

# WYOMING RURAL DEVELOPMENT COUNCIL



## RURAL RESOURCE TEAM REPORT FOR SHERIDAN, WYOMING SHERIDAN COUNTY, WYOMING JANUARY 26-30, 2004

### WRDC MISSION

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



# **THE WYOMING RURAL DEVELOPMENT COUNCIL**

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

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

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

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

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

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#### **20 Clues to Rural Community Survival**

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

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

The Resource Team toured the town and interviewed approximately 850 people over a four-day period from January 26-30, 2004. In addition, over 200 written comments were received. The team interviewed representatives from the following segments of Sheridan: Renew faculty and staff, financial sectors, educators/youth/parents, social services, development/retail, business/economic development/retail; agriculture, government services, non-profits, professional services, medical community, Sheridan High School students, Wyoming Sawmill, arts/leisure, VA employees, industry/mining/mineral extractive/railroad, Wyoming Girls School, retired citizens, civic organization, utilities industry, Sheridan Ministerial Association, environmental, recreation/tourism industry, construction/builders/realtors, young adults, senior citizens and several sessions open to the general public. 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 Sheridan?
- What do you think are the major strengths and assets in Sheridan?
- What projects would you like to see completed in two, five ten and twenty years in Sheridan?

Upon completion of the interviews, the team met to compare notes and share comments following the four 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 Councils final report to Sheridan.

An oral report was presented to the people of Sheridan on January 29th, and many of the citizens of Sheridan who participated in the interviews were in attendance. Following the oral report, a formal written report was prepared and presented to the town of Sheridan.

## **Executive Summary**

On behalf of the Sheridan Community Assessment Team, I want to thank the steering committee that planned and provided assistance for all the listening sessions. This was a very organized group of people and you made our jobs much easier. Thank you also to the town of Sheridan, Chamber of Commerce, Economic Development organizations, volunteers and the elected officials for their hospitality.

As you read this report you will see a wide variety of recommendations for the eight themes our team identified for this community. Our team will return to Sheridan and facilitate a follow-up session. This session will help determine the priorities and develop strategies for implementation. There will be a mixture of projects from quick wins to long-term projects. The key to success will be the support and involvement of the community. Encourage friends and neighbors to get involved. We can offer all sorts of recommendations, but the real work will happen with those who get involved.

We have already been informed that some of the issues, which came up during the listening sessions, are already being addressed and action is taking place now. We witnessed the commitment many people have for this community during our stay. Remember that the team members are available to assist in any way we can. Please feel free to call us for clarification or to provide more information.

We look forward to the many successful projects that will be accomplished from the dedicated leaders and citizens of this community.

Sincerely,

Debbie Popp  
Team Leader  
and  
Mary Randolph  
Executive Director



*Sheridan, Wyoming*

### **Sheridan Regional Profile:**

The city of Sheridan is the county seat and center of activity for Sheridan County. The original 40-acre town site of Sheridan was founded at the confluence of two beautiful mountain streams on May 10, 1882 by the early area pioneer, John D. Loucks. Loucks named his town Sheridan after his Civil War commander, General Philip H. Sheridan. He named one street Loucks, one Main and the others after pioneers like himself. The town was incorporated in 1884 and Loucks became mayor. The 1890 census showed that Sheridan had 281 hardy pioneer residents. With the coming of the railroad, the opening of many coal mines, and the settling of the ranch lands, Sheridan quickly grew to a populated town of 1,559 by 1900. In 1990 Sheridan had a population of 13,900 in its 5,241 acres within its encompassing city limits boundary of 37.5 miles.

The architecture of downtown Sheridan is typical of early western towns and is characterized by mixed elements from different classical styles. These elements are combined in individual buildings to produce what is known as the "Plains Style". The early wood frame, false front buildings were replaced by sturdier structures of brick and stone between 1900 and 1920. Nearly half of the buildings located in downtown Sheridan were built during this time period. Downtown Sheridan is filled with many buildings now listed on the National Register of Historic Places. The economic vitality, physical

appearance and perception of the community's district acts as the barometer of health for the entire community.

Cattle ranchers helped build Sheridan in the 1880s, and it remains a stock-raising area, although coal mining is now an important part of the economy as well. The early-day cattle barons came to town surrounded by their legions of armed riders, and homesteaders traveled the range in armed groups. The leaders of the Wyoming Stock Growers Association branded the homesteaders rustlers, and men from the two groups avoided each other in the streets. The early days of Sheridan's settlement became a period of war not only between the military and the Indians but also between homesteaders and cattlemen.

From the beginning Sheridan was a major trade center to serve the people of the area whether they were involved in ranching, farming, lumbering, mining, railroading, manufacturing, building or other trades. They required services such as education, government, transportation, utilities, law enforcement, health care, and recreation.

Sheridan is located in one of the most beautiful areas of Wyoming only about fifteen miles from the majestic Big Horn Mountains and Big Horn National Forest. Conveniently located adjacent to I-90, the City of Sheridan is also 30 miles from the Interstate 90/25 intersection; 125 miles southeast of Billings, Montana; 240 miles west of Rapid City, South Dakota and 440 miles north of Denver, Colorado. It has the lowest elevation of any town in Wyoming: 3,745 feet above sea level.

In 1892 the Chicago, Burlington & Quincy Railroad reached Sheridan, making development of coal seams in the area possible. That same year George Holdredge, the railroad's general manager, developed the idea for a lavish inn in Sheridan. As the rail line moved toward the town, Holdredge organized a company that hired architect Tomas R. Kimball of Omaha, Nebraska, to design the facility. Kimball modeled the building after his impression of an old country hunting lodge he had visited in Scotland. Formally opening in May 1893, the 130-foot long Sheridan Inn became the town's social center. Decked out with electric lights and bathtubs and boasting 64 sleeping rooms on the second and third floors, the inn marked a new era

The story goes that William F. Cody led the grand march at the opening, where Sheridan Inn managers served champagne from iced tubs. From 1894 until 1896 Cody operated the inn, which served as the Sheridan headquarters for his renowned Wild West Show. He added an elaborate set of barns and a livery stable of the Cody Transportation Company. At times Cody auditioned cowboys for his show by having them race and ride along the street and grounds as he sat watching from the wide veranda.

In the inn's huge dining room, the cattle-raising aristocracy danced the schottische and the Virginia reel. Wealthy sportsmen drawn to the area for the hunting opportunities in the nearby Bighorn Mountains often stayed at the inn. In its heyday, the Sheridan Inn was considered the finest hotel between Chicago and San Francisco. In 1965 the inn was



designated a National Historic Landmark by the United States Department of Interior, National Park Service.

Eventually the Sheridan Inn closed and fell into disrepair. It was condemned in 1967, but local artist Neltje Kings rescued the historic building. She remodeled and restored the inn, preserving many features of the original oak and mahogany Buffalo Bill bar. A local group later obtained the building and in 1993 the Sheridan Inn celebrated its centennial while the restoration continued. The Historic Sheridan Inn is featured in Ripley's Believe It or Not as "the House of 69 Gables".

## **Quality of Life**

Sheridan is a modern western town with a distinct western motif. The climate is influenced by Canadian and Pacific weather movements and has an average annual precipitation of about 16 inches of rainfall and 68 inches of snowfall with an average temperature of 45° F. The area enjoys a majority of sunshine days through the year. Median household annual income is \$33,703 and cost of living is only slightly above the average among Wyoming counties. Sheridan, like other Wyoming cities, has a strong motivation to retain and attract businesses. Wyoming has no personal or corporate tax and no inventory tax on business. Good employment opportunities occur in the natural resource development in the Powder River Basin. Schools are excellent and employ the latest computer and Internet teaching techniques. Sheridan College, with approximately 1,500 students, is one of the largest two-year colleges in the state, offering degrees in both academic and technical fields.

Sheridan offers a range of available cultural choices. One of Sheridan's most unique homes, the Kendrick Mansion, is a must see. Now a historic house museum, Trail End Historic Site consists of the family home, the Carriage House Theater and the Mandel Cabin. Located on 3.5 acres of groomed grounds, graced with several hundred trees and shrubs indigenous to Wyoming, Trail End is an example of Flemish Revival architecture, one of the few found in the western United States. The mansion was once home to Wyoming Governor and United States Senator, John B. Kendrick. Construction began on Trail End in 1908. The mansion was complete five years later at a cost of about \$165,000, including the furnishings. There are three main floors, plus a basement, an attic, four balconies and four porches. The mansion features hand-painted ceiling panels and wall panels, a custom designed chandelier, an Italian marble fireplace, custom designed light fixtures, stained glass windows, Navajo motif wall stenciling and much more. Exterior materials include Kansas brick, Indiana limestone and Missouri roofing tiles all sitting atop a Wyoming granite foundation.

The WYO Theater, built in 1923, has been restored and operates as a live performing arts center with over 100 events a year. Kendrick Park provides swimming and tennis courts and baseball games at the Thorne Rider Baseball Park. Special events include the Sheridan Rodeo, Sheridan County Rodeo, and Polo at the Big Horn Equestrian Center,

Civic Theater Guild Plays, an Antique Car Show, Renaissance Fairs, and 4H and FFA fairs at the Sheridan Fairgrounds.

Founded in 1989 King's Museum features a collection of cowboy memorabilia gathered during the many years of Don King's interest and business of saddle making. The collection is comprised of hundreds of saddles, wagons, chaps, guns, hitched horsehair items, Indian gear and clothing, and collections from every facet of the western life-style.

The Sheridan County Fulmer Public Library displays works of regional artists and Native American artifacts on permanent exhibit as well as monthly exhibits at other library locations.

There are 15 motels in Sheridan plus additional bed and breakfasts. Several campgrounds include KOAs at the north of Sheridan and several motels with RV hookups and picnic tables.

### **Big Horn Mountains and Powder River Basin**

The Big Horn Mountains, including Medicine Wheel and the Cloud Peak Wilderness are to the west and south of Sheridan. The mountains, a 70-mile long range, have some peaks topping 13,000 feet and hundreds of small lakes reflecting the dramatic scenery within the Cloud Peak Wilderness. The entire range lies within the Bighorn National Forest, a 1.1 million acre public land that has its headquarters in Sheridan.

The Big Horn Mountain Coalition (made up of Sheridan, Big Horn, Johnson and Washakie counties promotes tourism in the area of the Big Horn Mountains and in the beautiful Big Horn National Forest. This is multiple-use country, with recreation, grazing, and timber production. Thousands of sheep and cattle graze in these mountains. There are many campgrounds, more than 850 miles of hiking trails and excellent trout fishing. In the winter, the mountains are a popular destination for cross-country skiers, snowboarders, downhill skiers, and snowmobilers. Three paved highways cross the Big Horn Mountains making connections between Yellowstone and the Black Hills. Scattered throughout the Big Horns are seven mountain lodges and a guest ranch, some open year round to accommodate winter sports enthusiasts.

The Powder River Country stretches from the Big Horn Mountains to the Black Hills and then south to Casper. The region's economy is dominated by Sheridan, Gillette, and Buffalo. Rolling grasslands predominate across the Powder River Basin accentuated by buttes and riversides. Coal, oil, and methane gas resources are vital to the economy of the area, the most important energy region in Wyoming. Despite many open-pit coalmines, the land remains relatively untouched.

North of Sheridan into Montana is the Custer National Cemetery and the Little Bighorn Monument. Here Sioux and Cheyenne Indians battled the 7<sup>th</sup> Cavalry under the command of Colonel George Armstrong Custer in the Battle of the Little Big Horn. Most of the 272 soldiers who lost their lives are buried at the cemetery or on the battlefield.

The National cemetery is within the Crow Indian Reservation two mile from the Crow Agency and approximately half way between Sheridan and Billings, Montana.

## **Sheridan Demographic Profile:**

### **Population**

The 2003 population for Sheridan was 16,187. The 2000 Census revealed a population of 15,804. It is estimated that the population will be 16,772 in 2008, representing an increase of 3.62% from 2003. The current population is 48.26% male and 51.74% female. In 2003, the median age of the population in this area was 40.0, compared to the U.S. median age, which were 36.1. The population density of Sheridan is 1,903.6 people per square mile.

### **Households**

In 2003 there were 7,302 households in Sheridan. The Census revealed household counts of 7,005 in 2000, up from 6,158 in 1990, representing a change of 18.58%. It is estimated that the number of households in Sheridan will be 7,771 in 2008, representing a change of 6.42% from 2003. In 2003, the average household size was 2.22 persons.

In 2003, the median number of years in residence in Sheridan's population was 3.21. The average number of vehicles per household was 1.7.

### **Income**

In 2003, the median household income in Sheridan was \$33,703, compared to the U.S. median, which was \$45,128. The Census revealed median household incomes of \$31,751 in 2000 and \$23,464 in 1990 representing a change of 43.64%. It is estimated that the median household income will be \$37,330 in 2008, representing a change of 10.76% from 2003.

In 2003, the per capita income in Sheridan was \$20,321, compared to the U.S. per capita, which was \$23,201. The 2003 average household income for this area was \$44,295, compared to the U.S. average, which was \$60,600.

### **Race & Ethnicity**

In 2003, the racial makeup of Sheridan was as follows: 95.85% White; 0.20% Black; 1.08% Native American; 0.46% Asian/Pacific Islander; and 0.86% Other. Compare these to the U.S. racial makeup which was: 75.06% White, 12.30% Black, 0.88% Native American, 3.66% Asian/Pacific Islander and 5.52% Other.

People of Hispanic ethnicity are counted independently of race. People of Hispanic origin make up 2.81% of the current year population in this selected area, compared to the U.S.

makeup of 13.79%. Changes in the population within each race and ethnicity category from the 1990 Census to the 2000 Census are as follows: 37.0% American Indian, Eskimo, Aleut Population; 33.6% Asian, Pacific Islander; 45.4% Black; 34.2% Hispanic Ethnicity; 35.1% Other; White 6.6%.

### **Housing**

The median housing value in this area was \$52,416 in 1990, compared to the U.S. median of \$78,382 for the same year. The 2000 Census median housing value was \$86,305, which is a 64.7% change from 1990. In 1990, there were 3,945 owner occupied housing units in Sheridan versus 7,005 in 2000. Also in 1990, there were 2,213 renter occupied housing units as compared to 2,574 in 2000. The average rent in 1990 was \$244 versus \$357 in 2000.

### **Employment**

In 2003, there were 13,150 people over the age of 16 in the labor force. Of these 63.44% were employed, 2.86% were unemployed, 33.64% were not in the labor force and 0.06% were in the armed forces. In 1990 unemployment was 3.95%; in 2000 it was 2.34%.

In 2003, there were 8,164 employees in Sheridan (daytime population) and there were 1,169 establishments.

In 1990, 51.83% of Sheridan's employees were employed in white-collar occupations and 48.11% were employed in blue-collar occupations. In 2000, white-collar workers made up 55.82% of the population, and those employed in blue-collar occupations made up 44.18%. In 1990, the average time traveled to work was 8 minutes and in 2000 it was 11 minutes.

## **Sheridan Business Report**

### **2003 Business Summary Estimates**

Daytime Population: Total Employees	8,164
Business Counts: Total Establishments	1,169

<b>Employees By Occupation</b>	<b>2003 Estimate</b>	<b>% of Total</b>
Administrative Support Workers	1,491	18.27%
Construction Repair and Mining	303	3.71%
Executive Managers and Administrators	819	10.03%
Farming Forestry and Fishing	213	2.61%
Handlers Helpers and Laborers	203	2.49%
Machine Operators Assemblers and Inspectors	136	1.67%
Other Services Field Based	93	1.14%
Other Services Site Based	1,446	17.71%
Precision Craft and Repair	608	7.44%
Private Household Service	0	0.00%
Professional Specialty Occupations	1,223	14.98%
Protective Services	98	1.20%
Sales Professionals	208	2.55%

Sales Workers and Clerks	805	9.86%
Technical Sales and Administrative	21	0.25%
Technologies and Technicians	225	2.75%
Transportation and Materials Moving Workers	217	2.65%

<b>Establishments: Size</b>	<b>2003 Estimate</b>	<b>% of Total</b>
1-4 Employees	764	65.39%
5-9 Employees	224	19.13%
10-19 Employees	103	8.83%
20-49 Employees	55	4.75%
50-99 Employees	15	1.26%
100-249 Employees	6	0.55%
250-499 Employees	1	0.10%
500-999 Employees	0	0.00%
1,000+ Employees	0	0.00%

<b>Major Industry: Employees</b>	<b>2003 Estimate</b>	<b>% of Total</b>
Agricultural, Forestry, Fishing	64	0.79%
Construction	273	3.34%
Finance, Insurance And Real Estate	379	4.64%
Manufacturing	557	6.82%
Mining	55	0.68%
Public Administration	184	2.25%
Retail Trade	2,394	29.32%
Services	3,072	37.62%
Transportation and Communications	242	2.96%
Unclassified	388	4.75%
Wholesale Trade	154	1.89%

<b>Major Industry: Establishments</b>	<b>2003 Estimate</b>	<b>% of Total</b>
Agricultural, Forestry, Fishing	22	1.87%
Construction	77	6.60%
Finance, Insurance And Real Estate	121	10.34%
Manufacturing	38	3.27%
Mining	8	0.71%
Public Administration	45	3.88%
Retail Trade	238	20.35%
Services	453	38.74%
Transportation and Communications	35	3.00%
Unclassified	45	3.88%
Wholesale Trade	40	3.39%

<b>Retail: Employees</b>	<b>2003 Estimate</b>	<b>% of Total</b>
Auto Dealers and Gas Stations	24	0.29%
Bars	133	1.62%
Building Materials Hardware and Garden	114	1.40%
Catalog and Direct Sales	225	2.76%
Clothing Stores	264	3.24%
Convenience Stores	196	2.41%
Drug Stores	53	0.65%
Electronics and Computer Stores	28	0.34%
Food Markets	328	4.02%
Furniture Stores	35	0.43%
General Merchandise Stores	97	1.19%
Home Furnishings	41	0.50%
Liquor Stores	20	0.24%
Music Stores	24	0.29%

Other Food Service	733	8.98%
Other Food Stores	47	0.58%
Restaurants	8	0.10%
Specialty Stores	24	0.30%

<b>Retail: Establishments</b>	<b>2003 Estimate</b>	<b>% of Total</b>
Auto Dealers and Gas Stations	24	2.06%
Bars	8	0.65%
Building Materials Hardware and Garden	16	1.39%
Catalog and Direct Sales	2	0.18%
Clothing Stores	9	0.75%
Convenience Stores	8	0.65%
Drug Stores	4	0.34%
Electronics and Computer Stores	8	0.68%
Food Markets	6	0.52%
Furniture Stores	10	0.85%
General Merchandise Stores	6	0.55%
Home Furnishings	8	0.65%
Liquor Stores	6	0.48%
Music Stores	3	0.25%
Other Food Service	8	0.68%
Other Food Stores	9	0.74%
Restaurants	36	3.04%
Specialty Stores	69	5.89%

<b>Service: Employees</b>	<b>2003 Estimate</b>	<b>% of Total</b>
Advertising	65	0.80%
Auto Repair/Services	106	1.30%
Beauty and Barber Shops	19	0.23%
Child Care Services	46	0.56%
Colleges and Universities	397	4.86%
Computer Services	24	0.29%
Dry Cleaning and Laundry	282	3.46%
Entertainment and Recreation Services	54	0.66%
Health and Medical Services	57	0.70%
Hospitals	337	4.13%
Hotels and Lodging	182	2.23%
Legal Services	297	3.64%
Membership Organizations	60	0.74%
Miscellaneous Repair Services	90	1.10%
Motion Pictures	37	0.45%
Museums and Zoos	632	7.75%
Other Business Services	36	0.44%
Other Personal Service	83	1.02%
Primary and Secondary Education	149	1.83%
Professional Services	24	0.29%
Social Services	95	1.16%

<b>Service: Establishments</b>	<b>2003 Estimate</b>	<b>% of Total</b>
Advertising	6	0.51%
Auto Repair/Services	26	2.25%
Beauty and Barber Shops	30	2.53%
Child Care Services	61	5.19%
Colleges and Universities	0	0.04%
Computer Services	8	0.73%
Dry Cleaning and Laundry	6	0.55%
Entertainment and Recreation Services	10	0.85%

Health and Medical Services	77	6.57%
Hospitals	11	0.90%
Hotels and Lodging	17	1.48%
Legal Services	48	4.13%
Membership Organizations	4	0.34%
Miscellaneous Repair Services	14	1.16%
Motion Pictures	5	0.45%
Museums and Zoos	9	0.73%
Other Business Services	31	2.62%
Other Personal Service	23	1.98%
Primary and Secondary Education	10	0.89%
Professional Services	53	4.54%
Social Services	3	0.29%

## Sheridan Crime Index Summary

### Crime Index

Assault	37
Burglary	41
Larceny	110
Motor Vehicle Theft	33
Murder	16
Personal Crime	42
Property Crime	62
Rape	104
Robbery	10
Total Crime	52

*Note: All values are displayed as indexed numbers indexed against the U.S. index base. (U.S. Average = 100)*

## Sheridan Consumer Expenditure Report

<b>Consumer Expenditure Totals (Ave Household Annual Expenditures)</b>	<b>2003 Estimate</b>	<b>2008 Projection</b>	<b>% Change 2003-2008</b>
Total Households	7,302	7,771	6.4%
Total Average Household Expenditure	\$39,702	\$42,633	7.4%
Total Average Retail Expenditure	\$16,743	\$17,966	7.3%
<b>Consumer Expenditure Detail (Ave Household Annual Expenditures)</b>	<b>2003 Estimate</b>	<b>2008 Projection</b>	<b>% Change 2003-2008</b>
Airline Fares	\$269.85	\$289.95	7.4%
Alcoholic Beverages	\$380.80	\$409.12	7.4%
Alimony & Child Support	\$123.07	\$131.87	7.2%
Apparel	\$2,147.08	\$2,307.12	7.5%
Apparel Services & Accessories	\$274.41	\$295.54	7.7%
Audio Equipment	\$60.20	\$64.85	7.7%
Babysitting & Elderly Care	\$211.17	\$226.88	7.4%
Books	\$73.41	\$78.92	7.5%
Books & Supplies	\$108.99	\$116.92	7.3%
Boys Apparel	\$114.49	\$122.81	7.3%
Cellular Phone Service	\$65.59	\$70.41	7.3%

Cigarettes	\$330.83	\$355.11	7.3%
Computer Hardware	\$317.94	\$341.54	7.4%
Computer Information Services	\$32.35	\$34.90	7.9%
Computer Software	\$40.46	\$43.46	7.4%
Contributions	\$1,181.99	\$1,271.88	7.6%
Coolant & Other Fluids	\$9.22	\$9.91	7.4%
Cosmetics & Perfume	\$86.44	\$93.05	7.6%
Deodorants & Other Personal Care	\$29.79	\$31.94	7.2%
Education	\$693.37	\$743.81	7.3%
Electricity	\$1,190.44	\$1,277.10	7.3%
Entertainment	\$2,033.57	\$2,185.62	7.5%
Fees & Admissions	\$511.24	\$549.85	7.6%
Finance Chgs Exc Mort & Veh	\$177.71	\$190.95	7.5%
Floor Coverings	\$64.63	\$69.52	7.6%
Food & Beverages	\$6,499.46	\$6,977.84	7.4%
Food At Home	\$3,863.77	\$4,145.01	7.3%
Food Away From Home	\$2,254.89	\$2,423.71	7.5%
Footwear	\$394.79	\$424.13	7.4%
Fuel Oil & Other Fuels	\$76.96	\$82.46	7.2%
Funeral & Cemetery	\$100.88	\$107.72	6.8%
Furniture	\$384.35	\$413.96	7.7%
Gasoline & Oil	\$1,398.26	\$1,503.76	7.5%
Gifts	\$1,201.62	\$1,290.78	7.4%
Girls Apparel	\$137.45	\$147.41	7.2%
Hair Care	\$56.10	\$60.23	7.4%
Hard Surface Flooring	\$10.73	\$11.49	7.1%
Health Care	\$2,592.79	\$2,779.26	7.2%
Health Care Insurance	\$1,232.03	\$1,320.22	7.2%
Health Care Services	\$793.07	\$850.02	7.2%
Health Care Supplies & Equipment	\$567.70	\$609.01	7.3%
Household Services	\$322.68	\$346.62	7.4%
Household Supplies	\$613.86	\$662.20	7.9%
Household Textiles	\$96.71	\$104.12	7.7%
Housewares & Small Appliances	\$839.16	\$902.19	7.5%
Indoor Plants & Fresh Flowers	\$64.24	\$68.98	7.4%
Infants Apparel	\$99.53	\$106.78	7.3%
Jewelry	\$96.79	\$104.40	7.9%
Legal & Accounting	\$87.53	\$94.08	7.5%
Magazines	\$45.18	\$48.51	7.4%
Major Appliances	\$177.77	\$191.03	7.5%
Mass Transit	\$81.73	\$87.78	7.4%
Men's Apparel	\$404.02	\$434.06	7.4%
Mortgage Interest	\$2,342.59	\$2,519.67	7.6%
Natural Gas	\$371.60	\$398.48	7.2%
New Car Purchased	\$1,005.71	\$1,078.33	7.2%
New Truck Purchased	\$761.91	\$817.20	7.3%
New Vehicle Purchase	\$1,767.62	\$1,895.52	7.2%
Newspapers	\$93.69	\$100.56	7.3%
Oral Hygiene Products	\$26.44	\$28.37	7.3%
Other Lodging	\$667.18	\$705.63	5.8%
Other Miscellaneous Expenses	\$90.33	\$97.06	7.4%
Other Repairs & Maintenance	\$81.47	\$87.38	7.3%
Other Tobacco Products	\$35.21	\$37.81	7.4%
Other Transportation Costs	\$666.93	\$715.61	7.3%
Other Utilities	\$323.56	\$347.37	7.4%
Paint & Wallpaper	\$39.84	\$42.82	7.5%
Personal Care Products	\$154.52	\$166.09	7.5%



Personal Care Services	\$428.18	\$460.36	7.5%
Personal Insurance	\$458.51	\$492.56	7.4%
Pet Supplies & Services	\$219.33	\$235.57	7.4%
Photographic Equip & Supplies	\$98.70	\$106.07	7.5%
Plumbing & Heating	\$49.54	\$53.27	7.5%
Property Taxes	\$372.68	\$401.54	7.7%
Public Transportation	\$424.41	\$455.88	7.4%
Records/Tapes/CD Purchases	\$105.07	\$112.84	0.0%
Recreational Equip & Supplies	\$761.20	\$818.33	7.5%
Rental Costs	\$3,044.70	\$3,265.22	7.2%
Roofing & Siding	\$65.37	\$70.11	7.3%
Satellite Dishes	\$6.44	\$6.93	7.6%
Shaving Needs	\$11.84	\$12.72	7.4%
Shelter	\$7,091.69	\$7,606.17	7.3%
Telephone Svc Excl Cell	\$1,013.27	\$1,088.53	7.4%
Televisions	\$88.32	\$94.93	7.5%
Transportation	\$8,241.37	\$8,854.71	7.4%
Tuition	\$584.37	\$626.89	7.3%
Used Car Purchase	\$1,157.22	\$1,246.34	7.7%
Used Truck Purchase	\$659.65	\$708.99	7.5%
Used Vehicle Purchase	\$1,816.86	\$1,955.32	7.6%
VCRs & Related Equipment	\$40.00	\$43.01	7.5%
Vehicle Insurance	\$921.87	\$990.93	7.5%
Vehicle Repair	\$909.41	\$975.94	7.3%
Vehicle Repair & Maintenance	\$918.63	\$985.85	7.3%
Video & Audio Equipment	\$761.12	\$817.44	7.4%
Video Game Hardware & Software	\$26.08	\$28.00	7.3%
Watches	\$19.38	\$20.89	7.8%
Women's Apparel	\$722.37	\$776.40	7.5%

*Note: Consumer Expenditure Categories contain overlapping information and will therefore NOT add up to Total Household Expenditure.*

## **SHERIDAN COUNTY STATISTICS:**

Sheridan County's Annual Cost of Living is slightly above the average among Wyoming counties.

