

- Decrease crime, drug use and suicide
- Slow the speed zone at Cody High School, put an arm going over the lanes in the street
- Use Marathon Building to create a library, put a drive box for book return
- Add drive thru movie returns to all video stores
- Have more competition for gas stations to lower prices
- More opportunities to shop locally affordably
- Supervise the skate park
- Turn the corner of 19th and Sheridan Avenue into a park
- Bike path**
- Have businesses give a discount to locals and give more incentives for residents to shop locally
- More things for kids to do
- Keep the roller skating rink open
- Traffic light installed at the intersection of the Freedom St and Powell highway for safety of the children
- Year round industries
- Establishment of Powell/Cody common telephone call area
- Mini golf course
- Get rid of waterslide
- Provide raw water service to all areas of the city
- Business park
- Economical year round transportation for senior and handicapped citizens
- Plan now for long term care that is locally sponsored
- Make the town more tourist friendly
- Collaborate with schools and industry to keep youth here and to provide the correct training to keep and draw youth to the area.
- Create a general economic development planning made up of really committed entities
- Build agriculture industries and look at new opportunities like large scale hydroponics vegetable growing
- Think outside of the box and become more creative
- Senior center expansion
- Actively plan for city expansion
- Convention center
- Residential development of modular homes
- Need for an attractive well built gateway to Cody
- Downtown street lamps
- Clear direction signs
- More jobs for young people
- Senior center
- Senior center expansions including: bigger lounge, conference rooms, bigger room for rafts and hobbies, more parking, bigger thrift store, adult daycare program, exercise room, pool room, card room, bridge club, computer room*****
- Find ways to keep young people here
- Expand raw water system

- Improve entrances to the community
- Legislation to develop a plan to protect the integrity of the downtown area
- Create a committee to work closely with those who make decisions about the future of travel in Yellowstone National Park
- State of the art convention center
- Economic base that doesn't rely on Yellowstone and that attracts all levels of educational/professional expertise, provides for the needs of a diverse, demographic population and cohesively works with all other non governmental, social and institutional entities
- Central restaurant grease collection center to get rid of some of the grease collection bins in the alley
- Have rec center self funding
- Parking signs need to be more prominent, Powell's are a good example
- Re-establish active meter maid
- Have City/County officials more visible-coats, shirts or vests with name tags
- Neilson's Park
- Segmented community wide yard sales
- Real prizes for citizens during community events like Music in the Park
- Big time fundraiser for more library books and materials
- Eliminate the carp in Beck Lake
- Get the cops out of the school
- Combine city utility and gas meter reading
- Allow for private collection of garbage from commercial customers
- Tithe 5% to needy city. City of Cody is too rich
- Keep Cody a small western town
- Take care of local businesses
- Outdoor public swimming facility
- Facility with ample rooms for on-going aerobics, yoga, spinning, dance, etc.
- Creation of more "head of household" jobs young people can move into from lesser tourism jobs
- BBHC needs to make itself more interesting and relevant for young families]
- More manufacturing jobs
- Bring raw water to the McMillan subdivision
- Develop a master plan with a 20 year vision for improved traffic patterns and subdivisions
- Install storm sewers, sidewalks and gutters where none exist
- Lower property taxes
- Clean up and beautify
- Curbside recycling via city pick up of cans, etc
- Aggressively seek clean industry, especially hi tech
- Limit weight of trucks on Blackburn Street
- Encourage businesses on East Sheridan to relocate outside city limits
- Continued expansion of recreation as it is a regional draw
- More soccer fields

- Continued support of multiple uses on National Forest and access to National Park (snowmobiling)
- Schools and early educators join forces to build a great public awareness for early education
- Have the city enforces the state law for child care
- Zoning master plan
- More cooperation with the state, county and cities
- Shared patrol in the middle of the night for law enforcement
- Public transportation
- Convention center**
- Cody campus for NWCC or a 4 year college
- Get the Wyoming law changed so that smaller groups, towns or a Zip Code could set up the same tax
- Stronger traffic control
- More community involved programs
- More help for the Cody Stage
- More youth related clubs
-

20 CLUES TO RURAL COMMUNITY SURVIVAL

1. Evidence of Community Pride:

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

2. Emphasis on Quality in Business and Community Life:

People believe that something worth doing is worth doing right.

3. Willingness to Invest in the Future:

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

4. Participatory Approach to Community Decision Making:

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

5. Cooperative Community Spirit:

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

6. Realistic Appraisal of Future Opportunities:

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

7. Awareness of Competitive Positioning:

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

8. Knowledge of the Physical Environment:

Relative location and available natural resources underscore decision-making.

9. Active Economic Development Program:

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

10. Deliberate Transition of Power to a Younger Generation of Leaders:

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

11. Acceptance of Women in Leadership Roles:

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

12. Strong Belief in and Support for Education:

Good schools are the norm and centers of community activity.

13. Problem-Solving Approach to Providing Health Care:

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

14. Strong Multi-Generational Family Orientation:

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

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

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

16. Sound and Well-Maintained Infrastructure:

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

17. Careful Use of Fiscal Resources:

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

18. Sophisticated Use of Information Resources:

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

19. Willingness to Seek Help from the Outside:

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

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

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

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