The average 2 or 3 bedroom house rents for approximately \$627/month.

Sheridan County Median Annual Household Income: \$37,108.

The Average Weekly Wage was \$516 (State Average was \$592) during the First Quarter of 2003.

Total Payroll for Sheridan County during the First Quarter of 2003 was \$75,169,079.

<b><u>POPULATION BY AGE: 2002</u></b>	
<b><u>Population under 5 years</u></b>	
<b><u>1,308</u></b>	
Population 5 to 17 years	4,693
Population 18 to 24 years	2,557
Population 25 to 34 years	2,701
Population 35 to 44 years	3,643
Population 45 to 64 years	7,871
Population 65 years and over	4,135
<b><u>Total</u></b>	
<b><u>26,908</u></b>	

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

<b><u>RACE AND HISPANIC ORIGIN</u></b>	<b><u>2002 Estimate</u></b>	<b><u>% of Total</u></b>
<b><u>TOTAL</u></b>	<b><u>26,908</u></b>	<b><u>100.0%</u></b>
White alone	26,029	96.7%
Black or African American alone	70	0.3%
American Indian and Alaska Native alone	369	1.4%
Asian alone	132	0.5%
Native Hawaiian/ Other Pacific Islander alone	51	0.2%
Two or More Races	257	1.0%
<b><u>Race alone or in combination with one or more races:</u></b>		
White	<b><u>26,286</u></b>	<b><u>97.7%</u></b>
Black or African American	97	0.4%
<b><u>American Indian and Alaska</u></b>	542	2.0%
<b><u>Native</u></b>	188	0.7%
Asian	52	0.2%
Native Hawaiian/ Other Pacific Islander		
<b><u>Ethnic Origin:</u></b>		
<b><u>Hispanic or Latino (of any race)</u></b>	<b><u>665</u></b>	<b><u>2.5%</u></b>
Non-Hispanic or Latino	26,243	97.5%
White alone	25,424	94.5%

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

<b>COUNTY EMPLOYMENT STATISTICS</b>	
Employment (2003 average)	14,136
Labor Force (2003 average)	14,674
Unemployment (2003 average)	538
Unemployment Rate (2003 average)	3.7%

Source: State of Wyoming, Department of Employment, Research & Planning (Data as of May 2003)

**COUNTY FINANCE****Assessed Valuation (FY2002)****\$225,468,629**

Total Taxes Levied (FY2002)	\$ 15,345,534
Sales and Use Tax Distribution (FY2002)	\$ 13,875,224
Bank Deposits (12/31/2002)	\$104,385,000
FY2002 Average County Levy (mills)	68.061

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

<b>FULL TIME AND PART TIME EMPLOYMENT</b>	<b>2001</b>
Wage and salary	12,327
Proprietors	4,473
Farm	773
Forestry, fishing, related activities	199
Mining	195
Utilities	(D)
Construction	1,536
Manufacturing	394
Wholesale trade	(D)
Retail Trade	2,255
Transportation and warehousing	595
Information	214
Finance and insurance	663
Real estate and rental and leasing	651
Professional and technical services	947
Management of companies and enterprises	(D)
Administrative and waste services	(D)
Educational services	152
Health care and social assistance	1,511
Arts, entertainment, and recreation	334
Accommodation and food services	1,534
Other services, except public administration	979
Government and government enterprises	3,078
<b>TOTAL</b>	<b>16,800</b>

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

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

<b>EARNINGS (000s of \$):</b>	<b>2001</b>
Wage and salary	\$307,893
Proprietors	\$83,204
Other Labor Income	\$39,593

Farm	\$4,399
Forestry, fishing, related activities	\$2,906
Mining	\$17,579
Utilities	(D)
Construction	\$37,453
Manufacturing	\$11,359
Wholesale trade	(D)
Retail Trade	\$40,449
Transportation and warehousing	\$28,166
Information	\$6,821
Finance and insurance	\$21,037
Real estate and rental and leasing	\$8,924
Professional and technical services	\$28,702
Management of companies and enterprises	(D)
Administrative and waste services	(D)
Educational services	\$2,030
Health care and social assistance	\$40,429
Arts, entertainment, and recreation	\$6,134
Accommodation and food services	\$22,846
Other services, except public administration	\$14,823
Government and government enterprises	\$116,637
<b>TOTAL</b>	<b>\$430,690</b>

<b>SALES TAX COLLECTIONS</b>	<b>FISCAL 99</b>	<b>FISCAL 00</b>	<b>FISCAL 01</b>	<b>FISCAL 02</b>	<b>FISCAL 03</b>
Agriculture	\$79,030	\$87,180	\$108,742	\$74,038	\$100,285
Mining	\$141,200	\$224,563	\$525,305	\$1,465,725	\$1,096,476
Construction	\$328,472	\$416,781	\$375,555	\$665,283	\$461,990
Manufacturing	\$748,740	\$1,027,181	\$915,134	\$923,307	\$1,092,458
Transportation (TCPU)	\$1,699,999	\$1,528,369	\$2,083,868	\$1,960,698	\$2,143,183
Wholesale Trade	\$1,018,779	\$1,238,351	\$1,571,217	\$1,696,876	\$1,482,965
Retail Trade	\$10,052,240	\$11,029,207	\$11,721,549	\$12,978,615	\$13,039,913
Finance (FIRE)	\$13,196	\$19,577	\$18,564	\$13,390	\$18,830
Service	\$2,234,257	\$2,428,537	\$2,524,150	\$2,995,871	\$3,151,953
Government	\$2,052,284	\$1,895,427	\$2,415,818	\$2,362,667	\$2,400,522
<b>TOTAL</b>	<b>\$18,368,197</b>	<b>\$19,895,172</b>	<b>\$22,259,902</b>	<b>\$25,136,471</b>	<b>\$24,988,577</b>

Source: State of Wyoming, Department of Revenue

<b>PERSONAL INCOME</b>	<b>1997</b>	<b>1998</b>	<b>1999</b>	<b>2000</b>	<b>2001</b>
Total Personal Income (000s \$)	\$649,937	\$700,297	\$721,447	\$769,169	\$825,668
Per Capita Income	\$24,907	\$26,688	\$27,402	\$28,907	\$30,949
Per Capita Transfer Payment	\$3,501	\$3,492	\$3,537	\$3,704	\$3,957
Per Capita Dividend, Interest, Rent	\$8,776	\$10,195	\$10,315	\$11,028	\$11,400

<b><u>LANDOWNERS</u></b>	<b>Acres</b>	<b>Square Miles</b>
United States Government	0	0.0
National Park Service	393,627	615.0
Forest Service	711	1.1
Fish and Wildlife	48,073	75.1
Bureau of Land Mgt.	0	0.0
Bureau of Reclamation		
Wyoming	212,095	181.2
State Lands Comm.	42	0.1
Recreation Comm.	8,507	13.3
Game and Fish		
Local Govt.	0	0.0
County	0	0.0
City	0	0.0
School Dist. & Colleges	2,782	4.3
Other Lands	569,681	890.1
Total Public	1,050,799	1,641.9
Total Private	14,445	22.6
Surface Water		

**SELECTED STATISTICS: SCHOOL YEAR 2001 - 2002**

Number of School Districts	3
Number of Schools	23
Wyoming Fall Enrollment, 2001	4,248
High School Graduates, 2002	315
Average Daily Membership (ADM)	4,180
Average Daily Attendance (ADA)	3,943
Certified Teachers	378
Certified Staff	52
Classified Staff	284
Administration	31
Students Transported Daily	1,897
Bonded Indebtedness, 6/30/2002	\$1,155,000
Total General Fund Revenues	\$34,205,284
Total General Fund Expenditures	\$35,755,859
Operating Cost Per ADM	\$12,341

### SHERIDAN COUNTY CLIMATE (Annual Averages)

Precipitation (inches)	15.9"
Snowfall (inches)	67.8"
Temperature (degrees F)	45.2
Date of Last Freeze	May 21
Date of First Freeze	Sept. 21

<b><u>CRIME INDEX OFFENSES BY CONTRIBUTOR: 2002</u></b>	
Murder	1
Forcible Rape	1
Robbery	3
Aggravated Assault	17
Burglary	68
Larceny-Theft	511
MV Theft	20
Violent Crimes	22
Property Crimes	599
Total	621

*Source: State of Wyoming, Attorney General's Office, DC*

### SHERIDAN COUNTY MAJOR EMPLOYERS

<b>Employer</b>	<b>Product/Service</b>	<b>Employment</b>
School District #2	Education	470
VA Medical Center	Medical	385
Memorial Hospital	Medical	332
Wal-Mart	Retail	265
Sugarland Enterprises DBA Holiday Inn	Lodging	255
Burlington Northern	Railroad	206
City of Sheridan	Government	185
RENEW	Medical	175
School District #1	Education	159

## Telecommunications

### Available Services:

#### **Advanced Communications Technology, Inc. (ACT)**

60 West Seymour Street  
Sheridan, WY 82801

Phone: (307) 673-0910

Fax: (307) 673-0910

Website: [www.actaccess.net](http://www.actaccess.net)

*Services offered: (Sheridan only) Local & Long Distance Service, ISP, ATM, Frame Relay, Ethernet, Web Services, DSL, T1, T3, SONET, Key/PBX.*

#### **All West Communications**

P.O. Box 588  
Kamas, UT 84036

Phone: (435) 783-4361

Fax: (435) 783-4928

Website: [www.allwest.net](http://www.allwest.net)

*Services offered: (Clearmont, Dayton, Ranchester, Sheridan) Web Hosting*

#### **Contact Communications**

937 West Main Street  
Riverton, WY 82501

Phone: (307) 856-0980

Fax: (307) 856-1499

Website: [www.contactcom.net](http://www.contactcom.net)

*Services offered: (Banner, Claremont, Dayton, Ranchester, Sheridan, Story) 56 & 64 Data Connections, Frame Relay, ISP, Network Security, PBX, Web Hosting, Private Line, T-1, Wireless Data*

#### **Net Wright LLC**

P.O. Box 1747  
Riverton, WY 82501

Phone: (307) 857-5800

Fax: (307) 857-1053

Website: [www.netwright.net](http://www.netwright.net)

*Services offered: (Dayton, Ranchester, Sheridan) 56 & 64 Data Connections, Frame Relay, T-1, Web Hosting*

#### **Qwest Communications**

103 North Durbin, Room 1  
Casper, WY 82601

Phone: (307) 234-1107

Fax: (307) 235-2618

Website: [www.qwest.com](http://www.qwest.com)

*Services offered: (Dayton, Ranchester, Sheridan) 56 & 64 Data Connections, ATM, Centrex, Digital Switched Services, DSL, Frame Relay, ISDN-BRI, PBX, Private Line, T-1, Web Hosting*

#### **Range Telephone Cooperative**

2325 East Front Street  
P.O. Box 127  
Forsyth, MT 59327

Phone: (406) 347-2226

Fax: (406) 347-2401

Website: [www.rangetel.com](http://www.rangetel.com)

*Services offered: (Arvada, Clearmont, Decker, Southeast Sheridan) Local & Long Distance Service, ISP, Web Services, Key/PBX, T1*

#### **Visionary**

P.O. Box 2799  
Gillette, WY 82717

Phone: (888) 682-1884

Fax: (307) 682-2519

Website: [www.vcn.com](http://www.vcn.com)

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

*Source: Wyoming Interactive Business Center, Wyoming Business Council*

## Power Cost

<b>Weighted Average Cost per kWh of Power</b>	<b>2001</b>
Cents per kWh of industrial power	3.26
Cents per kWh of commercial power	5.14
Cents per kWh of residential power	6.58

	Industrial	Commercial	Residential
Big Horn County Electric Cooperative, Inc. (2000) 303 South Mitchell Hardin, MT 59034 (406) 665-2830	N/A	7.79	6.88
Big Horn Rural Electric Company (2000) 1187 Perkins Lane Lovell, WY 82431 (800) 564-2419	4.08	6.06	7.78
MDU Resources Group, Inc. (2001) 918 East Divide Avenue, Schuchart Building Bismarck, ND 58506 (701) 222-7900	5.76	5.71	7.61
PacifiCorp (2001) 825 NE Multnomah Portland, OR 97232 (888) 221-7070	3.24	5.14	6.44
Powder River Energy Corporation (2001) 1095 East Brundage Lane Sheridan, WY 82801 (307) 674-6466	3.38	5.02	6.71

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

## Transportation

### 1. Airport:

Sheridan County (SHR)  
2 miles southwest of Sheridan  
Commercial Service: Great Lakes (United Express)  
Daily flights to: Denver  
Fixed Base Operators: Big Horn Airways  
Runways: 8,300 x 100 ft., asphalt  
5,037 x 150 ft., asphalt

### 2. Railroad:

Burlington Northern Santa Fe



## Taxes

1. No corporate state income tax.
2. No personal state income tax.
3. No inventory tax.
4. Sheridan County has a 6% sales and use tax (statewide base of 4% plus 1% optional county tax plus 1% capital facilities tax). *Source: Wyoming Department of Revenue, Excise Division (January 2002)*
5. Unemployment Insurance – taxable base rate of \$14,700. Tax rates by industry grouping – WY Dept. of Employment. (<http://wydoe.state.wy.us/doe.asp?ID=575>)
6. Workers' Compensation – rates vary by occupation and can be found at <http://wydoe.state.wy.us>.
7. Property taxes. Average tax rate in Sheridan County is 6.7311%.  
*Source: Wyoming Department of Revenue, Ad Valorem Division (September 2001)*

### **Tax computation:**

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

**Example:** Tax on a commercial facility valued at \$1,000,000 is as follows: \$1,000,000 x 0.095 = \$95,000 x 0.067311 = \$6,395.

Sheridan, Wyoming  
January 26-30, 2004  
RESOURCE TEAM MEMBERS

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State Historic Preservation Office  
2301 Central Avenue  
Cheyenne, WY 82002  
(307) 777-3418  
[nweide@state.wy.us](mailto:nweide@state.wy.us)

**Community Contact:**

Michelle Sullivan, Director  
Daniels Fund Wyoming  
201 East Fifth  
Sheridan, WY 82801  
307-673-1987

## **Sheridan Community Assessment Schedule**

### **Monday, January 26, 2004 (Full Team)**

10:00am	Team Check-In	Holiday Inn
11:00am	Team Meeting	Holiday Inn
1:00pm	Community Tour	

### **Monday, January 26, 2004 - Team 1**

3:00pm	Renew Faculty & Staff	Renew Facility
4:30pm	Faculty & Students	Sheridan College: CTCL
6:00pm	Financial Sector	Holiday Inn

### **Monday, January 26, 2004 - Team 2**

4:00pm	Educators/Youth/Parents	Holiday Inn
5:00pm	Social Services	Holiday Inn
6:00pm	Educators/Youth/Parents	Holiday Inn

### **Tuesday, January 27, 2004 – Team 1**

8:00am	Development/Retail	Holiday Inn
9:00am	Business/Economic Development/Retail	Holiday Inn
11:00am	Agriculture	Holiday Inn
12:00pm	Government Services Sector	Holiday Inn
2:00pm	Non-Profits	Holiday Inn
3:00pm	Professional Services	Holiday Inn
4:00pm	Educators/Youth/Parents	Holiday Inn
5:00pm	Citizens/General Public	Holiday Inn

### **Tuesday, January 27, 2004 – Team 2**

7:15am	Medical Community	Memorial Hospital
9:30am	Sheridan High School Students	Sheridan High School
12:00pm	Wyoming Saw Mill	Wyoming Saw Mill
3:15pm	Medical Community	Memorial Hospital
5:00pm	General Public	Holiday Inn
6:00pm	Arts / Leisure	Holiday Inn

**Wednesday, January 28, 2004 – Team 1**

7:30am	VA Employees	VA Medical Center
10:00am	Social Services	Holiday Inn
12:00pm	Industry, Mining/Mineral Extractive, Railroad	Holiday Inn
1:30pm	Wyoming Girls School Staff	Wyoming Girls School
3:30pm	VA Employees	VA Medical Center
5:00pm	Citizens/General Public/Retail	Holiday Inn
6:00pm	General Public	Holiday Inn

**Wednesday, January 28, 2004 – Team 2**

8:00am	General Session	Holiday Inn
9:00am	Retired	Holiday Inn
10:00am	Civic Organizations	Holiday Inn
11:00am	Utilities Industry	Holiday Inn
1:00pm	Sheridan Ministerial Assoc.	Holiday Inn
2:00pm	General Session	Holiday Inn
3:00pm	Environmental	Holiday Inn
4:00pm	Recreation/Tourism Industry	Holiday Inn
5:00pm	Construction, Builders, Realtors	Holiday Inn
6:00pm	Young Adults	Holiday Inn

**Thursday, January 29, 2004 (Full Team)**

8:00am	Citizens/General Public	Holiday Inn
10:00am	Senior Citizens	Knights of Columbus
1:00pm	Prepare for Town Meeting	Holiday Inn
7:00pm	Town Meeting	Holiday Inn

## **WHAT WE HEARD FROM WHAT WAS SAID** **(MAJOR THEMES)**

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

### **Available/affordable housing**

- entry level
- rehab and downtown
- senior transition
- clean up
- westernization
- rental

### **Economic development**

- career opportunities
- livable wages
- clean industries
- business/industrial park

### **Coordination and implementation of master plan**

- shared vision for Sheridan
- leadership issues
- resistance to change
- balance development/open space
- review and consistent enforcement of zoning/code issues

### **Infrastructure**

- water
- sewer
- paved streets
- traffic control
- public transportation: bus, rail, air: in & out of Sheridan

### **Coordination/communication between different groups**

- city
- county
- state
- federal
- agriculture
- young adult
- foundations/non-profits
- civic
- hospital/medical community

social services  
faith-based groups

### **Health of community**

drug/alcohol problems/solutions/tolerance  
Childcare  
health care facilities/issues  
urgent care: 24/7

### **Supporting young adult community**

activities  
opportunities  
inclusion in the process

### **Community Projects**

new fairgrounds  
4-year college  
community beautification  
complete bike/walking path  
recreation center  
performing arts center  
events center  
convention center  
development of Sheridan as heritage tourism destination: historic sites,  
historic downtown, local museums  
large statue of liberty

## **RESOURCE TEAM ASSESSMENT REPORTS SUBMITTED BY INDIVIDUAL TEAM MEMBERS**

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**Small Business Development Center**  
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**Laramie, WY 82071**  
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[debk@uwyo.edu](mailto:debk@uwyo.edu)

**Introduction:** First, I would like to thank the steering committee for doing an excellent job in organizing all the sessions. They did a very thorough job of inviting all sectors of the community. It was well organized and made our job easier.

Also, thanks to the community for participating and providing candid and honest feedback. Sheridan is a beautiful city and it is evident the citizens enjoy living there for many reasons. The community has some unique assets not seen in most communities in Wyoming. I knew it was a community rich with foundations and giving, but not to the extent witnessed through the city tour and feedback. This community is lucky to have 43 foundations that provide so much to the community and its citizens.

Even though every community is unique, this community like many others expresses similar challenges and issues: brain drain (youth leaving the state), substance abuse, more diverse retail shopping, become a more viable tourist destination, affordable housing, and livable wages. Despite some of the challenges, which came to light through the listening sessions, it seems to me, that Sheridan is a community that is ripe for progressive and positive changes. Citizens recognize that change will happen, but they want to channel that change for the good of Sheridan and its citizens, not allow the change to happen haphazardly.

We heard many times that this community has already done an assessment. How is this assessment different than the others? Is this going to be another assessment where nothing happens? These are legitimate questions. I reviewed all the assessments, surveys, studies that I found or was made available to me. And there are many consistent themes that resonate in all of them, that strengthen the validity of the challenges facing Sheridan. Pursuing these different channels, demonstrates a community who recognizes that change is happening, that there are problems and challenges and that at the same time opportunities and the need to find solutions and action steps. I applaud the individuals who have jumped in the middle and taken action. The steering committee is comprised of motivated and enthusiastic individuals and I believe they will guide this process through some successful projects. I look forward to working with the steering committee and the citizens of Sheridan in the follow-up session.

## **Theme: ECONOMIC DEVELOPMENT**

**Challenge:** It is very difficult to live in Sheridan where one person can work and make a livable wage to support a family.

**Solution:** I have seen this issue come up repeatedly in other community assessments. There are a many ways to approach this and some of my team members have already discussed developing new start-up businesses, promoting entrepreneurship and other ideas. I am going to take a different approach. I am sure it doesn't come as a shock that many if not all states are struggling with this same issue. States are trying many things, such as raising minimum wages through legislative avenues, city ordinances and encouraging small businesses to increase wages. Of course, these avenues may not be popular with some people, but I mention these ideas as other alternatives.

The best example I found is in Vermont with the Vermont Livable Wage campaign. Their website claims many victories. On the left hand side of their web page, click on Mission & Members. The committee members may give ideas of potential partners to work with on a similar campaign in Wyoming. The oldest and largest grassroots organization is The Association of Community Organizations for Reform Now (ACORN). ACORN can provide materials and strategies to assist new campaigns. They have been in operation for more than 30 years and they also host the National Living Wage Training Conference. View their websites for a list of successes and organizing information. There is quite a bit of information on the Internet on this subject.

### **Resources:**

Vermont Livable Wage Campaign <http://www.vtlivablewage.org/lwvictories.html>

ACORN <http://www.livingwagecampaign.org/>

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## **Theme: ECONOMIC DEVELOPMENT**

**Challenge:** Need more businesses and clean industries in Sheridan.

**Solution:** Not only did people in the listening sessions express that they would like to see more businesses and industries established in Sheridan, but they want clean, more environmentally friendly businesses and industries. This is the trend and it is gaining more attention.

This is an area that the Small Business Development Center is particularly interested in and will provide more information and workshops in the near future. The SBDC Region V office, Judith Semple director, is a specialty center for recycling and recycling businesses. Judith can assist businesses with a variety of issues pertaining to recycling. Carol Stark with the Mid-American Manufacturing Technology Center (MAMTC) provides pollution prevention assessment for businesses. This includes waste reduction, recycling, generating less hazardous waste and chemical substitution with more environmentally preferable materials. She relayed to me that the Plastics Industry is noted as one of the cleanest industries. It involves taking a plastic material and applying heat,



then products are formed through the use of injection molding or extrusion. Plastics are easily recyclable as well. There are many resources on the Internet to peruse in this area as well. I added a web address for a small sampling of resources involving environmental businesses.

**Resources:**

SBDC

Judith Semple

222 S.

Gillette Avenue, Suite 402

Gillette, WY 82716

307-682-5232 (office) 888-956-6060 (toll free in Wyoming)

[sbdc@vcn.com](mailto:sbdc@vcn.com)

MAMTC

Stark, Carol J.

300 South Wolcott, Suite 300

Casper, WY 82601

307-234-2687 (office) 307-262-6987 (cell)

[cjstark@bresnan.net](mailto:cjstark@bresnan.net)

Internet resources for Environmental Businesses

<http://www.libsci.sc.edu/bob/class/clis748/Studentwebguides/fall02/myers.html>

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**Theme: ECONOMIC DEVELOPMENT**

**Challenge:** The Sheridan area has many historic sites, outdoor recreation opportunities and other attractions and should be able to attract more tourists. Sheridan needs to capitalize on its strengths and become more known as a destination point.

**Solution:** The trend, especially since 9-11, is more people are vacationing within the U.S., traveling closer to home, family-oriented vacations, and more outdoor recreation. The Sheridan area is rich with historic sites and outdoor activities. Marketing effectively can go a long ways to promote an area. Probably the chamber, tourism bureau, and the local ED professionals already have a good understanding of the profile of people visiting the area. To better understand the target market to attract vacationers to Sheridan, I would encourage the Sheridan Tourism staff to contact Judith Semple with the SBDC or Dave Spencer with the WBC. They can request a research analysis be done with the SBDC Market Research Center. This is a free service and a great deal of information can be obtained.

Again I visited the Internet and checked out the Sheridan Convention and Tourism bureau website. I really was intrigued by the ability to add a vacation package by a business. I was thinking a great deal about tourism in Sheridan while I was flying out to Washington, DC last week. In one of the listening sessions (young adult session), it was

mentioned that Sheridan should sponsor an event or an attraction that no other community offers. Many wild ideas came out of that. But, I found myself thinking about that brainstorming session and coming up with some ideas of my own and would like to share them. Anyone is welcome to use these ideas if you like them. Contact me if you would like me to expand on an idea.

The Medicine Wheel Garden - Sheridan is blessed with many parks, and we were able to tour a couple of them. One of the numerous parks in Sheridan, could highlight a medicine wheel garden. This garden could embody several aspects. Indigenous plants, possibly those of importance to Native Americans, interpretive trail markers stating how certain plants were or are an important aspect of Native American life, and the wheel itself should be constructed of native rock. The medicine wheel garden can be a tool to bring tourists in to Sheridan and allow tourists to have a greater understanding of the Medicine wheel in the Bighorns. There are a few books available on the subject. I referenced one in the resource section. Parks are mainly considered for recreation, but they can also provide an educational component, and meditative environment.

Historic reenactment week—It already appears that you do sponsor tours and living history activities during the summer and other times of the year. It appears that last year, most of these activities were for one day. Expand these activities for a whole week, and promote this event to an identified target market. The Wyoming Tourism Division and the Market Research Center can help identify the target market. Not only tours, but provide an area where vendors can sell products and foods of the time period. Different attractions and presentations can be highlighted throughout the week—1800's cavalry/infantry clothing exhibits and presentation (UW Historic Clothing Collection, Wyoming Historic Sites personnel), shooting/gun/artillery exhibits and demonstrations, horsemanship demonstrations, and many other exhibits or demonstrations indicative of the time period. With all the wonderful golf courses in the area, a themed golf tournament may be an attractive draw as well. "Custer's Last Stand tournament" or "The Wagon Box Fight tournament." Each hole could sponsor a "themed-prize" and the last man/woman with the best score (standing) wins a year pass or local vacation package (winner's choice). "Nurturing the Spirit" Self-guided trips or "packaged vacation trips" in the Bighorn Mountains. These packaged trips could be done via vans or buses, bikes or horseback. A myriad of educational workshops in the summer pertaining to the wildlife, wild flowers, geography, fossils, backpacking/hiking/bike experience trails, sleeping under the stars (astronomy of the summer skies in the mountains with a midnight hike) and even how to cook outdoors such as a bbq or dutch oven cookout. It doesn't matter if you are a small business or a community enticing tourists, marketing is everything you do—talking to someone on the street, brochures, websites, or a national marketing campaign.

Many things can be done to strengthen and promote tourism for Sheridan and the surrounding area.; Branding and positioning Sheridan as a tourist destination; Evaluating existing marketing materials and methods; Develop a marketing plan; Understanding target market; Collaborating with a variety of partners (small businesses, non-profit,

county, city, etc) Contact one of the people listed in the resource section for more information.

**Resources:**

Contact Judith Semple or Dave Spencer to make a request using the Market Research Center's services:

SBDC Judith Semple

222 S. Gillette Avenue, Suite 402

Gillette, WY 82716

307-682-5232 (office) 888-956-6060 (toll free in Wyoming)

WBC

Dave Spencer

[Dspencer@wysbc.com](mailto:Dspencer@wysbc.com)

307.685.0283 (office) cell 307.689.1320

The Medicine Wheel Garden: Creating Sacred Space for Healing, Celebration, and Tranquility by E. Barrie Kavasch .

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**Theme: COORDINATION AND IMPLEMENTATION OF A MASTER PLAN**

**Challenge:** Our conclusion, after all the listening sessions were over, that there didn't appear to be a master plan and too many decisions seemed to be made without coordination between the city and county pertaining to zoning, unplanned growth of the community, leadership and various other issues.

**Solution:** After our town meeting on the last day of our assessment, someone commented that a master plan does exist. I visited the Sheridan website and read through the themes, goals and implementation strategies of all the activities associated with the Growth Management Plan. Every one of the themes and goals outlined in the Plan, continue to be the same themes and goals we heard through the listening sessions. There are many excellent implementation strategies detailed in this Plan.

It appears the activity stopped around January 2001 or at least reporting on the progress of the Master Plan. Further investigation shows that the County Commissioners asked the Sonoran Institute to help them with the implementation and realization of the goals outlined in the Plan. Last fall, the Sonoran Institute held three workshops in Sheridan and from the work that resulted from those workshops put together recommendations and action steps. I commend the people involved for continuing this effort.

The only recommendation I would make is to echo what is in the report. I would like to emphasize (also in the report) that regular meetings be held on a consistent basis with all

of the city and county and state partners, and refer to the report and the Master Plan often. This working document will keep the progress focused.

I would also recommend updating the progress on the website. This allows the public to be informed and shows commitment and progress. Many of the people involved with the working sessions through the Sonoran Institute were also involved with this community assessment. The recommendations that this report makes can be coordinated with the recommendations from the various other assessments, surveys, and studies done in the past five years (including ours) and pull out the major themes and recommendations to incorporate in one Master Plan. This recommendation could be one of the action steps in the follow-up meeting we will have in Sheridan in March or April.

Most importantly, continue what you already have started. Many times we approach projects very enthusiastically in the beginning. We pour a great deal of energy and time into it, and once it looks like you have determined your goals and the process seems to be on its way, then often what happens is we step back and resume what we were doing or start new endeavors. I just want to emphasize a paragraph written into your 2001 Plan—Goal D Background states: “A Growth Management Plan is not a static, one-time document. To be effective in guiding growth and development, the Plan must be kept current with the issues and priorities of the communities of Sheridan County.”

Lastly, the only thing I would add to this topic is what kind of a community do you want Sheridan to be? I didn’t see a vision or mission statement anywhere mentioned in the 2001 Plan or the work done by the Sonoran Institute. I saw lots of goals, themes, recommendations, etc, but not a vision or mission statement. If you have one, that’s great! If you don’t, I think the assessment steering committee would be a good place to start to develop one. This statement will help keep you focused as you continue to work on the growth and development of the Sheridan community in the future.

**Resources:** The Sonoran Institute Final Report can be found on the Sheridan College, Center for a Vital Community website: <http://cvc.sheridan.edu>

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## **Theme: COORDINATION/COMMUNICATION BETWEEN DIFFERENT GROUPS**

**Challenge:** Through the listening sessions it appeared that many groups, organizations and individuals need to find more effective means to communicate, and to coordinate activities and just to inform others of programs, educational opportunities and services available.

**Solution:** Our committee received a tremendous amount of community information to review. I was impressed with the diversity and number of services available to this community. As I was looking through all this information, I wondered if all of these services have a compilation or notebook with contact info and program description of each agency or organization in the Sheridan area? If not, can this be made available to all agencies? This is an extremely resource rich community. If there is not already a

community resource council, which meets every month, I think this would be an excellent means for communication and coordination of activities for citizens. It is easy to overlook other services that could potentially assist one's clients.

**Resources:** Please review other community assessment reports for ideas of similar issues: [www.wyomingcommunitynetwork.com](http://www.wyomingcommunitynetwork.com)

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### **Theme: HEALTH OF COMMUNITY**

**Challenge:** Sheridan, like many other communities, experiences substance abuse issues.

**Solution:** Drug and alcohol problems with most age groups were mentioned many times. I have done three community assessments of cities/towns located next to an interstate and these seem to be communities who are really voicing concern over drug problems. Reviewing all the materials received from the steering committee, there seems to be many agencies addressing substance abuse.

There are many initiatives and programs available for substance abuse, but I am a strong believer that peers and parents have the most influence. A new initiative sponsored through the U.S. Department of Health and Human Services was released recently. "The Office of National Drug Control Policy (ONDCP) announces a new campaign that harnesses the power of peers and parents to stop youth drug use. This initiative takes a new approach to reducing teen substance abuse by focusing on those closest to youth drug users." Ask your local agencies if this is a program they will be implementing. I would recommend doing an inventory of prevention and intervention programs available in the community. Part of the problem may just be communication. Provide a way to educate the community on programs available and agencies who can help.

**Resources:**

The Office of National Drug Control Policy (ONDCP): <http://www.health.org>

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### **Theme: SUPPORTING THE YOUNG ADULT COMMUNITY**

**Challenge:** A big concern not only for Sheridan, but also for much of the state, is the out migration of our educated young adults. Lack of jobs, low pay, affordable housing are just some of the challenges expressed by this group.

**Solution:** I think most people understand that it is a normal process that if you grow up in a community, one of the first things you do as a young adult is to leave and "experience the world." The young adults who attended the listening session commented they have left, but they have come back and want to stay in Sheridan, but it is difficult because of affordable housing and the availability of professional jobs or at least jobs, which will pay livable wages. Sometimes, it is more than a job, it is a culture that they enjoy. So to attract young adults, you need to get young adults involved and build a community, which appeals to young adults.

There were several interesting items mentioned that intrigued me. Closing off part of the downtown and make it a pedestrian only access. (The town is already graced with beautiful historic buildings and recently displayed sculptures). Converting many of the spaces in the top floors of the buildings downtown into apartments (we realize infrastructure issues make this difficult). Connecting and extending the bike/walking paths not only within the city, but also towards the mountains. Build a multi-events center to bring in more concerts and other cultural arts events. Create an entrepreneurial climate conducive for start-up companies. What can the city do to entice or incentive start-up companies? These young adults need to be invited to serve on planning committees, boards, and various other decision-making avenues. You will find their ideas progressive, energetic, “somewhere out there,” but always refreshing!

**Resources:** Please review other community assessment reports for ideas:  
<http://www.wyomingcommunitynetwork.com>

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### **Theme: COMMUNITY PROJECTS**

**Challenge:** Many citizens would like to see Sheridan College expanded to a four-year institution.

**Solution:** The Sheridan Community College is recognized as wonderful asset to the community, and many people would like to see it expanded to a four-year college. A four-year institution is a very expensive endeavor. The University of Wyoming operates on a budget of approximately \$175 million dollars a year. I think most citizens would like to see their community colleges expanded into four-year colleges. I heard these same sentiments in Rock Springs as well. Sheridan College is already noted for its excellent dental hygiene and vocational programs. Expand some of the programs already in existence and market these programs effectively to become more recognized on a regional and national basis.

**Resources:** No resources

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**Wyoming Business Council**  
**300 S. Wolcott, Suite 300**  
**Casper, WY 82601**  
**307.577.6012**  
[selled@state.wy.us](mailto:selled@state.wy.us)

**Introduction:** The week spent in Sheridan as a member of the Community Assessment team gave me the opportunity to appreciate what you have in the community, why your pride shows so well, and why you choose to live in this unique part of Wyoming.

Sheridan shows very well, the community appears to be well maintained and affords an attractive mix of Victorian and Old West atmosphere combined with a modern and progressive flair.

I commend the "setup" team that acted as our hosts and conducted the preliminary marketing and preparation. The turnout was great and I believe we accumulated commentary from a reflective cross section of the community population. Additionally, I was impressed by the participant's openness with us. I can assure one and all that you have a diversity of opinion and talent in the community that can be used to your advantage as you proceed with pursuing community projects of your choosing.

Thank you for your hospitality.

### **Theme: ECONOMIC DEVELOPMENT**

**Challenge:** Jobs for the young, as well as the old! Opportunities for employment for those who wish to stay, return, or relocate to the Sheridan area.

**Solution:** One of the keys to job creation in any area is business creation. Some of the hardest things to identify in any economy are entrepreneurial endeavors with promise of success and job creation. The Business Challenge program is one method of encouraging start-up ventures, evaluating them, and providing incentives to assist them during the startup phase. The beauty of the Business Challenge program is that it can be customized to "target" opportunities that the sponsoring body may choose to pursue. In simple summary, the Business Challenge program that you design can target particular industries, age groups, SIC codes, etc., etc. limited solely by the organizers desires. It can be used to ferret out particular types of industries and could even be adaptable to outside recruiting programs. The Business Challenge is a business plan contest. The winner is "granted" a prize package consisting of contributed "in-kind", as well as "monetary" assistance for use during the start up phase of the business. The amount of the grant is limited solely by the participation of the business community. Most communities, who are utilizing the Business Challenge or an offshoot of the program, offer the opportunity on a yearly basis. The concept is flexible and adaptable to a myriad of situations and targets.

**Resources:** Primary contact for further information on the Business Challenge program is:

David Spencer

Regional Director, Wyoming Business Council

Dspencer@wysbc.com

307.685.0283 cell 307.689.1320

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### **Theme: ECONOMIC DEVELOPMENT**

**Challenge:** Jobs for young adults, opportunities for increased employment options in the Sheridan area.

**Solution:** Recruiting new businesses to an area can be quite challenging. One method that might be of interest would be to start looking for opportunities to purchase small businesses from other areas of the country and relocate them to the Sheridan area. There could be several advantages to this method of increasing the area job base including:

- **Selectivity:** You can focus your concentration on businesses that would be considered compatible to your environment, your workforce, and your vision for the area's future.
- **Established markets:** One of the advantages of established businesses vs. start-ups is the existence of an existing market. While market expansion is always a goal, an existing market can provide the necessary cash flow to "keep the wheels on" during the transition.
- **Local ownership:** This concept allows for local ownership and oversight convenience for the owner(s), and offers them the option of self-employment or oversight of hired management, etc. Pride of ownership can drive the value of many small concerns. Starting this method of recruiting simply consists of networking with local businesspersons, residents, groups, etc. There may be individuals or groups that would consider purchasing particular types of businesses that might enhance what they are currently involved in, satisfy an unfilled desire, fulfill and unavailable need, or just give them something to be involved in. It may entail holding an open quarterly meeting to present opportunities similar to a Venture Club meeting, or it could simply be accomplished with an informal network of referral.

**Resources:** The internet opens up multiple sources for information on businesses for sale, by type, including: [www.bizbuysell.com](http://www.bizbuysell.com) and [www.businessesforsale.com](http://www.businessesforsale.com). Additionally, many recruiting trips and efforts reveal purchase opportunities, as do tradeshow contacts. Operating businesses in the area are also sometimes good resources as they are in continual communication with peers and suppliers located in a variety of places.

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## **Theme: YOUNG ADULTS**

**Challenge:** Retaining young adults in the community; attracting a trained and educated workforce; getting the younger citizens involved.

**Solution:** One of the major strengths of Sheridan, mentioned over and over, is Sheridan College. While we had the opportunity to listen to several impressive young adults from the Sheridan area, the student population of the college seemed to be somewhat removed. This appears to be typical in most Wyoming communities where Community Colleges are located.

Pulling those students into the community activity can provide an excellent resource for recruiting and retaining a viable workforce for the future. When a person feels involved, and welcome, they become more apt to remain or return to that place when the opportunity presents itself. While these students are in college there seems to be a great opportunity to introduce them to the assets and benefits associated with being a part of the community.

I hope that community orientation, welcome, and appreciation functions are occurring regularly.

I would also suggest that local service clubs and other organizations include the college students in as many of their activities as possible. If there is a Key Club or similar organization(s) on campus they are great for community contact points. A suggestion might be to take a day, or even a week, to involve college students in a city government activity similar to the Boys and Girls State activities. This would familiarize them, acquaint them, and provide them some limited ownership and interest in the community that may encourage them to stay, or return upon completion of their education.

**Resources:** Personal concept. I am more than willing to discuss and consult on development if there is interest.

Steve Elledge

Wyoming Business Council

307.577.6012 cell 307.262.6346

[selledge@wysbc.com](mailto:selledge@wysbc.com)

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## **Theme: ECONOMIC DEVELOPMENT**

**Challenge:** Encouraging youth to entertain thoughts of starting and running their own businesses. Promoting entrepreneurship in the community. Education of youth in the realities of the business world.

**Solution:** Youth entrepreneurship activities are investments in the community's economic future. It is important that these seeds are planted early, fertilized and watered, and otherwise encouraged to grow. An obvious solution is to promote youth entrepreneur

activities and encourage it. High School and college activities and organizations geared toward entrepreneurship of all kinds.

**Resources:**

Sheridan High School Business Department - DECA (Distributive Education Clubs of America) program (if available).

CANDO Youth Entrepreneurship Camp  
Douglas, WY

[www.candoyouth.com](http://www.candoyouth.com)

a summer camp for youth at the Wyoming State Fairgrounds. An enlightening and fun experience with youth from around the state with similar interest.

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**Theme: AVAILABLE/AFFORDABLE HOUSING**

**Challenge:** There is an apparent lack of affordable "entry-level" housing. Most of the affordable living quarters that are available to those just starting out in home ownership are of an age or condition that requires considerable investment in repair and maintenance in addition to the purchase.

**Solution:** This housing issue will be addressed by those much more knowledgeable than me on the subject. However, given the vast non-profit foundation resources that appear to be available in the Sheridan area, it would appear that there might be some sort of a "foundation community" opportunity to participate in a starter-housing co-op of some sort. Possibilities might include a "domicile ready" section of land (developed subdivision with streets & utilities in place) with low cost parcels available for home construction. Subsidized lots, or even "land grants" could substantially lower the cost of a new two or three bedroom ranch style home that would be attractive to those young families just starting out. There are likely many creative ways that a foundation co-op of sorts might be able to assist in kick-starting young providers on the road to becoming contributing members of the community.

**Resources:** Another personal "outside the box" concept.

Steve Elledge

307.577.6012

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**Theme: ECONOMIC DEVELOPMENT**

**Challenge:** Pursue the development of the economy of Sheridan in an acceptable, compatible, and agreeable manner that preserves the lifestyle and atmosphere of the area. Increase job opportunities in the area and increase the overall wealth of the area.

**Solution:** In addition to your local economic development organization the Wyoming Business Council has several vehicles in place to assist you with various development support and resources. Contact your Regional Director for information and/or referral on all development issues.

**Resources:**

David Spencer  
Regional Director  
Wyoming Business Council  
[dspencer@wysbc.com](mailto:dspencer@wysbc.com)  
307.685.0283 307.689.1320 (cell)

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**Theme: ECONOMIC DEVELOPMENT**

**Challenge:** Retention and expansion of local business. Increase good paying employment opportunities in the area.

**Solution:** A large majority of all jobs created nation wide come from existing small businesses in one's, two's, five's, etc. etc. These small additions are seldom noticed or celebrated, but are the anchor of job creation in any community. Every effort needs to be expended to assist these small expansions. Several entities and programs are available to assist in this effort and should be continually accessed as appropriate.

Two I would like to highlight are the Wyoming Synchronist Survey Program and the Trade Show Assistance Grant Program. The Synchronist Survey program provides a vehicle for the local Chamber of Commerce and ED group to interview local employers on a regular basis, establish communication channels and trust, and look for ways to assist the business as needed. The hardest assistance to render any operation is the assistance needed when it is proverbially "too late", usually due to a simple lack of knowledge on the part of the organization with possible assistance capability. One good way to aid in the expansion process of a business is to assist in expanding their market - helping them attain more customers.

The Trade Show Assistance Grant program provides financial and practical assistance to small companies to get them in front of new and expanding markets nationwide. A great opportunity for small businesses to attempt to get a little bit larger.

**Resources:**

Wyoming Business Council  
David Spencer  
307.685.0283  
[dspencer@wysbc.com](mailto:dspencer@wysbc.com)

Access to the Trade Show Assistance Grant program and referral to the Synchronist Survey Program.

**Jo Ferguson**  
**Wyoming Business Council**  
**214 W. 15<sup>th</sup> Street**  
**Cheyenne, WY 82002**  
**307.777.2802**  
[jfergu@state.wy.us](mailto:jfergu@state.wy.us)

**Introduction:** The Sheridan Community is ready for change.

Change toward improvement and growth is in the minds of most Sheridan residents. Creating opportunities for better housing, for young adult employment, for control of substance abuse issues, for small clean industries, for cooperation among leaders are some of the challenges that face this community.

Sheridan's wealth is in its people and their desire to make their community the best it can be.

Our team's time in Sheridan demonstrated to us that Sheridan has community pride; a cooperative community spirit; a willingness to seek help from the outside; and a conviction, in the long run, that you have to do it yourself.

Thanks to your Steering Committee and to all the residents of Sheridan and Sheridan County for the hospitality and organization shown to us during our stay. The downtown experience for me was wonderful; I believe I pumped few dollars into the economy and plan to come back soon.

### **Theme: HEALTH OF COMMUNITY**

**Challenge:** Urgent Care, except in the hospital's emergency room, is unavailable on a 24/7 basis. Participants of the listening sessions expressed concern in terms of cost and availability. Many felt that a 24/7 service would help alleviate high ER fees and would enhance medical care in Sheridan. The cohesiveness of hospital board, hospital administrators, and the medical community is of prime concern in Sheridan.

**Solution:** A possible solution would be to split the Emergency Room care into two functions; one for emergency issues and one into non-emergent cases. In Wyoming this is only done during daytime hours. No Wyoming facility has 24/7 non-emergent care. A freestanding urgent care facility might also be a solution; however issues of cost of construction and staffing may be too large to make that a reality. Additional funding from the State of Wyoming for telemedicine could help the rural healthcare issue.

### **Resources:**

Wyoming Department of Health  
Rural/Telehealth  
Lynn Weidel  
117 Hathaway Building

Cheyenne, WY 82002,  
307-777-6970;

Jan Pope,  
Federal Government Medicare Contractor  
405 S4, Glenrock, WY 82637  
307-436-0733

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**Theme: HEALTH OF COMMUNITY**

**Challenge:** Lack of outpatient clinic. Lack of after hour access to dentist and doctors. Medical services need enhancement.

**Solution:** Possible solution for some issues is telemedicine. New federal monies have come into the State Department of Health, Telehealth program. RFP's may be sent to communities later in 2004 for innovative uses of technology to enhance quality of medical service.

**Resources:**

Wyoming State Department of Health  
Telehealth  
Fran Cadez  
117 Hathaway Building  
Cheyenne, WY 82002  
307-777-5511

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**Theme: ECONOMIC DEVELOPMENT**

**Challenge:** Several listening sessions mentioned more retail and light, clean manufacturing development.

**Solution:** Recruitment and retention are important factors in gaining and keeping businesses in our communities. 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 with business plans, find capital and brainstorm strategies. Mid-America Manufacturing Technology Centers provides low cost hands-on consulting to improve profitability and business performances.

**Resources:**

Den Costantino  
Director of Business & Industry  
Wyoming Business Council  
214 W. 15th Street  
Cheyenne, WY 82002

307-777-2842  
[dcosta@state.wy.us](mailto:dcosta@state.wy.us)

Ann Krebs  
Business Retention & Expansion Program Manager  
Wyoming Business Council  
214 W. 15th Street  
Cheyenne, WY 82002  
307-777-2807  
[akrebs@state.wy.us](mailto:akrebs@state.wy.us)

Small Business Development Center  
Regional Director Judith Semple,  
888-956-6060

MAMTC  
Kevin King, Field Engineer  
307-685-0189

UW/WBC Market Research Center  
Mike Lambert  
307-766-2688

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**Theme: ECONOMIC DEVELOPMENT**

**Challenge:** Recruiting and maintaining qualified workforce in the community.

**Solution:** One of the best tools regarding workforce for new and existing businesses is the Wyoming Department of Workforce Services program: Workforce Development Training Fund Program that is being reinstated by this legislature. This program allows existing employees to advance their skills, and help new employees gain skills necessary to the operation of the business. Each applicant can receive up to \$2000 per training experience if approved by DWS .

**Resources:**

State of Wyoming Department of Workforce Services  
Dave Teubner, Division Administrator—  
Business Outreach and Training  
122 West 25th Street, Herschler Building, 2E  
Cheyenne, WY 82002  
307-777-7185  
<http://dwsweb.state.wy.us>

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**Theme: ECONOMIC DEVELOPMENT**

**Challenge:** Career opportunities for young people in Sheridan are a challenge because of lack of proper wages and availability of positions. Since the medical community is such an important part of this town's workforce, perhaps it may help to stress to our young people the new nursing career legislation that was enacted July 2003.

**Solution:** This initiative was passed to help ease the nursing shortage in Wyoming. Young men and women can apply for a loan without cash repayment by working in Wyoming as a nurse or nurse educator after the student has completed the academic program. High School counselors can help our students determine career paths.

**Resources:**

<http://legisweb.state.wy.us> Click on General Session Bill Information 2003, click on Senate Files; scroll to SF22--Nursing Education; click on Enrolled Act 90. That will give the information that will be contained in Wyoming Statutes.

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**Theme: ECONOMIC DEVELOPMENT**

**Challenge:** Training of workforce seems to be of prime importance to members of the community.

**Solution:** One of the best new training efforts in the State of Wyoming is the Quickstart Training Program. This has several modules--customer service, manufacturing, and leadership. As new businesses come into the area, these training classes can be designed to meet the needs of the employer and employee. This training can be done in conjunction with community college.

**Resources:**

Wyoming Workforce Alliance  
Kelly Schramm  
2121 Carey Avenue  
Cheyenne, WY 82002  
307-777-8903

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**Theme: HEALTH OF COMMUNITY**

**Challenge:** Day care and early childhood concerns came up in the listening sessions

**Solution:** Day care is an important part of a vibrant workforce. Mothers and fathers make better employees if they know their young ones are in a safe, caring, learning environment. Help for single parents of young children is necessary to complete the balance in the community population.

Gillette is meeting this need by providing a cooperative child care center; Cheyenne is in the process of developing a similar center. Planning and implementation of these centers

involve city officials, local economic development groups, members of industry and private sector, and support from state agencies such as Departments of Education, Workforce Development, and Wyoming Business Council.

**Resources:**

State of Wyoming Early Childhood Development Council  
Karen Mercklin, Coordinator Department of Family Services  
Hathaway Building  
2300 Capitol Avenue, 3rd Floor  
Cheyenne, WY 82002  
307-777-5878

Cheryl Selby, UPLIFT  
200 W. 17th Street  
Cheyenne, WY 82002  
307-778-8686;

Elaine Roth, NE Regional Manager Department of Workforce Services  
P.O. Box 1448  
Gillette, WY 82717  
307-682-9313

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**Theme: HEALTH OF COMMUNITY**

**Challenge:** Every listening session mentioned drug and alcohol abuse prevalence in the community. This included not only young people, but also adults and seniors. Other challenges within the substance abuse arena were lack of treatment centers for adolescents and women; not enough prevention strategies, that “0” tolerance is not embraced by the community; and that some perceive unfair enforcement.

**Solution:** Some prevention strategies are already occurring in the community with the 21st Century/SIG Grant and in the school districts. However, sustainability of these programs is important—perhaps funding can come from local foundations. The SIG grant also includes a program on tobacco prevention.

Continued education and awareness will help combat this problem. Mandated drug policies within the schools; student assistance facilitated groups; enforced athletic/activity codes of conduct; student assistance counselors; Red Ribbon activities; MADD programs can all help to make the statement that alcohol and drug use is NOT tolerated in Sheridan and Sheridan County. Drug courts, restorative justice programs, family-oriented project that are currently in place are a big step in the right direction.

Two highly recommended speakers are Dawn Gay of DEA and Alan Johnson with Jackson, Wy Police Department. Plans for a women's treatment center are underway in Sheridan.



**Resources:**

Sheridan County 21st Century/SIG Coordinator  
El Belish  
307-673-0067,

Sheridan; Dawn Gay  
US Drug Enforcement Agency  
307-772-2391

Alan Johnson of Jackson, WY Police Department

Wyoming Department of Health, Substance Abuse Division  
2424 Pioneer Avenue, Suite 306  
Cheyenne, WY 82002  
307-777-6495

**Lola Lucero**  
**USDA Rural Development**  
**1949 Sugarland Dr., #118**  
**Sheridan, WY 82801**  
**307.672.5820 ext. 4**  
[lola.lucero@wy.usda.gov](mailto:lola.lucero@wy.usda.gov)

**Introduction:** On behalf of the resource team I would like to thank the City of Sheridan for the warm, wonderful Western hospitality that was expressed during our stay. I was especially appreciative of the time, work and efforts of the Steering Committee to handle the logistics of organizing the mobile listening sessions at the various locations throughout Sheridan. The hospitality was excellent and it was evident that Michelle Sullivan and the Steering Committee took extra steps to make the assessment a success prior to our arrival.

The food was excellent and thanks to all of the citizens, businesses and students who had a part in making our stay memorable and enjoyable. The City of Sheridan can be proud of the citizens' commitment to the steady growth of their community and especially the concern for the youth of community. The Sheridan downtown area is vibrant and impressive. The businesses should be commended for taking the initiative to form a Special Improvement District to finance the enhancement during the reconstruction of Main Street.

This report is organized around the major themes identified by the resource team.

### **Theme: INFRASTRUCTURE**

**Challenge:** A large amount of the citizens of Sheridan addressed the topic of the infrastructure needing up grading. The broad scope of items addressed included unpaved streets, aging water and sewer lines, bike and walking paths, and the Western beltway. Citizens expressed concern over the “crisis management” mode of handling the deteriorated infrastructure.

Members of the Assessment Team were amazed that the Capital Facilities Tax is being used for replacement of water and sewer lines and street improvements. An inventory of the present water and sewer lines was accomplished in December 2003, to identify the priority of capital projects. There is presently an ordinance before the City Council, undergoing the reading process, to increase the water and sewer rates to provide a funding source. The ordinance has passed the first of three readings.

Sheridan citizens must be aware of the need for this Capital Improvement Fund; public education of the necessity will be required. Formation of special improvement districts is another alternative but is requires lengthy legal proceedings and an election of the majority of the homeowners in the district. The SID allows for assessments for capital improvements, i.e. street improvements, water and sewer lines curb and gutter.

**Solution:** The need for a Capital Improvement Fund to pay for replacement of infrastructure on an orderly basis is evident. This Fund needs to be established and funds committed to it now for replacement that will be needed 20 – 30 years from now. At the same time the present deteriorated systems need to be replaced. The taxpayers will be faced with a double “hit” at the present time until an orderly replacement process is in place. Passage of a Capital Facilities Tax is not a reliable source of funding for street improvements.

**Resources:** SLIB 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 are: water and sewer projects; streets and road projects; acquisition of emergency and public transportation vehicles; public health care facilities and detention facilities. The programs include: • Mineral Royalty Grants (W.S. 9-4-604) • Abandoned Mine Land Grants (W.S. 35-11-1202) • Transportation Enterprise Fund (W.S. 11-34-131) • Clean and Drinking Water State Revolving Fund Loans (W.S. 16-1-201 and 16-1-307)

USDA Rural Development Community Facility Loan and Grant program is available to provide financial assistance to public entities and non-profits. Funds may be used to construct, enlarge or improve community facilities for health care, public safety and public services. Public service facilities include community buildings, courthouses, public maintenance buildings, libraries, childcare centers, schools roads, fairgrounds, and airports.

The Wyoming Water Development Program was established to implement the water development program and to conduct water and related resource planning. 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.

#### USDA RURAL DEVELOPMENT

Lola Lucero  
Rural Development Manager  
Northeast Area Office  
1949 Sugarland Drive Suite 118  
Sheridan WY 82801  
307-672-5820 Ex. 4  
[lola.lucero@wy.usda.gov](mailto:lola.lucero@wy.usda.gov)

State Loan and Investment Board (SLIB)  
122 West 25th Street  
Herschler Building 3rd Floor West  
Cheyenne, WY 82002

307-777-7331

<http://lands.state.wy.us>

Wyoming Water Development Commission  
Lawrence M. Besson, P.E. Director  
6920 Yellowtail Rd  
Cheyenne, WY 82002  
307-777-7626

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

Federal Catalog of Domestic Assistance [www.cfda.gov](http://www.cfda.gov)

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### **Theme: MISCELLANEOUS - DAY CARE**

**Challenge:** The need for affordable day care was mentioned as well as the need for extended hours. The Assessment Team heard comments from hospital employees who are working 12-hour shifts that day care is not available for parents with non-traditional work schedules.

It was mentioned there are 7 – 10 month waiting lists at day care centers.

**Solution:** Highland Park Elementary School is scheduled to be replaced. Highland Park School is located directly across the street from the Children's Center, which has outgrown its present building and location. Usage of Highland Park School would be an excellent opportunity to serve an identified need for additional childcare, provide employment as well as a service to the citizens of Sheridan.

**Resources:** USDA Rural Development Community Facility Loan and Grant program is available to provide financial assistance to public entities and non-profits. Funds may be used to construct, enlarge or improve community facilities for health care, public safety and public services. Public service facilities include community buildings, courthouses, public maintenance buildings, libraries, childcare centers, schools roads, fairgrounds, and airports. There presently is a special initiative under the Community Facility loan and grant program for childcare.

USDA RURAL DEVELOPMENT  
Lola Lucero, Rural Development Manager  
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HOMER A. AND MILDRED S. SCOTT FOUNDATION  
PO Box 2007  
Sheridan WY 82801  
307-672-1448  
[info@scottfoundation.org](mailto:info@scottfoundation.org)

DANIELS FUND  
Karen Turner, Program Officer  
101 Monroe Street  
Denver Co 80206  
720-941-4482 877-791-4726 (toll free)  
[kturner@danielsfund.org](mailto:kturner@danielsfund.org)

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**Theme: MISCELLANEOUS - COMMUNITY SERVICES**

**Challenge:** During the listening sessions, the people of Sheridan were identified as strength. There is concern about the community, neighbors, the youth and the future of Sheridan. Sheridan has many outstanding attributes, involved citizens, civic organizations, and benevolent foundations. It is evident that the citizens of Sheridan are involved in various community activities

**Solution:** With the number of activities and organizations already established, the following recommendation is made:

Compile and publish a list of all the different activities/groups/organizations that exist in Sheridan. Compiling the report could be a "project" for a civic group to undertake. Results of the report could be useful to promote the services available as well as attract volunteers to help. The information could be updated monthly or bi-monthly on the City of Sheridan web page to make certain all information is current.

**Resources:** Contact local civic groups such as Akita Win, Rotary Club, Lions Club or similar organization to request manpower assistance to compile and up-date the information resource guide on a regular basis.

**Cindy Unger**  
**Small Business Development Center**  
**300S. Wolcott, Suite 300**  
**Casper, WY 82602**  
**307.234.6683**  
[cindy@trib.com](mailto:cindy@trib.com)

**Introduction:** This is the first Community Assessment that I have had the opportunity to participate in. I must admit that I initially wondered about the efficacy of the “town meeting process”. After my visit to Sheridan; however, I am now a “believer”. The number of people who took time out from their busy lives to participate, and the passion that they showed about their community was mind-boggling.

Most interesting to me was the fact that, although we interviewed folks from many different walks of life, many of the same themes kept emerging. I think that I was most impressed by “you”, the citizens of Sheridan – your love of the community, your willingness to face up to the problems and challenges in the community, and your concern for the future of your town.

With the combination of an active and concerned citizenry and the wealth of local philanthropic resources, I am certain that the City of Sheridan will accomplish its goals.

Many thanks to the Sheridan team for doing such a good job organizing the background materials on the town and publicizing the Community Assessment. The tremendous number of participants is a tribute to your efforts. And, many thanks to all for your gracious hospitality during our stay.

### **Theme: COORDINATION/COMMUNICATION BETWEEN DIFFERENT GROUPS**

**Challenge:** Find a way for city, county, state, and federal agencies active in the Sheridan area to better communicate and coordinate services. During the listening sessions, we heard about the city and county not communicating and coordinating well. We also heard about poor communication and coordination between local, state, and federal agencies. Issues involved ran the gauntlet from zoning to access to public lands.

**Solution:** Create a Sheridan Government Coordinating Council, including all leaders from relevant governmental agencies. The council could be subdivided by special interest committees composed of the appropriate experts from each government agency associated with each topic of interest.

### **Resources:**

Center for a Vital Community  
Susie Ponce

3059 Coffeen Ave.  
P.O. Box 1500  
Sheridan, WY 82801  
(307) 674-6446, Ext. 6369  
<http://cvc.sheridan.edu>

The mission of the CVC is “to strengthen community resources through training, collaboration, and sharing of information.” This might be the appropriate forum to facilitate the creation of this council.

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

Part of the mission of the WRDC is to provide coordination of agencies and communities and serve as a catalyst for collaboration among communities and organizations.

Wyoming Association of Municipalities  
P.O. Box 3100  
200 E. 8th Avenue  
Cheyenne, WY 82003  
307-632-0398  
[wam@wyomuni.org](mailto:wam@wyomuni.org)  
<http://www.wyomuni.org>

WAM offers the Leadership Training Services Program that includes classes on Communications, Conflict Resolution/Management, Strategic Planning, Conducting Meetings, Community Capacity, etc. that would be useful to organizers and participants in this group.

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## **Theme: COORDINATION/COMMUNICATION BETWEEN DIFFERENT GROUPS**

**Challenge:** The agricultural community expressed the desire to have representation among both government and community groups. Find a way to better involve these interests within community leadership.

**Solution:** Include a member of the agricultural community on each committee of the Sheridan Government Coordinating Council to represent agricultural interests.

**Resources:**  
Center for a Vital Community  
Susie Ponce  
3059 Coffeen Ave.  
P.O. Box 1500

Sheridan, WY 82801  
(307) 674-6446, Ext. 6369  
<http://cvc.sheridan.edu>

The mission of the CVC is “to strengthen community resources through training, collaboration, and sharing of information.” This might be the appropriate forum to facilitate the creation of this council.

Wyoming Rural Development Council  
Mary Randolph, Executive Director  
2219 Carey Ave. Cheyenne, WY 82002  
307-777-6430

[mrando@state.wy.us](mailto:mrando@state.wy.us)  
[www.wyomingrural.org](http://www.wyomingrural.org)

Part of the mission of the WRDC is to provide coordination of agencies and communities and serve as a catalyst for collaboration among communities and organizations.

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**Theme: COORDINATION/COMMUNICATION BETWEEN DIFFERENT GROUPS**

**Challenge:** Improve communication between young adult residents of the community and community leadership so that the needs and interests of the young adult community will be better represented and the community will become a more attractive place for young adults to locate, both for locals and individuals relocating from other areas. The infusion of young adults will ultimately lead to an overall younger workforce to replace the current aging members of the community and inject new vitality and ideas into the community.

**Solution:** Young adults should join local community organizations so that their concerns will be heard by others in the community. Conversely local groups should attempt to actively recruit young adults. Mere membership; however, will not necessarily assure representation. Groups will have to actively encourage young people to be part of the decision-making process or they will rapidly lose interest.

At the meeting, I believe someone mentioned that there was a young adult section of the Jaycees. Possibly some of the civic groups could initiate young adult sections and advertise for members. Another alternative might be for the young adults to form their own youth council and use members as representatives to other government and civic organizations.

Create a youth version of “Leadership Sheridan” to link community leadership to school programs. Be certain that the youth group has the opportunity to communicate with the adult groups

**Resources:**

The National League of Cities



Alicia Johnson  
1301 Pennsylvania Ave. NW, Ste. 550  
Washington, DC 20004  
(202) 626-3046  
[ajohnson@nlc.org](mailto:ajohnson@nlc.org)  
<http://www.nlc.org/iyef>

The MetLife Foundation funds a Youth-City Connection project through NLC. There are currently 11 cities receiving technical assistance to create a local youth participation effort. Any city is eligible to attend a regional training meeting or municipal officials, youth and other community leaders in Orlando on Feb. 28, participate in one-hour audio conferences focused on youth civic engagement, and be a member in the Network on Municipal Leadership in Youth Participation, an online network of municipal officials and staff that exchanges information and lessons learned on youth participation. Download a copy of "Promoting Youth Participation", an action kit for local leaders at the website listed above.

Robert Franke  
AICP Community Development Administrator  
Growth Management County Administrative Center  
Stuart, FL 34996  
(772) 288-5495

When creating redevelopment plans in Martin County, FL, the community development agency realized that the youth of the neighborhood were let out in terms of their input into community development plans. Planning and library staff developed a program to target youth involvement in community redevelopment planning. The program educated the children on the importance of evaluation and planning or the needs to the neighborhood and guided them through planning exercises to insure their input on how to design a better community. This kind of program would serve a dual purpose in terms of educating the youth about the community and community development and providing an after-school activity for youth.

In addition, it may be within the guidelines of Whitney Benefits in terms of funding.

Susan Datta, Director Department of Management and Budget  
12000 Government Center Pkwy., Ste. 561  
Fairfax, VA 22035  
(703) 324-2391

The Fairfax County Youth Leadership Program is designed to educate and motivate high school students to become engaged citizens and leaders in the community. Program includes series of monthly sessions about County government, work assignments related to each session, a summer internship in a County agency, and a presentation to 8th grade civics students.

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**Theme: COORDINATION/COMMUNICATION BETWEEN DIFFERENT GROUPS**

**Challenge:** Improve communication between the general public and local philanthropic organizations. Many respondents reiterated Sheridan's good fortune to have a wealth of philanthropic organizations that fund local projects. Many of these same people had projects on their "future wish list" that were already being undertaken by these same philanthropic groups.

**Solution:** Increase marketing efforts on the part of philanthropic organizations via press releases and personal presentations with various civic groups, if feasible.

**Resources:**

Center for a Vital Community  
Susie Ponce 3059  
Coffeen Ave.  
P.O. Box 1500  
Sheridan, WY 82801  
(307) 674-6446, Ext. 6369  
<http://cvc.sheridan.edu>

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**Theme: COORDINATION/COMMUNICATION BETWEEN DIFFERENT GROUPS**

**Challenge:** Better awareness of scheduling of cultural events to promote better attendance and avoid conflicts.

**Solution:** Institute a County Cultural Forum consisting of members of local arts and cultural groups, along with potential partners such as municipalities and other government agencies, social service providers, and businesses. The group would have the broad aim of keeping citizens aware of cultural activities, allowing the groups to network and share resources and get the entire community involved in the cultural community. Each agency place notification of the event on to a community calendar as soon as the date is scheduled. Publicize the existence of this calendar to the general public so that everyone posts events and consults the same source for information.

**Resources:**

Jody Horne Leshinsky  
Marketing Administrator Cultural Affairs Division  
100 S. Andrews Ave.  
Ft. Lauderdale, FL 33301  
(954) 357-7463  
These folks started a County Cultural Forum.

Center for a Vital Community  
Susie Ponce

3059 Coffeen Ave.  
P.O. Box 1500  
Sheridan, WY 82801  
(307) 674-6446, Ext. 6369  
<http://cvc.sheridan.edu>

The CVC might be the appropriate vehicle to form a group of cultural and arts agencies.

Sheridan County Chamber of Commerce  
P.O. Box 707  
Sheridan, WY 82801  
(308) 672-2485  
[info@sheridanwyomingchamber.org](mailto:info@sheridanwyomingchamber.org)  
<http://www.sheridanwyomingchamber.org>

The Chamber already maintains a great on-line calendar. Event listings are open to the public. The cultural groups need to get together with the Chamber and list their events. Also both the Chamber and the cultural/arts groups need to publicize the existence of this calendar so it becomes “the resource” by the general public.

The Sheridan Press  
144 Grinnell Street  
P.O. Box 2006  
Sheridan, WY 82801  
(307) 672-2431  
<http://www.thesheridanpress.com>

Typically, one would expect to find a comprehensive events calendar in the local newspaper. This would certainly be useful for those without Internet access. Possibly a representative from the new agency group should contact the newspaper and express problems and concerns.

## **Theme: COORDINATION/COMMUNICATION BETWEEN DIFFERENT GROUPS**

**Challenge:** Better communication and coordination among social services organizations in order to better facilitate appropriate client service referrals.

**Solution:** Form a Family Resource Coordinating Council, consisting of members of each social service agency. Utilize this group to create a comprehensive Directory of Services, in both printed and on-line format to facilitate easy referrals to services.

### **Resources:**

Sheridan Senior Center  
211 Smith Street  
Sheridan, WY 82801

The Senior Center has had a similar program in effect for many years, facilitated with funding from the AOA.

Center for a Vital Community  
Susie Ponce  
3059 Coffeen Ave.  
P.O. Box 1500  
Sheridan, WY 82801  
(307) 674-6446, Ext. 6369  
<http://cvc.sheridan.edu>

The CVC may be able to facilitate the formation of this group.

Family Resource Center  
Dennis Haines,  
Family Resource Operations Supervisor  
1573 W. Main Street  
Merced, CA 95340  
(209) 381-5980  
[dhaines@mcoe.org](mailto:dhaines@mcoe.org)

<http://www.frc.merced.k12.ca.us/rcweb/about.htm>

This is a model program whose goals are to provide access, education and other family-oriented services to the community. Local foundations may be able to provide minimal funding to support a part-time coordinator for this organization.

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### **Theme: COORDINATION/COMMUNICATION BETWEEN DIFFERENT GROUPS**

**Challenge:** Better communication and cooperation among members of the faith-based community in order to facilitate shared use of facilities, sponsorship of common events, and ultimate cost savings.

**Solution:** Form an interdenominational group comprised of leaders from each religious group, with the goal of promoting all faiths in the community.

#### **Resources:**

Center for a Vital Community  
Susie Ponce  
3059 Coffeen Ave.  
P.O. Box 1500  
Sheridan, WY 82801  
(307) 674-6446, Ext. 6369  
<http://cvc.sheridan.edu>

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## **Theme: COORDINATION/COMMUNICATION BETWEEN DIFFERENT GROUPS**

**Challenge:** Find a vehicle through which government, business, agricultural, young adult, philanthropic, civic, medical, social services, and faith-based interests can communicate and coordinate their efforts. Sheridan is fortunate, especially as such a small community, to have a wealth of resources interested in bettering the community.

**Solution:** Institute a community group composed of members of all these community factions.

### **Resources:**

Butler County Community Resource Council  
644 Charles Street  
Poplar Bluff, MO 63901  
(573) 776-7830

[caring@semo.net](mailto:caring@semo.net)

<http://www.thecrc.org>

Poplar Bluff is a town of 16,651 people in Missouri. They have created an organization of human service professionals and other interested individuals whose mission is to promote coordination and cooperation between social services providers, agencies, organizations, churches, the business community, and the educational system. Their web site includes a calendar of agency meetings, a listing of community resources, and newsletters. This town, similar in size to Sheridan, appears to have created a council that is successful, not only at coordinating resources, but at obtaining funding and getting measurable results in the community.

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## **Theme: ECONOMIC DEVELOPMENT**

**Challenge:** More jobs, livable wages, clean industries.

The Sheridan Community is in a difficult position. Due to the natural environment and wealth of cultural resources, Sheridan is a very desirable place to live. Many retirees and wealthy individuals have already immigrated to the area. In concert with this migration, housing values have increased. Unfortunately, career opportunities and wages in the service sector have not kept pace with the increased cost of living. Thus, individuals employed in the service sector cannot afford housing, and there are few careers to offer Sheridan's youth or middle class residents. In order to attract a younger population base and maintain a middle class, Sheridan must find a way to attract clean industry. This is a theme prevalent throughout the entire State of Wyoming.

**Solution:** Utilize the resources of the Wyoming Business Council to assist in attracting new businesses. Their job is to help local businesses grow and expand and attract new businesses to the state. They offer a Trade Show Incentive Grant to assist businesses to sell their products at trade shows. A company can receive up to \$1,500/year to be used to

attend trade shows. They also offer the Wyoming First Program, helping companies promote their products as “Made in Wyoming”.

Utilize the resources of the Wyoming Small Business Development Center, including free individual business counseling, a selection of low cost entrepreneurial training classes, and access to business library materials. In addition, the SBDC, WBC and University of Wyoming sponsor GRO-Biz, to help Wyoming businesses contract with the government, the Market Research Center which can provide market research information, the SBIR program which provides assistance in obtaining federal SBIR grants, and the Research Products Center to assist with patenting and licensing new inventions.

Also be aware of the Wyoming Women’s Business Center. They offer micro loans to individuals, often with qualifications that are not quite as stringent as with a bank. In addition, the WWBC has been the recipient of a SITE Grant, designed to assist low-income women market arts and crafts products.

MAMTC is another service offered to Wyoming businesses. The Mid-American Manufacturing and Technology Center helps manufacturers become more competitive through their professional consulting services. Working with the University of Wyoming, they have the ability to produce working prototypes of your invention.

The Wyoming Department of Employment offers workforce-training grants to cover costs related to training employees. Typically, these grants run \$1,000-1,500 per employee. Consider the development and/or beautification of an industrial park to attract businesses to the community.

Also, consider the possibility of creating a business incubator. Under the Wyoming Business Ready Communities grant program, eligible activities include “industrial park industrial site or business district or other appropriate physical projects in support of primary economic development”.

Investigate the possibility of instituting a Down Payment Assistance Program, as was done in Eagle County, Colorado, where housing prices are also beyond the reach of many middle-class residents. Depending on income, applicants can receive up to \$20,000 to finance a down payment. Interest and principle payments are returned to the fund so that the program can become self-sufficient. Initial funding of the program is the result of efforts of the Eagle County government, banks, mortgage lenders, and the Colorado Housing Assistance Corporation.

**Resources:**

Dave Spencer, Regional Director WBC – NE Region

P.O. Box 3948

Gillette, WY 82717

(307) 686-7268

<http://www.wyomingbusiness.org>

Wyoming Business Council

214 West 15th Street  
Cheyenne, WY 82002-0240  
(800) 262-3425 <http://wyomingbusiness.org/communities/index.cfm>

BUSINESS READY GRANT PROGRAM  
Wyoming Small Business Development Center  
Judith Semple, Regional Director  
222 S. Gillette Ave., Ste.  
402 Gillette, WY 82716  
(307) 682-5232  
[sbdc@vcn.com](mailto:sbdc@vcn.com)  
<http://www.uwyo.edu/sbdc>

GRO-Biz Rudy Nesvik, State Director  
Laramie County Community College  
1400 E. College Dr.  
Cheyenne, WY 82007  
(866) 253-3300

Wyoming Women's Business Center  
Rosemary Bratton  
P.O. Box 3661 Laramie, WY 82071  
(888) 524-1947

Jill Kline, WSSI Outreach Coordinator  
222 S. Gillette Ave., Ste. 402  
Gillette, WY 82717  
(866) 703-3280  
[jillkline@vcn.com](mailto:jillkline@vcn.com)  
<http://www.uwyo.edu/sbir>

MAMTC Kevin King, Field Engineer  
P.O. Box 7056 222 S. Gillette Ave., Ste. 402  
Gillette, WY 82717  
(307) 685-0189  
[keking@vcn.com](mailto:keking@vcn.com)

Tony Nevshemal, Director Wyoming Products Center  
University of Wyoming Room 152  
Education Annex Dept. 3672  
1000 E. University Ave.  
Laramie, WY 82071  
(307) 766-2520  
[nevshema@uwyo.edu](mailto:nevshema@uwyo.edu)  
<http://uwadmnweb.uwyo.edu/rpc>

Wyoming Department of Workforce Services  
Jan Wilson, Program Manager  
(307) 235-3294  
[wilso1@state.wy.us](mailto:wilson1@state.wy.us)  
<http://dwsweb.state.wy.us/business/trainingfund.asp>

National Business Incubator Association  
20 E. Circle Drive, #37198  
Athens, OH 45701  
(740) 593-4331  
<http://www.nbia.org>

Trenton Business and Technology Center  
1200 Old Trenton Rd.  
Trenton, NJ  
609) 586-4800  
[kentb@mccc.edu](mailto:kentb@mccc.edu)  
<http://www.mccc.edu/business/sbdc/incubator.htm>

Damon Mation Housing Department  
P.O. Box 179  
Eagle, CO 81631  
(970) 328-8770



**Nancy Weidel**  
**State Historic Preservation Office**  
**2301 Central Ave.**  
**Cheyenne, WY 82002**  
**307.777.3418**  
[nweide@state.wy.us](mailto:nweide@state.wy.us)

**Introduction:** Thank you for hosting the assessment team in Sheridan. I was glad to be part of it since it afforded me the opportunity to examine the good, the bad and the ugly of what has always been my favorite Wyoming town.

I came away with a 3-D image of a place that has tremendous attributes in terms of natural beauty; unique local foundation support; well-educated, creative, energetic people of all ages; but also a place that has overwhelming problems like affordable housing; substance abuse; lack of living-wage jobs.

Sheridan's positive aspects are unique, while the negatives aspects are not, those are found throughout Wyoming. Sheridan clearly is "at a crossroads" but is in a position to learn from the mistakes of other beautiful, fast-growing too-late places like Bozeman, Jackson, Ft. Collins.

The need to preserve such special assets as the historic downtown and residential neighborhoods, the remaining open space, decent water is paramount and must be balanced against the urgent need for housing, jobs and the inevitable development. Not another "study" of the town or plan needs to be done, but instead action needs to be taken now.

Regardless of whether it is true or not, the perception is that new leadership is necessary to move forward. The talent is certainly out there in this community; challenge and welcome citizens to step up and work with the city, county and foundations to get this thing moving ASAP before it is too late, and "too late" is not all that far away.

Change is inevitable and happens bit by bit, every day; some things will have already changed in Sheridan by the time the assessment team returns. If Sheridan can accept that, then it is in the enviable position of being able to control at least some of that change, and the ability of citizens to be able to define and control change is what will make or break the future of Sheridan. Compromise is an inevitable part of the process but essential to making Sheridan truly become what is now just a tourism slogan "the best of the West", most importantly for its citizens.

### **Theme: COORDINATION AND IMPLEMENTATION OF MASTER PLAN**

**Challenge:** Implementation of a city/county plan

**Solution:** If the plan hasn't been updated to reflect the rapid growth and sprawl that is already taking place, it needs to be; the plan needs to put the city, county and perhaps a

citizens advisory group in charge; plan needs to incorporate "smart growth" concepts; plan needs to have teeth in order to control the inevitable growth rather than allow developers to dictate to the town/county. The plan also needs to include preservation and protection of Sheridan's many irreplaceable historic resources such as the downtown and historic residential areas as well as archaeological sites; in order to accomplish this goal, perhaps a City of Sheridan Historic Preservation Board should be established with oversight of the historic resources vis a vis development pressures.

A county historic preservation board already exists but has not as far as I know been part of the overall planning process. Both preservation boards need to have members who are knowledgeable about and interested in.

From what I've heard through the grapevine, a smart, forward-thinking planner is already in place for the city, which puts Sheridan one step ahead in the planning/implementation process.

**Resources:**

Smart-Growth website:

<http://www.smartgrowth.org>

Sustainable Community Network:

<http://www.sustainable.org>

Certified Local Government Program (i.e. local historic preservation board)

Contact at Wyoming State Historic Preservation Office:

Nancy Weidel

777-3418

[nweide@state.wy.us](mailto:nweide@state.wy.us)

Overview of national Certified Local Government Program:

<http://www2.cr.nps.gov/clg/>

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**Theme: COORDINATION AND IMPLEMENTATION OF MASTER PLAN**

**Challenge:** Leadership issues: New leaders need to be developed. We heard from a lot of smart and energetic people, some of whom would no doubt step up and assume leadership roles if encouraged. Leaders among the age group 18 – 40 seems to be particularly lacking.

**Solution:** Make a sincere and proactive effort to develop new leaders from overlooked parts of the community. Make a well-publicized effort to recruit leaders, particularly the young people. Develop a mentorship program whereby each established leader “adopts” and mentors a younger potential leader. Develop a widely publicized “Young Leadership” recruiting program that goes to the high school and college to recruit the best and the brightest. Give them a real role not just patronizing lip service. Giving voice to neglected groups will give them an investment in their community

**Resources:**

The Omaha, Nebraska Chamber of Commerce has a Leadership Program that includes a separate one for Youth.

<http://www.omahachamber.net/Living/leadership.html#youth>

Heartland Center for Leadership Development:

The Heartland Center, familiar to many community leaders throughout Wyoming, has recently focused on developing community leaders among youth and the twenty-thirty something generation that was featured in their Fall 2003/Winter 2004 newsletter. They are a wonderful regional source for all types of issues that effect rural communities.

Phone: 1-800-927-1115

E-mail: [info@heartlandcenter.info](mailto:info@heartlandcenter.info)

Website: <http://heartlandcenter.info>

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**Theme: COORDINATION AND IMPLEMENTATION OF MASTER PLAN**

**Challenge:** Balance development/open space; This is a big challenge for many communities in Wyoming today and the solutions we come up with will have a major impact on how our communities look long after we're gone. This issue is usually very divisive as it pits stereotypes of the green tree-hugger against the money-grubbing developer.

**Solution:** Stereotypes need to be jettisoned in order to come up with a solution that is acceptable to both sides and those in between.

**Resources:** The University of Wyoming's William D. Ruckelshaus Institute for Environment and Natural Resources (IENR) is a wonderful resource in Wyoming's own backyard. IENR has focused on the open space issue and the role that agriculture in maintaining those spaces. Diana Hulme of IENR has a presentation "Wyoming's Open Spaces" that she can present in Sheridan. IENR can help Sheridan design a process to resolve issues between the opposing groups and come up with a workable solution. IENR's website is a wonderful resource for not only Open Space issues but related ones such as Coal bed Methane.

Contact: Diana Hulme,  
phone: 777-5354

E-mail: [DHulme@uwyo.edu](mailto:DHulme@uwyo.edu)

Website: <http://www.uwyo.edu/enr/ienr.htm>

The Center of the American West at the University of Colorado is another resource for research on and ideas re: contemporary issues that will impact the future of the West. Their website is chock full of valuable information including statistics and maps on the changing face of the West. The work of the Center's William Travis is applicable to many of the issues that face Sheridan today.

Website: <http://www.centerwest.org/>

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## **Theme: AVAILABLE/AFFORDABLE HOUSING**

**Challenge:** Very little new housing being built for middle- and low-income wage earners. Young families cannot achieve “the American Dream” of home ownership. A lot of the older housing stock that might be affordable is in poor condition.

### **Solution:**

**Solution #1:** The potential for affordable housing already exists in the residential neighborhood just north of 5th Street on Broadway and Gould Streets. This area should be looked at closely for it could be returned to what it once was, modest single-family houses within walking distance of downtown. While some of the houses are in poor shape, others have been well maintained. The city should explore loan/incentive options for rehabilitating this area, which could alleviate some of the current housing shortage.

**Solution #2:** Housing in the upper stories of the downtown buildings could also be explored. This type of housing is ideal for empty nesters, young singles, and retirees as recently reported in The Sheridan Press (specifically the Keenan Apartments). “Increasing the number of downtown residents is a long-term goal of the Downtown Sheridan Association” according to DSA executive director Roger Bent. Sheridan is fortunate that the situation is already under study by the DSA. Building codes are often a problem when this discussion arises. The State of New Jersey’s Rehabilitation Sub code won numerous awards from such prestigious institutions as the Ford Foundation and the Center for Excellence in Government. The code has been used specifically to adapt older buildings into affordable housing. I urge building officials and those interested in this issue to visit their website to see just how a change in building codes can have a positive impact on adapting historic buildings to new uses. Additionally, housing in downtown buildings is an issue that both the National Park Service, which administers the national historic preservation programs with federal funds, and the privately funded National Trust for Historic Preservation are interested in. It may be possible to receive a matching grant from the National Trust to have an expert on historic codes come to Sheridan to meet with city officials, downtown property owners, and the public to explore this issue further.

### **Resources:**

U.S. Department of Agriculture has loans that may be applicable to this type of rehabilitation.

Contact: Lola Lucero, Sheridan USDA Rural Development Office

Phone: 672-5820

E-mail: [lola.lucero@wy.usda.gov](mailto:lola.lucero@wy.usda.gov)

The city of Gillette is dealing with the affordable housing problem in a variety of ways, including low-interest rehabilitation loans provided by local banks.

Contact: Susan Bigelow (Sheridan Assessment Team member)

Phone: 686-2603

E-mail: [sbigelow@vcn.com](mailto:sbigelow@vcn.com)

New Jersey Rehab Code Website:  
<http://www.state.nj.us/dca/codes/rehab/index.shtml>

The National Trust for Historic Preservation,  
Denver Regional Office Contact:  
Sarah Hansen,  
Wyoming representative  
Phone: (303) 623-1504  
E-mail: [sarah\\_hansen@nthp.org](mailto:sarah_hansen@nthp.org)

In Wyoming, City of Glenrock building inspector, Kathy Anderson, is knowledgeable about rehabilitation codes and could be of assistance.

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### **Theme: COMMUNITY PROJECTS**

**Challenge:** Development of Sheridan as heritage tourism destination

**Solution:** Sheridan has a leg up here over most of Wyoming's communities in that it has numerous assets that attract tourists including a beautiful location, a great downtown, nearby Plains Indian War sites, and proximity to the Big Horn Mountains. Tourism is economic development; the fastest growing segment of the tourism industry is the niche market known as "Heritage Tourism". Studies confirm that the Heritage Tourist is well educated, has above-average disposable income, and desires an authentic experience in a "real" place. A well-defined heritage tourism program in Sheridan could attract both out-of-state and in-state heritage tourists as well as foreign visitors who continue to be attracted to the American West. Nationally, heritage tourism projects have been developed in many states, but Wyoming is lagging behind. Sheridan could develop a heritage tourism program that becomes a model for other communities in the state. This effort will need the assistance of the Wyoming Tourism Board located within the Wyoming Business Council. In collaboration with state tourism director Diane Shober, Sheridan could host a statewide Heritage Tourism conference. A concerted effort of this type is long overdue in Wyoming. Few areas in the state have the variety of historic attractions that Sheridan offers which makes it a natural to pioneer heritage tourism in Wyoming. Local players would include Sheridan City and County, the Fort Phil Kearny Association, the Frontier Heritage Alliance, the Kendrick Mansion, the Sheridan Inn, the Sheridan County Historical Society and Museum, the Sheridan County Historic Preservation Board, the Chamber of Commerce, US Forest Service, as well as other entities and interested citizens. It is time for the Wyoming Tourism Board to seriously consider helping communities develop innovative local tourism initiatives.

### **Resources:**

Contact: Diane Shober, Director of Tourism, the Wyoming Business Council  
Phone: 777-2800  
E-mail: [dshobe@state.wy.us](mailto:dshobe@state.wy.us)

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## **Theme: COMMUNITY PROJECTS**

**Challenge:** Historic downtown

**Solution:** Sheridan has the best downtown in the state. Many individuals, property owners, and organizations have been active for years helping to preserve this valuable asset. What makes the downtown special are the wonderful variety of buildings and the fact that very few “teeth” are missing in the Main Street National Register of Historic Places District. The downtown stock of historic buildings functions as a wall on both sides of Main Street for blocks, and enhances the downtown shopping/dining/pedestrian experience for residents and visitors alike. Its compact, pedestrian- friendly environment is one that many other towns lack due to demolition, entire square blocks devoted to surface parking, and layout that might cover blocks rather than the one continuous street of Sheridan’s downtown. Fortunately, it appears likely that the Wyoming legislature will revive the Main Street Program for the state’s cities and towns, placing it under the Wyoming Rural Development Council. The Main Street Program is administered by the National Trust for Historic Preservation. Sheridan was one of the original Wyoming Main Street cities and will hopefully become one again. The philosophy of the Main Street Program is tailored to individual cities and has a 4-point approach: Design, Organization, Promotion, and Economic Restructuring. Sheridan can only benefit by becoming a Main Street city, both in economic and historic preservation terms.

### **Resources:**

Main Street Program Website:

<http://www.mainstreet.org>

Individuals in Wyoming who are very knowledgeable about the Main Street Program include Sheridan resident and downtown preservation activist Edre Maier. Jim Davis of Evanston is also very familiar with the Main Street Program and has applied its principles to the successful revitalization and preservation of downtown Evanston.

Contact: Jim Davis Phone: 783-6309 E-mail: [jhdavis@allwest.net](mailto:jhdavis@allwest.net)

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## **Theme: COMMUNITY PROJECTS**

**Challenge:** Historic downtown

**Solution:** The City of Sheridan should establish a city historic preservation board (there is a Sheridan County historic preservation board) in order to become eligible for the only historic preservation grant funds currently available at the Wyoming State Historic Preservation Office (SHPO) under the Certified Local Government (CLG) Program. These grant funds could be used for a wide variety of historic preservation projects focused within the city limits. Such a board could also be a valuable partner to the Main Street program. Outstanding Wyoming CLGs include Evanston, Casper, and Cheyenne.

**Resources:**

Nancy Weidel,

Wyoming State Historic Preservation Office

Phone: 777-3418

E-mail: [nweide@state.wy.us](mailto:nweide@state.wy.us)

For a list of Wyoming CLGs and current grants and projects:

Wyoming State Historic Preservation Office Website: <http://wyoshpo.state.wy.us>

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**Theme: COMMUNITY PROJECTS**

**Challenge:** Local museum

**Solution #1:** Sheridan needs a high profile, local museum that interprets the fascinating and diverse history of the region for residents and visitors. (As a first-time visitor to Sheridan in 1981, I was shocked there was no museum in town!) A local museum with a focus on city and county history has recently been established and that museum should ultimately be located in the historic Burlington Northern Depot, a site that by itself attracts many rail fans from around the country. Such a museum would be another valuable asset to the community in its efforts to attract tourist dollars as well as preserve and showcase its unique history.

**Solution #2:** Technical assistance on museum development and standard museum policies can be provided by the professional staff of the Wyoming State Museum. A staff member could travel to Sheridan to meet with museum personnel and help clarify the museum vision and provide assistance in wading through the labyrinth of the IMLS website. This is a free service the State Museum offers to all museums in Wyoming.

**Resources:** The Institute of Museum and Library Service (IMLS) is an independent, grant-making agency that fosters leadership, innovation and lifetime learning by supporting museums and libraries. Their grants are highly competitive.

Contact: IMLS Website: [www.imls.gov](http://www.imls.gov)

Contact: Manny Vigil, Interim Director,

Wyoming State Museum Phone:

777-7025

Email: [mvigil@state.wy.us](mailto:mvigil@state.wy.us)

Website: <http://wyomuseum@state.wy.us>

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**Theme: COMMUNITY PROJECTS**

**Challenge:** Have a “large statue of liberty or something” along the interstate to grab motorist attention – suggested in a session comprised of Sheridan’s young adults and a few supportive older community members



**Solution:** Who gets to decide what type of so-called “community art” is exhibited in public places? Whose ideal vision of the community does that public art reflect? Why not have the next piece of public art be selected by the incipient organization of Sheridan’s young adult community? This overlooked constituency needs to be included in the vision for Sheridan's future.

**Resources:** Sheridan's younger community, the 18-30 year olds who have very strong feelings about Sheridan and are eager to be heard. They told the team they would form an organization of their peers and hopefully they have. They need to have a voice in the Sheridan community if the city and its residents sincerely care about its future.

**Contact:** Unfortunately, I do not at this time have any names or contact information for this dynamic group that so stimulated the Assessment Team at the last Wednesday session. However, I will try to get this information before the team returns to Sheridan.

### **Theme: AVAILABLE/AFFORDABLE HOUSING**

**Challenge:** Provide affordable housing in downtown buildings

**Solution:** HUD's HOPE VI program now includes approximately \$28.7 million to be used for affordable housing in historic downtown commercial areas. This redefined HOPE VI program, passed into law Dec. 2003, allows communities of 30,000 people or less to compete for funds that were previously unavailable to them, to provide affordable/low income housing in connection with main street revitalization.

**Resources:**

National Trust for Historic Preservation  
Sarah Hansen, Wyoming representative  
e-mail: [sarah\\_hansen@nthp.org](mailto:sarah_hansen@nthp.org)  
phone: (303) 623-1504  
website: <http://www.nationaltrust.org>

National Conference of State Historic Preservation Officers  
Elizabeth Z. Szufnar, Director of Communications  
website: <http://www.ncshpo.org>  
phone: (202) 624-5465

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### **Theme: COMMUNITY PROJECTS**

**Challenge:** Arts/Performing Arts Center

**Solution:** The Jackson Visual and Performing Arts Center is in Phase I of construction. When completed, the Center will be home to a number of non-profit art organizations in the Jackson area as well as offer gallery space and performing arts space for such organizations as the Jackson Community Band. It took a lot of hard work and cooperation



and compromise among competing arts organizations to get the funding for this Center but it is being built and will be THE premier center for Arts in Jackson.

**Resources:**

Mark Berry, Director, Jackson Visual and Performing Arts Center  
phone: (307) 734-8956  
e-mail: undergoing change

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**Theme: COMMUNITY PROJECTS**

**Challenge:** Develop/promote arts and humanities resources

**Solution:** I am intrigued by the brochure "Arts Along the Big Horns Cultural Plan 2000-2005". I'm not sure if any of the 6 goals have been implemented but I believe there is potential for partnership with various public agencies. A phone call to the Wyoming Arts Council confirmed that they have not received a grant request for an art education in the schools project (although the Wyo Arts Council staff lauded the local Sheridan Arts Council for its active involvement in the arts).

The state Arts Council offers a type of grant that is strictly for school use; such a grant(s) could help Arts Along the Big Horns accomplish a piece of Goal 4. The Wyoming Arts Council also offers other grants such as ones target to an underserved population and traditional/folk arts. As there is also an emphasis on the humanities, the Wyoming Humanities Council could perhaps offer grant funding to the organization to pursue education projects, particularly Goal 5 "Preservation of our cultural heritage".

Staff at the Humanities Council could also help the group further define such a traditional culture project so it could qualify for funding. The Wyoming Dept of State Parks and Cultural Resources has developed an education outreach project titled "the Wyoming Heritage Project" (WHP), an entity with the goal of using the community as a classroom. High school/Sheridan College projects that would qualify for WHP funding (typically \$500-1000) could be based in history, historic preservation, or folk life (which includes traditional arts). Projects based in community resources can help foster student/teacher pride in and commitment to that community.

**Resources:**

Wyoming Arts Council  
website: <http://www.wyoarts.org>

Mike Shay, Sheridan regional contact  
phone: (307) 777-5234  
e-mail: [mshay@state.wy.us](mailto:mshay@state.wy.us)

Wyoming Humanities Council  
Marcia Britton, Director  
e-mail: [MarciaB@uwyo.edu](mailto:MarciaB@uwyo.edu)

phone: (307) 766-5096 Wyoming Heritage Project  
website: <http://wyomingheritage.state.wy.us>

Nancy Weidel, co-director  
e-mail: [nweide@state.wy.us](mailto:nweide@state.wy.us)  
phone: (307) 777-3418 .

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### **Theme: ECONOMIC DEVELOPMENT**

**Challenge:** Raise \$10 million dollar match (for Federal \$20 million funding) for National Native-American Professional Development Center at Sheridan College.

**Solution:** This is not so much a challenge as a wonderful opportunity for Sheridan College, the Sheridan area and the entire region. With a \$20 million commitment (requiring a \$10 million match) from the federal government to launch this program, one can assume that it will become a reality within the next decade. Not only will such a program initially provide a variety of building trades jobs, a locally-based professional workforce will be needed as well; long term, this Center will ultimately spotlight Sheridan as a national center for Indian Education and boost enrollment in the College. The Center will attract professionals, educators and scholars in the vanguard of Indian education. Such a unique center could also host visitors and national education conferences to Sheridan. This will have a ripple effect on local tourism and is an incentive to preserve those unique historic resources within Sheridan and the county as well as to develop regional heritage tourism destinations such as Plains Indian War tours; historic mining town tours; work with the nearby Crow and Sioux tribes to develop tours of their reservations (it's amazing how many people, even among those living in the West, have never set foot on a reservation). These last types of projects could be eligible for funding from such entities as the Wyoming Humanities Council and the Wyoming Tourism division within the Wyoming Business Council.

**Resources:** The Clark Group, Sheridan Brian Kuehl (no contact info)

**Susan Bigelow**  
**NEWEDC**  
**P.O. Box 3948**  
**Gillette, WY 82717**  
**(307) 686-2603**  
[sbigelow@vcn.com](mailto:sbigelow@vcn.com)

**Introduction:** I appreciated the hospitality shown to the entire team and me during the assessment visit to Sheridan. I enjoyed the opportunity to observe Sheridan on a broader and deeper level. Sheridan and Gillette, the community I work in, are the major communities in northeast Wyoming and have many similarities; however, they are also very different in what they have to offer residents and businesses. I hope the suggestions and observations that I offer in this report will be helpful to Sheridan's fine residents and leaders.

### **Theme: HOUSING - STARTER HOMES**

**Challenge:** There were a number of comments in many of the sessions reflecting a need for a larger quantity of affordable housing options. The concerns included comments about the disparity between wages and housing costs. The 2000 Census data shows that Sheridan County's median value of owner occupied housing units was \$5,000 higher than the state's average (\$102,100 compared to \$96,600) while the Median household money income in 1999 was \$34,538 for Sheridan County and \$37,892 for Wyoming. In a second more recent report, the Wyoming Database Partnership reported that the HUD estimated Median Family Income (MFI) for Sheridan County was \$49,800 in 2003 compared to \$51,600 for Wyoming. Average Sales Prices reported by assessors for Sheridan County in 2002 was \$142,565 and \$116,469 for Wyoming. Additionally, according to the WHDP report, Sheridan residents have experienced higher than the state's rate increases in rental prices for apartments, mobile home lots, houses and mobile homes on lots. In summary, Sheridan's residents enjoy a lower average income and have higher than average housing prices. This situation has caused a strain on the residents trying to make a living in Sheridan and obtain housing.

**Solution:** The solution has two parts: higher wages for available skills and lower housing costs. Significant changes in either of these will benefit the community. It is more likely to affect both a little and ease the tension in the community between housing prices and wages. Increasing job opportunities and wages will be addressed in other sections. I do not use the term "affordable" housing to indicate subsidized or income restricted housing - instead I use the term to address housing that fits within the resident's ability to obtain and maintain.

1. Regulations - some communities have recognized the increasing proportionate cost of infrastructure and lot development in single-family housing units and implemented regulations that reduce the cost of development. Four suggestions are: creating A and B lots for duplexes (Gillette); creating standards for modular

- housing that appears to be stick-built housing (foundations, sidewalks, etc.) (Gillette), mobile home owner-occupied subdivisions (Spearfish, SD), and reducing the lot sizes and other subdivision requirements (Steve Kurtz - Casper).
2. The community leadership can also promote building of starter homes or affordable housing through providing accurate and up-to-date information to local and regional builders and their lending institutions. The Wyoming Community Development Authority has recently allocated a portion of their Community Development Block Grant funds for housing studies. A study by itself does not result in housing - however, using the study to promote market opportunities to developers and potential investors may result in housing being built to address the affordable housing need. The maximum grant allowed is \$10,000. The WCDA will also provide guidance as to what should be addressed in the housing assessment. The United States Department of Agriculture - Rural Development also provides funding for local opportunities to assist with economic development. The Rural Business Enterprise Grants are available on an annual basis and applications can be submitted to the Rural Development office in Sheridan. These two funding sources can be used together to develop a housing profile that can then be used to market the opportunity to local and regional developers.
  3. Since Wyoming's communities do not need a lot of new homes at once, the local practice has been to build single copies of homes in a custom manner. Developers who build many copies of the same floor plan with few deviations are able to realize cost savings from volume purchases and repetitive tasks for their lower skilled employees. The local contractors' association may consider a training program for local developers on managing a high volume, lower cost housing construction project. One builder in Gillette (Woodridge Construction - Tom Lang) has specialized in this type of construction and has managed to keep the price of a standard new home lower than the maximum allowed under the Wyoming Community Development Authority's first time homeowner program. The current limits for purchase under this program are \$139,500. This limit is expected to increase in April 2004 to \$189,000.

**Resources:** Contacts and resources for the suggestions are shown below:

1. Regulations: A & B lot duplexes: Tom Langston, Community Development; PO Box 3003 Gillette, Wyoming 82717-3003; (307) 686-5281 Modular housing standards: Tom Langston, City of Gillette Mobile home owner-occupied subdivisions (Spearfish, SD): Don Mueller, City Planning Department, City of Spearfish, 625 Fifth Street, Spearfish, SD 57783 (605) 642-1335 Reducing the lot sizes and other subdivision requirements: Steve Kurtz, President, Worthington, Lenhart and Carpenter, Inc., 200 Pronghorn Street, Casper, WY 82601 (307) 266-2625
2. Using Marketing information to promote to housing developers and financiers: Grants and technical assistance for housing assessments: Cheryl Gillum,

Wyoming Community Development Authority (WCDA), 123 S. Durbin, PO Box 634, Casper, WY 82601 (307) 265-0603  
Lola Lucero, USDA – Rural Development, Cottonwood Center, 1949 Sugarland Drive, Suite 118, Sheridan, WY 82801-5749 (307) 672-5820

3. Training for developers/lenders/planners/investors in high volume construction.  
Tom Lang, Woodridge Construction, 2600 Sage Valley Drive, Gillette, WY 82718 (307) 686-0856
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## **Theme: HOUSING – TARGETING A NEIGHBORHOOD**

**Challenge:** Sheridan has some older neighborhoods in which the residences appear to have substantial deferred maintenance. It was reported that some of these older homes were not eligible for mortgages due to failing foundations and other structural issues. These neighborhoods were recently surveyed by a University of Wyoming team and possibly submitted for historic designation. The houses appear to be in a neighborhood that could use proximity to downtown as an attractor for new investment.

### **Solution:**

1. Appoint a committee: Recommend that Sheridan appoint or select a committee that will act as the point for redevelopment of existing neighborhoods. The redevelopment committee should work on the housing assessment that is recommended in an earlier solution using WCDA and USDA funds to identify neighborhoods for concentrated efforts. Assistance for community led efforts is available from the Wyoming Community Foundation – President George Gault.
2. Select a neighborhood: Neighborhoods near downtown should be considered first. The juxtaposition of the upscale downtown shopping and the nearby-deteriorated residential neighborhoods is dramatic. Neighborhoods should be prioritized based on incomes of current residents and condition of existing housing units and available lots. Census data for income at the block level and the physical inventory of existing structures and vacant lots should be used to select a targeted neighborhood. The goal should be to select a neighborhood where 1) the income of the majority of the residents will qualify the overall project for Community Development Block Grant funds and 2) there is a combination of vacant lots, potentially vacant lots where buildings should be demolished and 3) housing that should be rehabilitated to improve the neighborhood. Since Sheridan also has some deteriorating underground infrastructure and areas that do not have complete underground infrastructure (namely sewer) the condition and availability of sewer and other infrastructure should also be considered.
3. Recognition and partnership: The committee should obtain recognition from the City and have a partnership with a non-profit organization. This increases funding sources and widens the community input. One staff person should be selected to

be the contact person for the project. One neighborhood should be selected and all potential programs brought to bear on that neighborhood. “Success breeds success.” A successful concentrated project will affect the entire area and other neighborhoods should want to be next. The committee should attempt to help the residents who currently live in the targeted neighborhood and attempt to improve their housing situation. This can mean improving the conditions for the same cost – or lowering the cost. The solutions include a combination of new construction on vacant lots, purchase and demolition of existing structures for sale for new construction, rehabilitating existing structures for current owners or renters, financing for purchase and rehabilitation.

4. Adopting historic building codes: The City of Sheridan should consider helping the Targeted Neighborhood project and other projects by adopting modified building codes. The following is an excerpt from the City of Pasadena about California’s historic building codes. “The State Historical Building Code (SHBC) is a special State-adopted building code for historic buildings which allows flexible approaches to their unique construction problems. The SHBC was developed to accommodate changes necessary for the continued use of historic buildings, while preserving their historic character and significant architectural features. Applicants may elect to use the SHBC as an alternative to standard construction codes such as the Uniform Building Code or the Uniform Mechanical Code. Sections of the SHBC include: occupancy and use, structural (including seismic), mechanical, plumbing, electrical, exiting, fire protection, use of historic building materials and building systems (e.g., elevators), accessibility, and other construction-related topics.”
5. Using grants: The City of Sheridan on behalf of the Targeted Neighborhood project may apply for a Community Development Block Grant from the WCDA for rehabilitation projects. This can be a grant to the City and in turn be given as a grant to housing owners either for 100% of the project or as a match toward the project. The WCDA grant of Community Development Block Grant funds may also be used to purchase lots for rehab and then resale. The proceeds from one transaction may be applied toward the next transaction and therefore be used for several lots one lot at a time. The City of Sheridan may apply to the Wyoming Business Council for a Community Development Block Grant for community improvements. This grant may be used to improve infrastructure in a neighborhood that has a high percentage of low-income residents or to clean up a blighted area. The City of Ontario California offered landlords and homeowners in an impoverished neighborhood free paint for their houses if the owners would commit to regular lawn care – ie. Watering and mowing on a regular basis.
6. Enlisting bankers and investors: The Wyoming Community Development Authority also has funds available for refinancing to rehabilitate or purchase and rehabilitate. The Spruce Up Wyoming program provides low interest mortgages with escrows for the rehab projects. One or more banks should be enlisted to focus on the targeted neighborhood and provide access to this and other rehab

financing. WCDA should be asked to provide training for community leaders, neighborhood leaders, committee members, realtors and bankers on the use of this program. The Wyoming Business Council has a contractual relationship with the National Development Council – an organization that specializes in structuring financing for affordable housing. Chuck DePew, their consultant on contract, is available to work on Wyoming projects. He should be consulted about the feasibility of using tax-credit financing or other financing for larger scale projects within the neighborhood.

7. Focus efforts of volunteers and foundations: The City and community foundations should concentrate efforts toward tying the targeted neighborhood into the downtown area. This may include lighted walking trails, sidewalk improvements, small parks and other amenities that show pride in the neighborhood. Volunteer groups should be encouraged to also concentrate their efforts on the targeted neighborhood. This could include recruiting Boy Scouts to help elderly residents with yard work, donating a lot to Habitat for Humanity, and many other methods. Volunteer groups and city employees may provide a trash pick-up for the neighborhood that includes hauling larger items to the curb to be picked up. Some residents lack the ability to do the physical part of cleaning up their property. In the Town of Scottsbluff several churches joined the Town and provided clean up for a neighborhood that included hauling away-unused vehicles.
8. Financial training for homeowners: Provide training in homeowner responsibilities and skills. The Converse Area New Development Organization is providing training for homeowners in financial management. The committee for the Targeted Neighborhood could arrange for training for current residents in the neighborhood. Free credit reports and credit counseling may be provided as a service by local bankers and realtors. The North East Wyoming Economic Development Coalition, through promotion of the USDA Mutual Self-Help Housing Program, has realized a great need for counseling renters with poor credit about improving their financial management so the applicants may become homeowners.
9. Do-it-yourselfer training: Renters may not be trained or cognizant of the need for regular maintenance on a house to maintain its appearance and value. Local hardware stores may be willing to provide how-to courses on home maintenance. Contractors may also be invited to provide simple classes on home projects those renters or homeowners may attempt and accomplish on their own. For instance, sanding and repainting a front door and laying a new concrete approach sidewalk and front step are doable self-improvement projects and much cheaper done by the do-it-your-selfer – if adequate directions are provided.

**Resources:** Resources:

1. George Gault, President, Wyoming Community Foundation, 221 Iverson, Suite 202, Laramie, WY 82070-3038 (307) 761-1440.

2. Use the WCDA and USDA grants for this study: Contacts: Cheryl Gillum, WCDA and Lola Lucero, USDA
3. Assistance with organization: David Spencer, Regional Manager, Wyoming Business Council, PO Box 962, Gillette, WY 82717 (307) 685-0283
4. Wyoming State Historic Preservation Office 2301 Central Avenue, Barrett Building, Third Floor Cheyenne, Wyoming 82002 Phone: 307-777-7697
5. David Spencer – WBC and Cheryl Gillum – WCDA
6. Local bankers and Chuck DePew, National Development Council, 1425 – 4th Avenue, Suite 608, Seattle, WA 98101 (206) 441-5368
7. Catholic church in Scottsbluff and Town of Scottsbluff
8. Erin Alspach, Community Development Manager, CANDO, 130 South 3rd Street, Douglas, WY 82633 (307) 358-2000
9. Local hardware stores and contractors' association.

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**Theme: ECONOMIC DEVELOPMENT - MARKETING TO THE CREATIVE CLASS**

**Challenge:** Development in the City of Sheridan and its surrounding areas should and must be consistent with the local culture and values and should build on the strengths that already exist in Sheridan. Sheridan's scenery, cultural events, diverse culture and lifestyles were high on the lists for local residents. Many had recently moved to Sheridan for one or more of these characteristics.

Sheridan is attractive to individuals for lifestyle reasons. Sheridan's local tax revenue appears to be more dependent on sales and use tax than on property or mineral taxes. About half of the sales tax collections can be directly attributed to the retail sector. This reflects a community that captures income from lifestyles rather than through industry. The City of Sheridan does not have excellent infrastructure for industrial recruitment – rather, like most of Wyoming's communities, it has a shortage of available developed industrial land, a local bias against large industrial developments (based on the reports about the Buffalo Power Plant project), a shortage of skilled employees and a lack of resources to invest in aggressive industrial recruitment. Sheridan is also remote from large population concentrations. Instead, Sheridan has a very diverse (especially for Wyoming) community with inherent location attractors including the scenic mountains, access to the mountains, a vibrant and historic downtown, a young retired community, wealthy citizens, a cultural community, the community college and foundations. The question is how should Sheridan use those strengths to build the economy?



**Solution:** Several employers stated that they could easily recruit high tech workers to the community for interesting jobs. The very location of the company in Sheridan helped the employer attract the discerning employee. Others in the audiences expressed that they had moved to Sheridan for the lifestyle and location and brought their income producing activity with them – artists, software programmers, musicians, consultants and others.

Richard Florida, a renowned professor of economic development, recently published a book entitled “The Rise of the Creative Class.” Richard Florida gives communities a way to measure their ability to attract and retain knowledge workers. Florida outlines environmental factors such as tolerance, openness to diversity, and lots of urban amenities that are critical for attracting world-class workers.

The following is from an article about his research:

*This is just one of several eye-opening insights from Florida, 43, a pioneering cartographer of talent. Using focus groups, interviews, and an eclectic array of demographic data, Florida is plotting the sociological factors that enable cities to attract human capital. Chief among his findings: In an insecure, temporary, free-agent-dominated world, the crusaders of the new economy increasingly take their professional identities from where they live, rather than from where they work. "Not so long ago you'd meet a guy on a plane, ask him what he does, and he'd tell you that he's a software programmer at Trilogy," says Florida. "Now it's, 'I write code and live in Austin.' "In the battle for talent, Florida argues that location is supplanting the corporation. "We've shifted from a company-centric economy to a people-driven one," he says. "People are turning to community rather than to corporations to define themselves." When smart, skilled job candidates visit a company; they don't just take in the workspace and the culture. Increasingly, they check out the surrounding streets, the parks, and the nightspots. They look for audial and visual cues, such as active outdoor recreation, a thriving music scene, lots of amenities, and high energy, which signal that this is a place where they can live as well as work. Florida has a similar message for people who work in high tech and other hyper-growth professions: Place is just as important as salary and career opportunity. In his focus groups and interviews, virtually every person who made a job-based decision to relocate but neglected lifestyle factors such as recreational and cultural amenities said that they moved again shortly thereafter. Florida's research is starting to yield compelling theories about what will draw talent to certain cities and about how companies that adapt to this change in the workforce will end up being big winners. In an interview, he mapped out the geography of talent -- and the realities that confront cities, companies, and people.*

*Virtual communities just aren't enough -- talent seeks out places with real assets. Lots of Internet enthusiasts argue that the Web has made geography irrelevant, that people are finding their communities in cyberspace. In fact, in a talent-driven economy, place becomes even more important, because people still need to have lives. One of my students put it this way: "My work is a series of projects. My life is a series of moves. My parents had institutions that they were connected to. What can I connect to? My community." "Community" can have different meanings. For some people, it's a neighborhood. For*

*others, it's their network. But the bottom line is that people are finding community in the real world: places where the streets feel alive at 2 AM and where a dynamic music scene, all-night cafés, and extreme sports are easily accessible. People want to feel the energy that fuels creativity all around them."*

Source: [http://www.fastcompany.com/magazine/42/pp\\_florida.html](http://www.fastcompany.com/magazine/42/pp_florida.html)

The economic development recruitment efforts may consider what makes Sheridan unique – its inherent attractiveness and diverse community – and recruit people to the community based on these factors. Local employers and self-employed individuals who fit in the category of the knowledge workers should be interviewed to find why they located in Sheridan and to identify additional assets that would increase Sheridan's attractiveness to them. This survey can help shape the marketing message and develop a continued community improvement plan to support recruitment of employees and self-employed people in the knowledge worker category.

I recommend that several leaders read Richard Florida's book "[The Rise of the Creative Class](#)" and others on similar topics and identify which aspects can be applied to Sheridan's economic development program. Richard Florida may be available to visit the community as a guest speaker.

Economic development leaders should visit other Rocky Mountain communities that have successfully attracted high tech or knowledge workers for lifestyle. These may include Loveland (artists), Boulder, and downtown Denver. Knowledge workers already in the community may be asked to help identify those communities – the survey may ask, "if you did not live in Sheridan where would you choose to live? And why?" Elements of the amenities offered in those communities should be considered in Sheridan. The marketing message should highlight the lifestyle choices, the diverse population and other residents in the same or related fields, and be placed in periodicals or websites visited by knowledge based workers. This probably indicates articles in Rolling Stones or Architectural Digest instead of Plants, Sites and Parks.

#### **Resources:**

<http://www.creativeclass.org/index.shtml>

Richard Florida is the author of the national bestseller, *The Rise of the Creative Class: And How Its Transforming Work, Leisure Community and Everyday Life* published by Basic Books in June 2002. The book has been acclaimed in *The New York Times* and other major media for showing how some of the most profound changes in our workplace and culture stem from the rise of creativity as an economic force. He is the H. John Heinz III Professor of Economic Development at Carnegie Mellon University, where he is also founder of the Software Industry Center. He has been a visiting professor at MIT and Harvard University's John F. Kennedy School of Government and is affiliated with the Brookings Institution in Washington DC. He is co-author of five other books, including *Industrializing Knowledge* published by MIT Press; *Beyond Mass Production* published by Oxford University Press and *The Breakthrough Illusion* published by Basic Books, and more than 100 articles in academic journals. He is a founding principal of Catalytix,

a strategy-consulting firm that works with cities, regions and corporations around the world. Florida earned his Bachelor's degree from Rutgers College and his Ph.D. from Columbia University.

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### **Theme: COMMUNITY PROJECTS – ART CENTER/INCUBATOR**

**Challenge:** Many citizens expressed support for the visual arts in the community. Several bronze statues in the downtown area demonstrate the community's support for arts. During a driving tour of neighborhoods near downtown a community team member noticed an unused Wyoming Department of Transportation building. The neighborhood around the DOT building needs renovation and rehabilitation. The DOT building itself is an eyesore or at the least does not add to the attractiveness of the neighborhood. I believe the building is currently owned by the School District. The community members also expressed a need for support for entrepreneurs in several fields. Several community members who attended the session on the arts were self-supporting artists themselves.

**Solution:** Many citizens expressed support for the visual arts in the community. Several bronze statues in the downtown area demonstrate the community's support for arts. During a driving tour of neighborhoods near downtown a community team member noticed an unused Wyoming Department of Transportation building. The neighborhood around the DOT building needs renovation and rehabilitation. The DOT building itself is an eyesore or at the least does not add to the attractiveness of the neighborhood. I believe the building is currently owned by the School District. The community members also expressed a need for support for entrepreneurs in several fields. Several community members who attended the session on the arts were self-supporting artists themselves.

**Solution:** Sometimes it is OK to learn from a project that has happened in another community and adapt the project to Sheridan. The Campbell County Commissioners came into ownership of a similar vintage former Department of Transportation building. The building was on a busy thoroughfare and was deteriorating. The County presented the building on a lease basis (\$1 per year) to a local non-profit art organization. The non-profit's mission is to promote visual arts in the community. The Wyoming Business Council's predecessor agency (Division of Economic and Community Development) provided a planning grant for the non-profit to hire an architect to develop plans and costs for renovating the building. The non-profit with assistance from the City of Gillette and several donations was able to renovate the building and create a focal point for promoting the arts. The facility is used to teach art classes to newcomers and experienced artists and to raise the awareness of the economic contribution by the various artists in the community. A run down building has become a source of pride in the community and has resulted in a much larger constituency of art supporters. A renovated DOT building can also serve as an anchor project in a neighborhood redevelopment effort. The building is close enough to downtown to tie into the downtown outside art theme.

**Resources:**

Wyoming Business Council – David Spencer, Regional Manager  
(307) 685-0283

or

Steve Achter, Investment Ready Communities,  
(307) 777-2800

Suzanne Weakly, Board Member, Advocacy for Visual Arts,  
(307) 683-2414 or (307) 683-2414

Susan Bigelow, Executive Director, Campbell County EDC,  
PO Box 3948,  
Gillette, WY 82717  
(307) 686-2603

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**Theme: HOUSING - DOWNTOWN**

**Challenge:** Several community members in various sessions voiced concern over issues that can be linked: lack of available housing, need to protect scenic areas, need to support historic and vibrant downtown, and keeping and attracting young people. Instead of addressing these individually, they can be linked into one challenge and one solution. Using or reusing available space in and near the downtown area addresses several concerns. Housing downtown is a trend that is attractive to young professionals and young retirees. It concentrates population in an area that needs retail and restaurant support and reduces the need to spread infrastructure resources out over a larger area. Bike trails, parks and other amenities are already available in the downtown area.

**Solution:** Create a team of local professionals and hired consultants to develop a downtown-housing plan. Include architects, builders, building code enforcers, fire department, young professionals, downtown development organization, property owners and young professionals. Request funding from WCDA, the Wyoming Community Foundation, the Wyoming Business Council and possibly the new Main Street funding if needed to identify properties that can be used for downtown housing. Get permission to include the properties from the owners, develop ideas, identify regulatory changes such as adopting historic preservation building codes, identify financing and complete the concept. Hire a planner familiar with downtown redevelopment in urban communities such as Martin H. Shukert, AICP with Crose Gardner Shukert, Planning and Urban Design, Omaha, Nebraska.

Think outside the box to identify what type of facilities can be used as housing. The trend is to re-use industrial space, older retail space, basements and attics that were previously used for storage and other non-traditional space. Allow for building codes that acknowledge the use of the space and historic nature of many of the buildings. Research California's state historic building code and others that are available. Research the

application of the historic building codes in Wyoming. Develop a streamlined process and then promote it to local developers, builders and property owners. As part of the planning process, take a tour of non-traditional housing in downtown Denver. Sheridan can do this even better. This is a specific target neighborhood plan where existing residents do not exist in most of the buildings. The goal would be to use this housing option to attract knowledge based workers and young professionals (might be the same thing). This is not necessarily a project to provide affordable housing in the standard terminology. This housing will be designed to accommodate a certain lifestyle and support the downtown area. The National Development Council's Chuck DePew is familiar with historic rehabilitation and has spent much of his professional career in Seattle, WA, a city that has accomplished the task of attracting young people to live in and around downtown. He should be asked to participate in the discussion. Housing options that can be used for housing and office or studio space also support self-employed residents. The City should consider providing sufficient parking for downtown residents.

**Resources:**

1. Martin H. Shukert, AICP; Principal;  
Croese Gardner Shukert, Planning and Urban Design,  
900 Farnam Street, Suite 100,  
Omaha, NE 68102  
(402) 392-0136.  
[www.rdgusa.com](http://www.rdgusa.com)
  2. Chuck DePew,  
National Development Council,  
1425 - 4th Avenue, Suite 608,  
Seattle, WA 98101  
(206) 441-5368
  3. Wyoming Community Development Authority (WCDA)-  
Cheryl Gillum or George Axlund,  
(307) 265-0603
  4. Wyoming Community Foundation  
George Gault, President  
(307) 721-8300
  5. Wyoming Business Council, Dave Spencer, Regional Manager  
(307) 685-0283
  6. Local Foundations
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## **Theme: ECONOMIC DEVELOPMENT – SUPPORT TO ENTREPRENEURS**

**Challenge:** The participants in the various sessions reflected a great wealth of knowledge and experience in young retirees who have moved to Sheridan but are still interested and able to contribute to the community's vitality. The community representatives indicated a desire to keep young people in the community, to attract young people to the community and to expand the economy. Encouraging start-up businesses or entrepreneurs is one approach to growing your own economic development success. Developing a community that supports and nurtures entrepreneurs and marketing that environment are ways to increase the effectiveness of that approach. Entrepreneurs can gain from the mentoring of experienced professionals. Angel or venture capital is in great demand by entrepreneurial ventures.

**Solution:** Develop four support networks and environments for young entrepreneurs: pseudo boards of directors, entrepreneur showcase, angel financing networks and a non-resident incubator with support services.

1. Board of directors: CEOs who report to boards of directors either in the non-profit sector or for-profit sector understand the value of reviewing performance against a plan and presenting that to a favorable but impartial group of board members. Entrepreneurs are not forced to go through the same self-evaluation or have the opportunity for the same helpful review. Some business owners have opted to develop a board of directors who do not control the company but provide regular feedback to the owner. Retired or semi-retired professionals in several areas may be very helpful to the success of entrepreneurs. John Kane, owner of Wyoming Materials in Gillette, uses a board of directors to discuss and evaluate business position and strategy. Sheridan appears to have a wealth of retired executives from many different industries and with recent experience and connections. A staff person with the college, the chamber or the economic development office should take on the responsibility of coordinating networking between volunteers and entrepreneurs. This service can be offered through the formation of a SCORE chapter; however, this idea will work even without the SCORE chapter. One advantage of developing a SCORE chapter is that the counseling provided as a SCORE volunteer is covered under the liability coverage provided by the Small Business Administration. SCORE is Service Corp of Retired Executives; however, the volunteers do not need to be retired. The only SCORE chapter in Wyoming is located in Casper. A group-received charter for a chapter in Gillette let it go because of lack of retired executives to recruit for counseling. The Small Business Development Center Counselor, Judith Semple, can provide assistance with getting a chapter started.
2. Entrepreneur showcase: Venture West, a non-profit organized on a statewide basis but operating out of Laramie, showcases entrepreneurs at quarterly meetings held at various locations. Each entrepreneur applies to be chosen to have their business idea presented to potential investors and those representing investment

capital such as financial planners and bankers. If Sheridan is serious about supporting entrepreneurs, they may set up a local or regional version of Venture West – even rely on Venture West for support and advice. An outgrowth of this activity could be visiting colleges in the region and interviewing students with entrepreneurial ideas and recruiting them to the community to be nurtured to success.

3. Angel financing networks: Potential investors may be difficult to identify; however, financial advisers in the community may be able to develop a network of potential investors and have a behind the scenes network of presenting business ideas to potential investors. An effort may even be successful of pooling investment dollars into a venture capital fund. Secretary of State Cynthia Lummis is working to develop a mechanism so that Wyoming can invest some of its portfolio in Wyoming businesses that need venture capital. She may be a good resource.
4. Non-resident incubator: Entrepreneurs and other new start-up businesses are often operated out of inadequate space such as basements, garages and cramped offices or shops. The overhead costs of copiers, meeting rooms, etc. can be cost prohibitive. A service may be offered to entrepreneurs in one central location with a copier, checkout technology such as projectors, cameras, a meeting room and other seldom needed but critical assets. Additionally, the economic development office, chamber or college may create an inventory of where those items may be borrowed or rented at a low cost and a list of meeting rooms that are available.

**Resources:**

1. WYOMING SCORE CHAPTER 1/2002

Casper SCORE 0181

Phone: (307) 261-6529

Federal Building Room 4126

Fax: (307) 261-6530 100 East B Street

Toll Free: (888) 420-3330

Casper WY 82602

Judith Semple, Region 5 Director,  
Wyoming Small Business Development Center,  
222 S. Gillette Avenue,  
Suite 402,  
Gillette, WY 82716  
(307) 682-5232  
SBA – <http://www.sba.gov>

2. Venture West Network, Inc.,  
PO Box 3561,  
Laramie, Wyoming 82071-3561,  
(307) 766-2509.

**Theme: HOUSING – NEXT STAGE**

**Challenge:** Several retirees who are currently living in single family houses stated that there was not housing available that suited their needs. Young people expressed that there were not single-family houses available that they could afford. According to the 2000 Census data for the City of Sheridan 29 percent of the owner-occupied housing units had residents 65 and over while only 10 percent of the owner-occupied housing units had residents between 25 and 34. Twice that percentage or 20 percent of the rentals had tenants between the ages of 25 and 34. Some 28 percent of the owner-occupied housing units and 48 percent of the rental units had only one resident. In the 2000 census, 148 Sheridan residents 65 or over and below the poverty level lived in owner-occupied housing. Some of the 148 older and poorer residents may live in houses that are in need of rehab that the resident cannot afford to complete. One strategy may provide appropriate and attractive housing for one group and free up appropriate housing for another group.

**Solution:** Start with the hypothesis that there are seniors in single family homes that would move to more appropriate housing if it was available to meet their needs and that young families would be able to afford to purchase the single family homes that would then be available. Work with the senior citizens center, a vibrant service organization, to survey senior residents and see if the first part of the hypothesis is accurate. Include in the survey a description of appropriate and adequate housing and determine if the seniors' financial situation would cover the costs of housing identified to meet their needs. Determine a profile of available houses if seniors were to move to other housing and establish fair market rates. Determine if these houses would be affordable and meet the needs of young families in the community. WCDA's guidelines for first time home buyers in Sheridan County is currently \$133,000 for existing houses and will probably be moved to \$189,000 in April 2004. If the two parts of the hypothesis are true – develop a working group to promote the senior housing concept to developers – or hire a developer to build the housing. The Town of Hulett took this approach on a very small scale and had eight seniors pre-sign for apartments in a new complex. Their move into the apartments freed up eight single-family homes for other families.

**Resources:**

Senior Citizens Center and local volunteers Cheryl Gillum and George Axlund with the Wyoming Community Development Authority Casper, WY, (307) 265-0603



## **WHAT WAS SAID IN THE INTERVIEWS**

The Resource Team spent 4 days interviewing local residents to hear what they had to say. Those being interviewed were directed to answer three questions:

What are the major problems and challenges in your community?

What are the major strengths and assets of your community?

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

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

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

- I think our youth scream for something to do outside of sports or the arts.
- I would go along with problems for youth in our community. As far as jobs – most of them leave for lack of jobs in our community.
- Children – need to address our young people drinking and driving and killing themselves.
- Ditto the same things said about the youth – jobs, drinking and driving. Something to do with their time other than drugs and alcohol.
- Shopping – I go to the mall in Billings to find things for my child. Shopping would bring jobs for the youth.
- I would like to see younger families. More diverse environment – jobs that are professional – not just service – to keep young professionals.
- Sheridan has lost – maybe never had – a real sense of community.
- I agree with things about the youth – as a parent – need affordable housing. Jobs that are available do not provide a quality of life. Availability of quality jobs.
- Agree that job situation is a problem.
- Need for industry in the area – to help the rest.
- Need for industry.
- Sheridan's total resistance to change – hope they can accept change.
- Young parents that can afford to work and live here and raise their kids instead of just surviving.
- Love friendly faces – as a new member to the community – need a recreation center. Y is lacking in providing youth facilities and youth things.
- Elderly access for recreation center. Want additional facilities for youth and elderly.
- Trouble with the law and court system – not all treated the same.
- Agree that cost of living – will turn into retirement community because real estate is tripling and jobs are not paying more and people cannot afford to stay here.

- Ditto the housing issue. If you build it they will come attitude but most new housing is over \$200,000 and young families cannot afford that.
- Lack of industry. Youth are looking for high tech jobs and they are not provided in Sheridan.
- Like to see drivers' ed classes back into school facilities.
- Air service into Sheridan.
- Jobs that pay a living wage are vital. Need to have business and industry to provide that. We all want that but when business and industry want to come here we make it difficult for them to come here.
- Affordable day care and preschool – important to keep young people here – affordable.
- I agree with all before.
- Teen sexual activity and repercussions with that.
- Getting more industry and more jobs so people can stay here.
- Something for the seniors.
- Agree with prior comments. Families struggle financially. Focus on that. One thing that concerns me is that this community has a lot of boards – elected and appointed. Would like to see more 30-40 year olds on those boards. Want to see leadership without personal agendas.
- Major problem – Sheridan is a great place – constant problem with needing more industry and business – perception of Sheridan is more negative than it actually is.
- Difficult to keep people involved in traditional volunteerism. Every organization is crying for people to be more involved and more active. Young people are not volunteering.
- Sheridan has a lot going for it. Surprised to hear the negatives.
- Obstacles – communications, need better networking between agencies – people are real busy.
- Childcare is so expensive.
- Need state sponsored pre-school.
- Taking care of our senior citizens.
- Bringing in industry or good paying jobs for non-professional people.
- Add to the last comment – trying to keep that influx positive and supportive so it enhances the community.
- Available labor force.
- More affordable counseling for youth.
- Low rate of real estate taxes appealed to them two years ago – is getting out of hand now.
- Ensuring affordable housing for people who want to buy.
- Ditto-available workforce.
- Echo affordable housing.
- Ditto good high paying jobs so young people can live here.
- Ditto 45.
- Ditto 45.
- Agree with comments about affordable housing for people who want to buy and those who want to rent. Some of the rentals are not safe.

- Affordable day care.
- Dirty environment, dust and dirt in the streets, trash.
- Concerns in the community are that when you have cleaning of people yards and their cars and have their city governances backed up. Covenants need to be enforced. Some places look pretty nasty.
- Main challenge is keeping Internet services on the cutting edge – keeping communications on leading edge.
- Maintaining job base and prospective career for young people to stay in Sheridan and raise their families and opportunities to build a career.
- Agree with previous – low incomes on the behalf of most borrowers.
- Resistance to business growth in the city and county.
- Affordable housing – need more housing developments.
- Lack of technologically based industry – cell phones, computer based transactions and industry.
- Coordinating and developing zoning and planning tools so it is easier for developers to come in and do economic development.
- Focusing on economic developing and changing the mentality of government and people who resist it.
- Ditto jobs with emphasis on higher pay.
- Land prices and construction costs are high which hamper affordable housing going in. In dire need of industrial park for development.
- Ditto jobs and affordable housing.
- Like to see social agencies network with each other.
- More development of more non-energy related industries.
- Ditto on non-energy related development. Community image toward growth.
- Reliance on mineral industry for tax base.
- Infrastructure in industry and social services need rebuilding.
- Transportation – air – consistent quality air service.
- Ditto-affordable housing issue.
- Ditto positive community attitude.
- Population base is elderly without influx of younger folks.
- City and County process for PUDs needs to be revisited and developed. Need to look at zoning laws.
- Ditto on communication and collaboration between City and County.
- There is not a network of non-profits – social service agencies. Many gaps – when we have kids in need of help – difficult for parents to find the services – such as substance abuse. Hidden secrets that we are not aware of – difficult to connect. People new to town – no access to a directory other than the yellow pages.
- Need more activities for seniors, besides bingo
- More activities for teens
- Housing
- More jobs available than minimum wage
- Rising taxes, wealthy people buying land, need enough land to raise cows, drug issue

- Affordable rental property
- Ditto on property taxes
- Affordable housing for people coming into Sheridan, finding comparable employment for spouses when recruiting
- Ditto on all
- Don't plow in town
- Some of the apartments for rent are small and expensive
- Sometimes we do too much of seeking problems, our form of city government could be improved, five instead of three commissioners
- We need more business to this area
- We need to have capabilities to get emergent care, specialties
- Ditto on drug issue
- Need more business growth, more education for business owners, businesses closed on weekends, longer open hours during weekdays
- Alcohol is biggest problem, don't have psychiatric care
- Need to do something with streets
- Access to health care will be major issue in next few years, potential for limited number of health care workers, having access to physicians, infrastructure is a problem, and affordable housing, bringing business to community for professionals
- Drug and alcohol
- Affordable, low-income housing – 2 dittos
- More job opportunities
- Activities sans alcohol – ditto
- Low income housing
- More jobs
- More private sector jobs
- More jobs
- Major drug problems
- More private sector
- Young people activities
- Drug/alcohol
- Mid-income housing
- Higher wages
- Unhealthy forest
- Higher wages – 2 dittos
- Need better education all ages
- Best education for very young
- Skilled jobs/industry – too much tourism job emphasis
- Ditto all of this
- Need a Hastings
- Health care affordable for businesses
- Ditto #115
- Ditto skilled jobs/need 2-3 jobs, leads to kid drug problems

- County codes/enforcements
- Affordable health care
- Housing costs
- Road construction
- Price of living is high
- More activities for teens
- Need more jobs
- Build more tourist, drug and alcohol
- More activities for teens
- Bigger recycling programs
- Ditto for teen activities
- More things to do
- Lack of drug enforcement
- Lower hospital price
- Problem with road damages
- Bigger community growth
- Ditto activities
- More sidewalks
- Town depends too much Wal Mart, focus on other stores
- Afraid of change
- Speed limit is too slow
- Snow clean-up
- Bigger businesses
- Damages on side roads
- Teen pregnancy
- Take more seriously drug problem and statutory rape
- Too much focus on teens with problems
- More places to go four-wheeling and snowmobiling
- Scheduled events in Sheridan
- Good paying jobs, property taxes, housing costs are too high, affordable childcare and housing
- Ditto on jobs, housing costs, tremendous need for substance abuse education or law enforcement for 10-24 year old.
- Hospital and physicians are at a crossroads, physicians are aging, surgeons are aging, physician recruitment, hospital needs to do recruitment, crisis relationship between hospital and physicians, need new equipment, new emergency room, outpatient walk-in and surgery, hesitant physicians to work with the hospital, issues with cancer treatment center coming in
- People are leaving this hospital because of the bad press and lack of trust
- Childcare is impossible to get and pediatricians are hard to get
- Can't get applications in to school district and even difficult to work as a substitute, need more shopping
- Big need for non-VA psychiatric care, hard for hospital to be jack-of-all trades, need psychiatrist, need childcare, spousal employment (middle-aged men can not

find employment unless they are in a specific trade), have lost nurses because spouse can not find jobs, bad realty experience (drug abuse is driving psychiatric need)

- Ditto to everything, daycare on a waiting list for months, pre-school is difficult to get into, pediatrician moved to Billings and now go to Billings to continue seeing that pediatrician, need Hospice house and emergent care, cancer rate is high in this community
- After hours emergency is not available, people have to go to Billings, customer service with medical and dental has been an issue, hate to see people drive 90 minutes to receive care when they are in pain,
- Joke that childcare is only available for teachers and doctors, needs to be available longer
- Lack of vision and follow through
- Fostering proactive and positive communication
- Lack of focus on the future
- If we were more proactive we would have a vision and a plan
- Consequence of lack of vision is the sprawl across the county
- Problems with water system in Sheridan area, paying taxes and no benefits
- Teenage driving in location of high school
- Do better with mental health care
- Real problem with uncontrolled growth and available housing
- Affordable housing, next election cycle—what have we done for affordable housing, what can we do? We need to look at the problem
- Our bureaucracy puts up a road block, there are so many roadblocks both city and county
- Multitude issue with affordable housing, we don't have anything for middle income families, no jobs to give wages needed to afford housing
- We got problems with getting businesses in town, jobs for teens
- Sidewalks are dirty, business owners need to clean sidewalks better on main street
- College students leaving, no good jobs here, recruit students to come back to Wyoming, give mineral industry tax break and extend this to develop businesses in state
- Bringing in or developing higher paying jobs to afford to live here
- Ditto on streets, we are not doing the basics, the town doesn't look as good as it did 15 years ago, our best entrance is 5<sup>th</sup> street
- We need affordable housing and there are roadblocks, I also hear we don't want sprawl, the challenge in so far to address the plan and keep the community from having bad outcomes and is there a different way to do it besides creating roadblocks
- A lot of politicians run on single and personal agendas, and if they were to run with community issues, the good of the community as a whole, would be better, broad issues
- Ditto on single issue
- Trouble with city putting up commercial parks, not getting taxes, and don't allow parks to go up that we could get taxes from

- Along with the planning, still a real need for better parking
- Ditto
- Ditto
- Ditto
- We are a small community, I find that some issues some of our politicians do not listen to all issues, are one-sided
- Some people seem to be above the law
- Problem with jobs and wages
- Lack of industry and opportunity to work for decent wage
- Job situation
- Ditto the same see this session to do more planning for the long term
- We need to encourage retirees to take more courses out of the college, they need more bodies, I just took a course in creative writing and maintaining my A average
- Funding and tax base is not good and improvements take dollars
- Is domestic violence, alcohol and drug abuse is a problem, not putting enough money into education and actual enforcement of rules and laws
- Education of younger people has too many hand computers in the Math department, we should all have the ABC's and know how to write and enjoy education
- We moved here because people were friendly, attitudes change depending if you are a tourist or trespasser, people want things to stay the same as the 60's, Sheridan doesn't like change
- Lack of avenues to feel integrated in the community, don't feel included in the community, just invited to a women's club, didn't know it was here for 4 years
- We came here for the friendliness and traffic and hectic rush and beauty of scenery, but again would like to see Sheridan grow and better paying jobs and need to change for that to happen
- Ghetto boomers in cars has really become a problem, getting out of hand
- Kids in community with lack of education and respect, work ethics, needs to be stressed more in school, want to keep kids who graduate to stay here
- 99% of people want to maintain quality of life and how can you do that and grow? First off, needs to determine if community wants to grow, a number of people does not want to see a lot of growth, can the city and county keep up with growth
- People want something but would like to see some growth and industry to come here to keep kids around, don't no how to achieve it, want jobs but afraid to invest in jobs
- Community center for youth
- Ditto
- Do we want to grow? We don't have a choice. It is going to grow it is how you organize
- Keep in mind that growth in two ways; opportunities
- City government has highly qualified people, most don't want that full time job 50 or 60 hours, could solve this by changing form of government

- Overhauling zoning resolutions of county, working from scratch, to prepare for the future and growth and still maintain quality of life—we have gone through years and years with lack of planning
- Agree with the lack of planning, covenants vary and we need to upgrade and improve the plans
- Ditto planning
- Concern that there isn't anything for the youth to do.
- How to increase the availability of reasonable and affordable housing – without encroaching into agricultural land and wildlife habitat.
- Lack of property built houses – affordability of lots – causing Habitat for Housing problems with finding places to build
- Christmas in April – help low income usually seniors to rehab housing
- Affordable and decent housing for low-income families – price of lots is up to 30 percent of cost of housing.
- Ditto the availability of affordable lots and housing
- Extreme need for child care.
- Primary need for establishing career jobs that keep young people here – with wages in relation to housing costs.
- Public transportation
- Problems with children and lack of mentors – no support system for children
- Need help with at-risk youth
- Activities for youth
- Probation specific background – need a juvenile detention center in Sheridan County
- Like to see inpatient substance abuse center for our kids in this community
- Need for living wage jobs and affordable housing.
- Ditto all previous comments
- One of the paths to all of this is better communications and networking between agencies – so adequate referrals can be made and brainstorming.
- Youth – feel there is not enough things especially weekends, after school and summers to properly structure student time
- Need better communications between agencies and knowing what is available
- Great community but problem in the work force – put in a job order a couple months ago and never got a response – asked if there were any unemployed in Sheridan – pay better than minimum wage – why don't I have any applicants – reason was drug testing.
- Paper said industry has to provide better jobs – need good employees first.
- Major problem is understated fear of growth that Sheridan has. Affects employment opportunities and other problems.
- Faster process for planning and review committees for development.
- In terms of the jobs – have lots of jobs in tourism type jobs – have hospital and college jobs at the professional level – need more jobs in the level a young family will survive on. Two professional young family still struggles – one income households have a difficult time.



- People think there is nothing for youth to do – there are lots of opportunities for youth – maybe need better advertising – get the word out.
- Substance abuse – namely methamphetamine – lots of young people will not apply for jobs that require drug testing – huge issue in this town – especially for you.
- Ditto on the substance abuse.
- Leadership that communicates the necessity of growth.
- Ditto the comment about the meth abuse among youth.
- Ditto the need for higher wages.
- On the meth use – there are a lot of good programs offered statewide – specifically on meth – would be nice to have the programs available in the local area.
- Ditto – mother of recovering meth abuser – little understanding in local community – lucky to have been able to get help – have used recovery program in the community.
- Lots of people coming out of recovery program should be applying for drug testing job openings.
- Living wage jobs and affordable housing.
- Ditto on drug and substance abuse.
- Ditto on substance abuse.
- Ditto on underemployed issues that Sheridan has
- Ditto on master plan
- Kids leave state
- Clean up enforcement
- Wal Mart sucks money from other businesses
- Resistance to change
- Uncooperative govt agencies
- ‘Aging workforce
- Middle housing
- Community needs to decide vision
- Affordable housing
- Lack of workforce
- Housing
- Local government bureaucracy
- Us vs. them mentality
- Encourage higher education
- Lack of consistency from govt entities
- Ditto on uncooperative govt agencies
- Affordable housing
- Spousal employment
- Housing
- In crowd—acceptance of all
- Apathy in parents
- NIMBY
- Growth without changing

- Sales tax that Billings does not
- Losing youth
- Lack of trained workforce
- Being single in Sheridan
- Lack of manners in young
- Job match up – lack
- Ditto
- State is not paying for state services—minerals tax is.
- Random housing in odd areas
- Lack of cluster housing
- Zoning and planning
- Lack of coordination among planning boards
- Higher pay in relation to other states
- Workforce turnover
- Ditto
- Well-paying jobs for the average person
- Resistance to industry and change in the community
- Limited air service.
- Ditto jobs.
- Nobody wants new industry in their backyard, but want jobs.
- Growing and need to change, but with strong planning.
- Ditto growing
- Ditto air service
- Ditto planned industrial growth.
- Division in the community as to how we should develop, industry or recreation.
- Ditto planning. What happened to last assessment? Have not seen those ideas incorporated into general plan.
- More open space.
- Jobs for youth to return to community after college.
- More stable economic base. What is economy based on now? Study on current economic development.
- Property taxes going up. Senior citizens cannot absorb tax increases. Assistance with seniors paying property taxes.
- How to manage growth in a flexible and positive manner
- Lack of employment opportunities
- At risk youth issues
- Be a authentic community, have as many people in county as in city, balance between the haves and have nots
- Ditto, no common vision
- Affordable housing
- Invasion of wealth
- Ditto and growth, unplanned growth
- We have youth who are not brought into church
- Youth can't find employment

- Problems with value systems and this leads to behavior, instill in youth and adults a positive value system
- Resist change
- Widening gap between wealthy and working core
- Health care, either go to Billings or Casper, lot of people do not health insurance
- Community assumes boom will go on forever, no real thought for busts
- Ditto on unwillingness to change
- Gradually of erosion of culture, western culture
- So man things that call on people's time and energy, takes away from personal relaxation
- Ditto resistance to change
- Ditto of time and energy demands
- Aging community, lost about 1000 school students
- Methamphetamine and chemical abuse
- Disparity in the community with the churches, some are aging and some are new, some are missing from this session, concerns me and reflects on the spirit of the community
- Narrow concerns have divided the churches, indicative of what is in it for me, conflict over public land rights, conflicts over medical community, fights over rights and power
- Community being focused on elderly and the youth are being left out, constant remodeling of senior center but there is no youth center
- Ditto of division of the community
- Related to division, need to be here for 100 years to be accepted and included
- More cooperation between all churches
- Have more common events between churches
- Future of Holy Name school? Role of spiritual formation of the school for youth at an early age
- Ditto youth feels left out in the community, seems to be an adult community
- High percentage of alcoholism
- Insufficient recycling
- Ditto
- Air quality
- Ditto, growing problems to be sprawl and not protecting open spaces
- Ditto on air quality
- Ditto air quality
- Huge assault on environment and open spaces, and sprawl, no active planning to address these issues
- Environment is suffering, clean-up of junk cars, city and county needs to work on this
- Ditto
- Concerns of feedlot and water quality
- We are in a boom and bust cycle, need to bring in industry not associated with this cycle

- Our lack of putting economic value on the environment, intrinsic value, we don't know how to value it or weigh it, until we develop a way to measure then how do we understand it
- Ditto lack of regulations involving sprawl and maintaining open spaces
- Ability to have a sustainable supply of water
- Ditto on sprawl insufficient public transportation
- Poverty here, like to see no poverty decent pay, mixture of races/culture
- Ditto on sprawl, and lack of consistent land use planning, friction between city and county
- When people come here for the first time they love the setting, mountains and prairies, they appreciate the beauty and the opportunity for outdoor recreation and after people have been her for awhile is they lose that appreciation and legacy of protecting what we have, overuse of motorized recreation and roads
- Water quality issue, having turbidity and e coli, it goes beyond this
- Youth destructing the environment and nature
- Heavy impact and unprecedented usage of the forest that must answer to all of these needs
- Ditto quality of water, things running in the water i.e. oil, junk cars, etc.
- County does not have authority to force clean-up, need coordination between city and county
- Community leadership and leaders is the tendency of the tyranny of the immediate, we deal with immediate issues instead of genuine sense of urgency
- Trying to instill good work ethics
- Very small group of people making large decisions
- Billions of gallons of water are being lost because of coal bed methane, depletion of aquifers, need to look property rights issue, at zoning and use of natural resources i.e. forests, etc.
- Water is a big problem, losing our aquifers, coal bed methane taking water out and dumping on the ground, toxic materials, unusable, open space being gobbled up
- Ltd. Indoor facilities
- Poor infrastructure for recreation for poor
- Ditto
- Weak city/county Hist pres ties
- No jobs for graduates
- Divisiveness in medical community
- No large scale complex type facility
- Lack of year round activities
- City/county need to work together
- Struggle bet. Need to grow and yet remain small town integrity
- Recreation access for atvs, dirt bikes, need one on public lands
- Lack of city county support for Sheridan County Historic museum; no recognition for educational value of museums
- Challenge of right kind of employees for tourism – can't keep employees, wages and employees for the jobs

- Have to import employees for seasonal work
- Poor tourism employees, now to treat people
- Ditto last 2 – workers, school impacts tourism in fall
- Education for front line tourism employees
- Not enough qualified volunteer involvement to help w/tourism
- Community not educated/accepting of tourists to provide good service
- Streets are bad;
- Poor air quality
- Need to revitalize historic buildings
- We need to look at excess and traffic pattern around post office
- Building teams, developers, realtors need to get decisions instead of studies
- Wages across the board are a problem
- Wages
- Drug problems with teenagers
- Traffic problems around post office and need for decisions
- Traffic control
- Traffic control
- Ditto on traffic
- Wages
- Ditto on traffic
- Traffic with emphasis on downtown area – brooks to Gould and down to the Courthouse
- Ditto on the downtown traffic and also need for parking on Main Street
- Mayoral structure – candidates compared to department heads – how are we going to attract good mayoral candidates when police make more money
- Wages
- Water sources for the future
- Low paying jobs
- Traffic congestion on Loucks
- Poor attitude toward new economic development especially by city and county
- Shrinking inventory of low income housing
- No inspection for buildings in the county – majority of the county
- Stratified society – a few people have a lot of money – a shrinking working middle class in Sheridan
- Air transport – need better air transportation.
- A few people control a lot of project.
- A few people control a lot of projects.
- Would like to see all streets paved – 5<sup>th</sup> Street to where Wizeman's used to be – by railroad tracks.
- Emphasize earlier comments
- Lack of experience or ability of leaders to plan for growth.
- Ditto on all that has been said
- Ditto and ditto

- Air service – aging population – lack of professional jobs – recreational trails and walkways.
- Ditto the recreational trails and walkways and Ditto on inspections not needed in much of the county, poor attitude toward economic development
- Ditto on shrinking middle class.
- Ditto on lack of good wages in the community
- We have such a wealth of philanthropy in the community but I would suggest that it is very hard to find individual philanthropic help for people who have one time crisis. Many would be happy to provide for the single mom whose sewer goes out or an old person who has a crisis – and yet we have difficulty finding the resource for these types of emergencies.
- Shrinking middle class – and lack of 25 to 40 year olds.
- Divisiveness that is showing in our newspapers and in the community.
- A way to keep our youth in Sheridan and also attract people in a positive way
- County planning – as our city and county grows have a way to plan for streets and thoroughfares
- I agree with the loss of the demographic 25 to 40 – biggest problem is educational opportunities and then placement for them within this community. Friend that works for IML – career fair at the UW are unaware that there are jobs in Wyoming – chemical and environmental engineering opportunities within Wyoming.
- Problem with child abuse and neglect and wish we had a healthy attitude toward sports.
- Lack of jobs that bring in a higher than service wage.
- Lack of governmental cohesiveness
- Need a streamlined process
- Need a water supply situation solution
- Need capacity in waste water
- Problem that Cheyenne doesn't recognize Sheridan as a major city.
- Would like dump to be open on the weekend to meet the needs of local citizens.
- Challenge on the medical side is to get the medical professionals in line with the medical administration.
- Ditto on the situation between the medical professionals
- Positive attitude toward growth.
- Challenge – homelessness and the ever striving goal for housing authority – been talk lately about a city/county and agree that would be good.
- Pollution of Big Goose and Little Goose
- Expensive air service
- Lack of trees in Sheridan
- Ditto comments on planning for future water
- County/City get together for building inspections.
- Would like to see the City/County not duplicate services – combine services and do it better.
- Ditto the medical community and hospital board.

- Lot of leadership – headed the right direction – leadership needs to work together as a group instead of going in different directions
- Elected city officials get more involved in the workings of the departments and be aware of what is going on.
- Managing growth and maintain open space.
- I would list the hospital as an asset – but they are lacking in specialty health care.
- Ditto lacking in specialty health care
- Ditto the city/county combination of services to be more efficient
- Would like to see planning and streamlining and would like good minds that are affected by this should talk with elected officials to maintain open spaces and yet be seen as not putting up barriers to growth.
- Like to see hospital expand with telemedicine – use specialists and still stay here.
- Expand on comment about infrastructure in general to allow growth to happen more efficiently – use good models – communities such as Grand Junction – planning for growth and maintain open spaces.
- Need more emphasis on early childhood development
- More cohesive between City and County
- College offer a course on common sense approach.
- Not enough for young adults to do.
- Something to keep young adults here. More job opportunities.
- Ditto 452
- Can't make a living. Must work second jobs.
- Ditto 453 454.
- Many groups plan, but little action taken.
- Growing aging population and lower birth rates, attracting quality large-scale employer needs to be done. Must do something fast to hold on to young people.
- Ditto 454.
- Ditto lack of prof. jobs.
- Lack of arts, humanities and culture.
- Affordable housing, coupled by high cost of living.
- Ditto all points.
- Housing sprawl focused at higher income families. Young cannot find nice place to live.
- Income vs. housing costs.
- Community can recruit professionals, but difficult to find job for spouse.
- Leadership cooperates better together. Agree to disagree and move forward.
- Ditto affordable housing.
- Ditto lack of jobs. Lack of career positions. Ditto expensive housing vs. income.
- Ditto all.
- Ditto all.
- Not getting enough businesses in.
- Ugliness, trashiness, not conducive to attracting people to neighborhoods.
- Rapidly rising appraised property values and taxes.
- Ditto all.

- Ditto all.
- 18 plus kids leave. Something to keep kids in town and activities for that age group.
- Great foundations but don't listen to youth.
- Town leaders don't listen to youth.
- Many in government don't want change.
- Hang on to history and tourism vs. industrialization and creating jobs.
- Ditto fear of change.
- Lack of desire to bring in new industries.
- Don't actively recruit new industries.
- School age pop. Dwindling, retirees moving in. Changes planning goals.
- Organizations don't coordinate and combine resources.
- Stronger zoning regs. For older vehicles needed.
- Atmosphere of complacency. Negativity in government.
- Maintaining clean water and air.
- Potential to have a young voice, but these groups need to be organized in order to have some voice.
- Barrier between younger and older communities. Not enough communication.
- Aging infrastructure, old sewer lines have been bad for years, neighbor has to foot the bill for the street being dug up and new water system
- Infighting amongst city council, hospital board, and commissioners, irritating to read that the confrontations
- Ditto on infrastructure, friend gone on vacation, when he came back his house was flooded from broken sewer lines and because of clause of city ordinance he has to pay the bill
- Concerned about declining enrollment, lose kids you lose dollars
- Concept that Sheridan is going to be another Jackson Hole, need to have plan for steady growth
- Ditto on Jackson, I don't see Sheridan getting to that level, nice to have more tourism and bring that money in. Look at pros and cons from each community and learn from it.
- Like to see the city do more as far as, we have statutes that are not enforced
- Affordable housing issue, amazing how fast housing prices are going up, entry level houses for young couples
- Sheridan for years has the mentality it is a retirement community, don't have activities for youth or reason to stay here
- Small population size. Difficult to recruit skilled workers.
- Watershed. Impaired quantity and quality.
- Maintain a strong middle class to keep community healthy.
- Retirees don't have as much as a vested interest in the community and contribute enough to the overall picture.
- Lack of employment opportunities.
- Leadership and vested interests don't cooperate well.
- Social norm and acceptance of substance abuse, primarily alcohol, is a problem.



- Substance abuse among women and women with children and lack of resources to access treatment.
- Job opportunities for younger adults. Low wages.
- Becoming a retirement community. Large gap between young and retirees.
- Economic development kept a secret. Business community not involved.
- Sheridan has a patina of economic success because of individuals who come in with resources. Also has a large population unable to find sustainable employment.
- Wages do not compare to prices we charge.
- Providing opportunities for recreation and involvement for youth.
- Pay attention to factors leading youth into substance abuse.
- Bad self-image of being in Wyoming.
- Water quality. Growth and jobs take water. Water quantity.
- Getting people to accept new ideas.
- Lack of good zoning regulations.
- Economic development vs. protecting retirement community. Give thought to the future– Sheridan Avenue need for trees
- Find something that young people can do that they can make a living at. Involved in development for 30 years and have always been waiting for the big development to take place. Hasn't happened. Wishful thinking – hopeful waiting. Think infrastructure is here. All kinds of recreational activities – and yet other communities are doing better at attracting business – partially a mindset – like it the way it is – if we could have built a fence around here 40 years ago we would have done that. The older people would like to keep things the way they are and younger people would like to come back here and make a living.
- County and City are talking about a business park – a lot of people don't want to see that – don't want government to compete with private enterprise. In Sheridan we are getting into problem.
- Agree with what I have heard so far – the school enrollment is going down because there is nothing to keep the young families here. Feel strongly that we need to find something to draw the younger folks back here.
- Ditto need to provide opportunities for young people – jobs, housing.
- Agree with jobs and housing
- We talk about jobs – but what doesn't exist here is careers – we are competing with Denver, Salt Lake and other cities where young people can have a career – will give young people a level of prosperity that they cannot achieve here. People have to make sacrifices to live here – young people do not want to sacrifice a career to live here. Translates into good paying jobs and a career and career path.
- One of the challenges that we face is that Sheridan has not decided what kind of community it wants to be – retirement – young people's community.
- Low wages
- Utility bills are high
- Low paying jobs to keep people here
- Property taxes high
- More industry to keep young talent here

- Better block of funding for social agencies
- More help for elderly
- More general type of stores other than Wal-Mart or Kmart
- Stronger youth programs, more oriented to the outside world
- Major drug problem,
- Ditto, more good stores to shop in
- More done on volunteer basis, have assistance to help you with basics of life, educational classes for seniors
- Ditto on shopping
- High rent
- NEED CLEAN UP COMMUNITY
- NEED INDUSTRIAL BUSINESSES – MORE diverse JOBS ditto
- 24-7 day care facility
- Low wages compared to cost of living
- Labor pool is shallow
- Political environment – aging community – lack of youth
- Future dreams of people or stifled don't comply with community
- Parking downtown – law eliminated 2 spots
- Left turn on Burkett and Main St
- Need more for youth activities
- More affordable housing – ditto - ditto
- Street conditions are horrible
- Focusing on Main Street –
- Need more resources for in-home assistance for seniors
- 4- intersections with no stop signs – especially in school districts
- Lack of professional job –
- No public transportation – bus system
- Transportation for nights and weekends – public
- Drug and alcohol abuse
- Need civic center
- Rehab existing housing
- High utility bills
- High cost of air travel
- Local government make it difficult for new businesses
- Transitional people – come and leave – move on
- Cost of living to annual income out of proportion
- Quality of life – makes you feel unwelcome
- Poverty level – housing too high
- Price of gasoline
- County-city and schools are run by the wealthy
- Need more activity for age group 13 – 22
- YMCA is not always affordable – unable to get assistance –
- Better resources to improve facilities for disabled persons
- Tearing down perfectly good schools and building new

- Improvements of public streets 12<sup>th</sup> and 13<sup>th</sup> street area – no sewer system
- Too many older, richer people running city government
- Community needs to become user friendly – Main Street not useful to average citizen, getting to be too much like Jackson
- Planning of subdivisions/property is being done by person who owns property rather than by government
- More to do for youth age 13 – 22
- Low wages – like Jackson – sky high housing – ditto – ditto - ditto
- \LACK OF THINGSW FOR YOUTH
- PARKING – DOWNTWON - ditto
- STATUS OF CHILDREN, high incidents of teen pregnancy, smoking, drug use
- More jobs
- Lack of customer service
- Young people leaving area – ditto
- Traffic congestion on major
- Lack of industrial development
- Broader employment opportunities for families – ditto
- Reasonable housing
- Activities of average youth
- Students having to leave community for advancement
- No jobs for young people
- Low wages for service
- Lack of good paying jobs
- Economic base being tourist and government
- Speeding on Coffee avenue,
- Alcohol and drug usage
- Economic development
- Using cap tax to do maintenance instead of capital improvements
- Job opportunities – lack of businesses
- Lack of service businesses – restaurants
- Lack of affordable housing
- Ditto – ditto
- Secondary road improvements
- New subdivisions taking up ag land
- Demographics, aging community – lack of plan for community future – Ditto – ditto
- Lack of business diversity, lack of business value added – ditto
- Availability of hunting lands access to land
- Reluctance to change
- Health care – leave community
- Anemic support for organized economic development effort
- Home ownership and health insurance is out of the grasp of a lot of folks in this county – wage wise.

- Next 15 years – problem will be recruitment – population will drop in half by people leaving us.
- From a business standpoint – we have a technological business and younger more computer-oriented employees are usually looking to go somewhere.
- Aging and crumbling infrastructure both
- Affordable and reliable air service
- Ditto jobs that will keep the brighter kids here or bring them back
- Existing labor pool for entry-level jobs is a problem.
- A lot of city infrastructure that needs to be taken care of that has been neglected for so many years that there are not funds to take care of it.
- County competes with commercial enterprises to do the commercial park.
- Ditto jobs and affordable housing.
- Agree with limiting the exodus of our youth
- Ditto the average wage versus cost of living.
- Ditto on affordable housing.
- Skilled labor force – lack of.
- Failure to elect pro-business development candidates.
- Reluctance from business to pay people to keep them in Sheridan.
- Problem if we have any growth is water – we have already been cited for problems in Big Goose and pollution.
- Older population – aging population – is reluctant to support taxation and growth
- Tied to the labor pool – will need to deal with drugs and drop out rate.
- Code permitting and the process for construction – prohibits affordable housing – compared to other communities.
- Limited downtown parking.
- Infrastructure – pretty sad streets in parts of town that need addressed.
- Limited support from the county and city on private enterprises for development to help with housing or business.
- Larger percentage of older population's income goes to taxes. – No relief.
- General reluctance to change.
- Limited shopping choices.
- Adequate industry to attract young families to the community.
- Number of pediatricians available.
- Problems with parenting in the community – unwed mothers at the high school. Where have the parents been?
- Working with city planning to bring in development/private ent. And affordable housing
- Jobs for our children. And existing people here.
- Rural quality of life – maintains and balances with economic growth.
- Need for consistent, strong leadership to implement a community vision.
- Trouble prioritizing our needs and follow through.
- Competitive wages to bring people in and stay.
- Ditto wages.
- Getting businesses in community to look at child care availability.

- Good jobs that retain young families.
- Ditto jobs.
- Incentives for businesses to locate here.
- Change attitude of government and others involved from “what are you here for “ to “how may we help you.”
- Ditto change gov.
- Majority of residents outside city have no high-speed internet access – disincentive to attract small businesses – low impact, env. Friendly.
- No diversified economy too reliant on minerals.
- To raise wages, create affordable housing.
- Support of small business.
- Affordable housing.
- Goal-oriented leadership
- Declining school enrollments.
- Lack of gov. commitment to future of Sheridan as a whole, too much personal agendas and single-issue support.
- Challenge to share a consistent vision.
- Labor work ethic.
- Bickering among health care professionals.
- Weak transportation system.
- Aging infrastructure.
- Ditto infra.
- Ditto infra.
- Tendency to be reactive rather than proactive.
- Education begins at birth not school.
- Ignoring elderly people. Some losing homes due to tax base. Cannot find places to live in town. No part-time work.
- No spokesman to answer detractors of agriculture. Environmental groups are very vocal against them. Portray as rich ranchers. Need good spokesperson.
- Ditto spokesperson.
- Ditto spokesperson.
- Ag. Has been played down throughout entire U.S. Somebody needs to go up against big corporations. Only 3-4 major slaughterhouses control market.
- Family succession for farms and ranches.
- Non-ag uses of land.
- Competition with large investors.
- Urban sprawl.
- Inheritance tax.
- Ditto all said.
- Small-time sustainable ag. Fast disappearing as an economic force in this community. Kid could not go into ag. Today because so capital intensive and such a small margin. Losing ag. Base in this community. Already lost.
- Been through community assessments before – Sonoran Institute. What comes out of it? Sits on shelf.

- Government interference. Schools. Construction now. Why tearing down schools. City council, school board, county commissioners, etc.
- Growth. Need to control growth to keep ag. Industry alive and well or better than they have been. Do so without overvaluing or devaluing property.
- Address zoning issues. Need to maintain Sheridan's agricultural image.
- Too much governmental control. Too much Forest Service control. Too restrictive on everything.
- Ditto zoning.
- City gov. needs to look at current codes and update if not adequate.
- Junk cars on properties. Fire marshal must declare fire hazard only way to remove now.
- Difference between image and reality. View selves as agricultural community. Image makes people want to come and stay. Maintain ag. As a priority in area but accommodate growth in area.
- Government is too involved. Moving landfill. Ag. Must watch because get closer to ag. Land each time they move.
- Bad time of meeting. Needs to be late afternoon. Ranchers are feeding at this time.
- Lack of awareness of what is going on outside city borders.
- Difficult to keep open space without ag.
- In past county gov. did not do good enough job of regulating urban sprawl. Now situation is out of control. Going to get anyone 15-20 miles of Sheridan.
- CBM development in past 5 years. What to do with water. How to build infrastructure responsibly. Weeds. Reclamation. Effects on open space.
- Ditto CBM.
- Ditto past lack of vision. Now paying price. Strips along highways unplanned.
- Mill now worth close to quarter of a million dollars. More demand for services in county. Does not see any increase in services, yet we are paying more taxes.
- Too much gov. control one minute and then complain about urban sprawl due to lack of government planning. Matter of whose bull is getting gored.
- Lose all young talent to somewhere else. In all industries. Cannot afford to come back here and live.
- Biggest challenge for ag. is financial.
- Lack of respect for ag. And what it contributes to the county. Part of lifestyle in county. Supports wildlife for hunting. Lack of rapport between community and agriculture.
- Rural zoning. Why have house on 40 acres when they can't take care of one acre.
- When ag gets rezoned into city, developers go before city. Developers should have consistent expectations before city council. Should not get variances.
- Ag. has own groups they work with. Don't work well with city. Need to merge groups to get overall view.
- No ag. representation in areas where decisions are being made.
- Public services not held currently in high regard.
- Lack of revenue growth.
- Weak buying power of dollars in Sheridan County.

- Ditto cost of living.
- Lack of local job market for our youth.
- Ditto jobs.
- Fear of change.
- Job market for all.
- Ditto job market.
- Ditto cost of living.
- City manager needed.
- Ditto job market.
- Ditto city manager, jobs, and fear of change.
- Reason for younger people to stay.
- Bring in high tech businesses.
- Wages too low. Cost of living too high.
- Ditto cost of living.
- Lack of vision by founding fathers.
- Ditto youth, jobs.
- Ditto jobs, cost of living.
- Ditto not letting industry in.
- City and county working together for benefit of whole community.
- Lack of diversity and though and acceptance of new ideas.
- Ditto job market.
- Ditto fear of change and industry.
- Ditto diversified job market.
- Ditto lack of funding resources with increased demand for services.
- Jobs for young adults and families.
- Ditto cost of living.
- Cost of real estate too high compared to wages. They are getting that cost – leads to dichotomy between haves and have-nots.
- Ditto increased demands for services without revenue growth. Increased aged population creates increased needs for services.
- Excuses for why we can't bring in things. Find why we can instead of why we can't.
- Positive attitude.
- Time management oversight on part of government to help service needs of citizens and to grow community.
- Job market.
- Lack of professional medical services.
- Job opportunities.
- Lack of coordination between county and federal governments.
- Local government services – lack of infrastructure.
- Individual candidate opinions on 20/20, which is in place.
- Aging infrastructure. Need resources to replace.
- Ditto city manager.
- Teen car crashes – avoid.

- City and county cooperate better.
- Better cooperation and coordination between social organizations in county.
- Continuing development infrastructure.
- Ditto problems with youth fatalities.
- Ditto infrastructure.
- Ditto lack of funding for increased need for services.
- Ditto infrastructure.
- Ditto infrastructure.
- Ditto youth fatalities.
- Ditto infrastructure.
- Lack of driver's ed program in schools.
- Lack of coord between civic and social entities.
- Ditto drivers ed.
- Project for West Beltway for traffic flow.
- Ditto-economic growth.
- Ditto drivers ed.
- Legislators realize that they need to fund municipal services.
- Ditto low wages/high real estate costs.
- Residents unwilling to comply with city and county regulations.
- Better utilization of current revenues and vision for incoming revenues.
- Unfunded state mandates that tax local resources.
- Ditto services keeping up with growth.
- Managed growth.
- Opposition to west side bypass.
- Ditto revenue.
- Professional management for increased gov. complexity.
- Ditto city manager.
- Control urban sprawl.
- Loss of open spaces vs. private property rights.
- Ditto west side beltway.
- Support those who serve in public office.
- Better coordination between law enforcement agencies and state land board. No one enforces regs. On state lands.
- Methamphetamine and other drug use.
- Lack of access to affordable legal representation
- Lack of jobs
- Denial of rampant nature of problem in drug and alcohol abuse.
- Expounding on lack of jobs – businesses cannot afford to pay more.
- Businesses cannot afford to pay more
- Wal Mart is driving out other small businesses.
- Lack of incentives for businesses.
- Limited labor force – challenging to find right person for the right job.
- Lack of resources for women for career training. Abuse, Counseling
- Air service – the plane



- Lack of information in the community regarding mental illness and mental disorders – referred to newspaper article – mayoral candidate had criminal record
- Drug and alcohol use among teenagers.
- Lack of affordable housing.
- No rapid transit to get people from one place to another.
- Ditto-affordable housing – rentals and homes.
- Communication among the non-profits – what services are being offered – resource for referrals?
- Biased newspaper reporting – and inaccurate.
- Ditto the real estate is too expensive.
- Ditto alcohol and drugs.
- Ditto the need for network of public transportation.
- No place for middle-income to shop for clothing, for kids, necessities
- Lack of basic industry.
- Lack of childcare – ditto the need for public transportation – for single parents for child transportation and get to work
- No adult life-long learning opportunities.
- Lack of insufficient spaces for conferences and conventions
- Challenges is sustaining and maintaining the vitality of the downtown
- Using the downtown buildings.
- Challenge of getting affordable liability insurance as a non-profit.
- Containing town and county sprawl. Maintaining common use and green spaces in the process.
- Local government is unfriendly to business development.
- Traffic flow.
- Insufficient affordable transportation for clients seeking services and getting to education.
- Reiterate about approach to the airport – airport road needs improved. Both approaches are unattractive and loaded with potholes and double trailer trucks.
- Airport – needs improved. Do not even have coffee at the airport. Not user friendly.
- Delayed prosecution and inconsistent communication between the justice system and the media.
- Pretty primitive telecommunication especially in the rural areas.
- Increase in transient population in the community.
- Starter homes and the next level above that.
- Friend that makes \$40,000 cannot afford mortgage in Sheridan County.
- Financing for those who do not qualify for first time homeowner's programs.
- Subsidized housing complexes – some people do not qualify based on criminal history or credit history.
- Need better services for transient population.
- Inadequate industry base – cannot keep our people in the community -- cannot keep people here to get a good wage rate –
- Lack of well trained workforce

- Strong resistance to growth
- Need affordable legal services for citizens of the community - residents want answers about family law – desperate need for affordable legal services?
- Planning for the future in terms of our ability to support growth, economic development, good workforce and good jobs.
- Solutions for longer term water supply.
- How to accommodate rapid and wide spread development and still maintain the services we want.
- Vocational training for 20 percent of youth who stay here after high school. Soft and core skill training.
- Ditto job skills – soft skills. Need more soft skills brought into the community.
- Ditto the job skills.
- Expanding on resistance to growth – one negative opinion offsets 9 positive ones. Need to be able to move forward – example cancer treatment center. Phenomenal opportunities went away.
- Fear that Sheridan will become like Jackson Hole.
- Fear that Sheridan will become super expensive place to live.
- More variation in employment and economy – not so boom bust cycle – not totally dependent on tourism – explore other opportunities.
- Ditto need for diversity.
- Some – more affordable housing for lower income – something in the \$100000 price range is non-existent in Sheridan.
- Wages are low compared to cost of living.
- Alcohol and other drugs particularly methamphetamine being used by parents and youth.
- Invisible poverty class in the county. Eg. Veterans that are on disability are often single parents with kids. Children miss out on services.
- Lots of trashy looking buildings – starts at Coffeen.
- Nothing to do here – why would people want to stay here? Tourists should pick Black Hills and Yellowstone.
- Funding in the school system – making it more feasible for lower income families to enjoy sports and expand electives they can choose from.
- Lack of good paying jobs and ability to attract young adults to the community.
- Provide activities for unconnected youth in our community.
- Affordable housing that would make single family dwelling to go along with a better economic base for young families
- Community needs to be more open to new business.
- Census in the county is going down so we reduce the number of teacher jobs – do we reduce administrator jobs proportionately
- Connection between the economy and good paying jobs that keep people in the community.
- Lack of cooperation and mutual support within the citizenry
- Lack of coordination for what is going on for the youth in the community.
- Need to be willing to change – people afraid of change –

- Youth facilities – great YMCA – support the expansion – need more buildings with activities for children to do
- Great many dilapidated houses and buildings, many unkempt areas in the community
- Lack of coordination with activities – events, celebrations – needs to be a better job of coordination – keep things happening on a regular cycle.
- Factions within the community – tendency for certain groups to become polarized within the community.
- Serious problem with teenage driving and driving fatalities because kids do not have the ability to drive on local road conditions.
- Connecting the community – employers, agencies, and parents, through mentoring – with positive role models for the youth.
- Lack of affordable housing.
- Water. Need to develop water sources and plans to get water here. Support coalition on Lake De Smet. Acquisition and availability of water for the future.
- Hospital facing challenges. Keep hospital healthy.
- Youth is leaving the community. No jobs for them here.
- Hospital is under attack.
- Analysis paralysis. Don't act on plans.
- Lack of an effective ED Council. Don't want to see big industry, but need economic diversification.
- Lack of jobs with competitive wages to attract newcomers to area and keep youth and young families in area.
- Lack of a common vision for the community.
- Housing projects going up so fast. Who is going to fill them up?
- Streets. Improvements.
- Kendrick Park is falling apart. Needs new road at entrance.
- Suspicion of change. Reluctance to rock the boat or look at big new ideas.
- Negativism and suspicion in community. Must build bridges of communication.
- County hires county planners and then local politics takes over and professional plan does not get executed. Thus, difficult to retain qualified people.
- Encourage different elements of government to work together for a common goal.
- Challenge is to enable as much opportunity as we can for people. Be careful with zoning so we don't restrict land availability. Careful with gov. regs. And permitting not to shut people out from starting small and build.
- Alcohol abuse among youth. What is underlying reason?
- More collaborative leadership.
- More good jobs in Sheridan to keep young people here.
- Remote from any population center. Advantage and problem.
- Lack of a central calendar for arts activities.
- Clearinghouse for scheduling events.
- Ditto calendar.
- Keep arts growing and vital.
- Lack of young people.

- Few economic opportunities for young people.
- Ditto calendar.
- More performance space.
- Ditto all above.
- Large performance center. Leading to ability to bring in larger performances so can sell enough seats to make them pay.
- Ditto-larger space. Space must be adequate.
- Lack of a theater for the performing arts.
- Ditto theater. Wyo is not big enough.
- Suitability of rehearsal areas for instrumental musicians.
- Band room at college is too full of everybody's "stuff" - no room to rehearse.
- Ditto all.
- Visual arts center here that can be supported by community.
- Attendance at various arts events.
- How to find an appropriate sized facility that is viable operation.
- Ditto appropriate sized facility.
- Competitions might showcase some of the artists here.
- Not much film here.
- Coordinate scheduling from beginning of event.
- Ditto another performance space.
- School system adding freshman wing to High School and auditorium will not support additional student population.
- Jr. High is largest facility, but lousy facility. Limits what you can bring in.
- Very few artistically challenging events for performers or audiences. Don't push envelope. Could bring in younger people if doing newer art innovations.
- Ditto above. Audience chooses if they want to go to event.
- Networking among artists to know each other and support each other.
- Huge gaps in family incomes. May not be able to afford higher ticket price.
- Group prices at larger facility.
- Expenses are an issue. No performances in Sheridan now pay for themselves strictly by ticket sales. All are subsidized.
- Ditto-larger facility.
- Artists should get together.
- Schools have so many requirements now, impacts ability to pursue arts areas.
- Traffic light on Thurman and Locks.
- Drug and alcohol use in our teenage population
- Finding more things for younger children to do – 10 to 17
- Drug and alcohol use
- Health care in the private sector – many need to go to Billings for specialty care
- Drug and alcohol use in our teenage population
- Affordable housing
- Middle-income housing – shortages
- More day-care centers
- Drug and alcohol use in the entire population

- Competitive prices in town
- Drug and alcohol use in all ages
- Need more lower income housing
- Drivers ed needs to be emphasized for teenage
- Need stop light on 5<sup>th</sup> Street and Long by high school
- More jobs that will keep young people here.
- Lack of jobs for college educated children – go away to school and cannot get a job here
- Ditto jobs for young people that are above minimum wage
- Traffic flow south of Sheridan caused by all subdivisions going in
- Jobs to keep younger people in the community
- Longer term planning for county development
- Traffic on south part and all of Sheridan
- We need to find something for our young people to do other than sex and drinking
- Provide a reason for children to come back to community to provide life for them.
- Need more whole wheat bread
- More wholesome things for youth to do
- Ditto the need for day care and health care
- More assisted living for senior citizens especially low income.
- Conflict between the hospital and doctors is an embarrassment to the community
- Need speed bumps on most avenues and directions on how to get to the speedway.
- Need drivers education in the school system – many people cannot afford to pay for drivers ed out of pocket
- Ditto jobs for young people who pay.
- Ditto the need for health care for the community
- Ditto activities for the youth.
- Need long term economic growth to keep young adults here
- More activities for youth
- Better transportation for getting out of Sheridan – need to move patients – shuttle to Denver – Need better commercial air transportation
- Recreational center for children – Bowling alley is not enough
- Jobs for the young people and activities
- Ditto the need for middle-income housing – difficult even with good job to find good housing
- If we are going to become a “Jackson Hole” then prices will go up and we need to meet the needs of the middle-income
- Town runs on the people who have lower wages
- Need economic growth – something big that will help the economy
- Ditto Sheridan needs to be proactive about recruiting businesses to move here.
- There is a reason to go to Billings – if we do not want to shop at Wal Mart – would spend money here if there was something here. Most people spend money out of state – for retail and health care leakage.
- Need middle-income housing

- Need more day care
- Agree with need for middle-income housing
- Need more professions for the youth – whether out of high school or college
- Land prices are too high. Would like Federal Government to make land available at affordable prices
- Ditto the drug and alcohol problem in kids
- Dust and smoke problem – in the winter
- Zoning through historic downtown – mix of historic buildings and metal buildings – need architectural design guidelines
- Need to encourage business
- There is a sense of underlying culture to resisting growth in industrial – need to get to the bottom of that
- Need to expand recreational activities in the area for everyone
- Need to attract new business in the area
- Need to keep and create jobs here that will draw additional people into the community.
- Need to increase diversity by adding different industries and jobs
- Transportation capability needs to be improved
- Cody has a comprehensive marketing plan and draw people to that area. Sheridan needs a similar marketing plan – Gateway to the Big Horns.
- Need to stop bickering between health care providers and become a team
- Drug and alcohol problems in the town
- Have a lot of activities for the youth – need a center for groups to meet at – need a large community center for groups to meet – church is currently being used for community groups to meet.
- Childcare center is currently in church fellowship hall.
- Community center for dances, etc.
- Traffic pattern around the new high school – kids go through the residential area very fast – need stop signs or police
- Street markings painted on the lanes - mentioned change from one to two turning lanes
- Fort Road approach to the VA Campus needs to be beautified – cleaned up
- Fort Road leaving the VA – trying to get home – turning left – cannot see cars – winter time when it is slick – need stop light at Fort Road and Main
- Reason for the speed bumps
- Need planned and organized growth
- Housing – more condominium complexes that are one level and less than \$300,000 for people getting older
- Ditto the health care problems with Memorial – that is a problem.
- Spend the \$3M appropriated for Fort Road – need to provide additional way to get to the VA
- Housing prices are too high.
- Like to see a stop light at Thurman and Loucks
- Downtown – summer time – kids cars are too loud

- Community should become more aware of different ways of taking care of the rivers – outdoor sports – community should become more aware of taking care of rivers –
- Burkett Street – goes by the Courthouse – Needs to be better or additional access – no-one stops at stop sign at Sherman and Burkitt
- Outdoor recreation – need better access to public land – no or limited access limits outdoor recreation
- Down by the junior high school – Lewis Street – the road is really rough
- Retail – have wonderful items in the downtown stores – retailers should refer shoppers where the product is available – need more competitive pricing.
- Need to use the outdoor theme – like Knott's Berry Park – provide tourist attraction and jobs for kids during the summer
- Need one level condominium for older people – and younger people who have physical difficulties
- Ditto alternative housing to single family residences – for people who are ready to move to next type of housing – for the middle-income
- Teachers in the public school and coaches should be held to a standard of conduct – coaches who have been not able to coach a game because they have too many technicals and are still able to coach kids after school
- Business – requirement for business to be in a paved area – but right here on Fort Road there are large businesses on a non-paved road. Small businesses are held to a higher standard than a large business.
- Like to see gasoline prices same as Gillette
- Agree with problem with conflicts in the health care community – quality of health care at the hospital has gone downhill and prices have gone up. Threaten that if balance is not paid – then will give 18% loan
- Sidewalk in residential areas.
- Agree with issues with health care and conflicts between hospital and physicians
- Eliminate left hand turns on Main Street
- South Main – where the new construction was by the Maverick – need to paint lines
- Housing problem
- Ridiculously high prices for license fees.
- I think a big problem and challenge is community unity. There are so many different groups – wealthy and underbelly of poverty. Need some unity of approach.
- Major problem is substance abuse.
- Tendency to look the other way instead of acknowledging the problems in the community.
- Organized center for the community – YMCA is wonderful – but need more.
- I believe there is not enough affordable low housing for a lot of the population.
- I would like to see shopping economic parity
- I would like to see economic and industrial development so there are jobs here for the middle strata.
- I think the cost of living versus salaries is a challenge

- Disparate tax base – high wealthy tax base that skew the cost of living
- People – powers – that want to keep Sheridan small and those who want it to grow
- Jobs for young people
- Lack of industry is a problem
- More activities for the youth
- Lack of climate the invites a lot of industry – maybe not a lot – more inviting climate for industry
- Salaries here don't match cost of housing
- Substance abuse – not enough programs for youth
- YMCA is great – but it is just one facility – can only offer so many programs. Think better youth advocacy in the community for all different kids from different backgrounds
- If kids were involved in planning and decorating a facility then they would be more likely to support it – should be an age limit – or accessible for different ages at different times. Outlet for youth that are not the stars at school. Include youth in planning.
- Acceptance and tolerance of underage and irresponsible drinking.
- Seems to an upper level that controls everything – some have a monopoly on things.
- Acceptance of underage drinking
- Ditto of acceptance of underage drinking
- Need to support the police
- Sheridan is trying to become another Jackson
- Ditto the tolerance for alcohol and underage drinking
- Ordinances and laws on the books that are not enforced across the board for everybody. Not enforcing what is already on the books – Need zero tolerance.
- Ditto enforcing laws that are on the books.
- Need to enforce ordinances for clean up the community.
- Need to increase pride in the community
- Lack of variety of consumer opportunities for all ranges of income.
- A lot of the shopping is out of town because there are not viable options in town.
- Ditto the comment on needing to encourage businesses that employ ten or so
- Hate to go out of town – and return to see the dirty slum of the entrances and business properties. Need to have the roads improved – potholes and cracks. Condition of the roads is embarrassing.
- Ditto the condition of the roads.
- Ditto the tolerance of underage drinking
- Substance abuse in general
- Underline adult substance abuse problem.
- Ditto the problem of adult substance abuse. And drinking
- Problem with adult and underage drinking and drugs
- Should have a youth center.



- Problem with underage drinking and accountability for criminal behavior. Repeated names in the police blotter – DUI, DUI, DUI, Assault and battery – community does not want to acknowledge problems – criminal behavior goes on and they get slapped with probation. Kids know they should be held more accountable.
- Problem with abuse in the community – however, at the same time the agencies need to get together so parents know their rights. Police, judge, DFS tell you different things about what a parent's rights are.
- Economic structure in the community is in need of revitalization. Slum businesses are in bad shape. We have bad roads. Acutely aware of underage drinking, adult drug use that contributes to child abuse.
- Paths and walking areas – for safe walking, jogging. – Sheridan's needed to be connected. Publish a map and access.
- Extend the paths to Big Horn
- Affordable and accessible childcare – Ditto – Ditto – Ditto
- More low income housing and tidy some that is already available.
- Massive mobile home places that need to be cleaned up.
- Ditto holding people accountable. People pretend that it doesn't happen – but it is the same names in the blotter all the time. Judges are too lenient.
- Kids still get trashed at graduation – instead of participating in alcohol free events.
- Staunch good old boy system is still alive and well in Sheridan, WY.
- Children try to come back – job situation
- Appears to be uncontrolled growth in energy industry, roads, water usage huge amount of surface area consumed by CBM
- Few jobs for young people that make living wage
- Fewer jobs for people who get technology or college education – ditto – ditto – ditto
- Ditto
- Air transportation, issue of more than one carrier, access to another city
- Substance abuse, alcohol and meth usage, youth and adults - ditto
- Teen pregnancy
- Day care
- Poverty level of elderly
- Affordable housing, prices too high, rent too high – ditto - ditto
- Homeless population – no transition plan from hospital, homeless shelter to half-way house, to living independently – ditto
- Power elite run off businesses, i.e. Budweiser plant in Fort Collins
- Not all youth have opportunity to go to college
- More job opportunity for youth
- Lack of economic vibrancy in community
- Lot of money spent on roads already paved, need to pave the dirt roads

## **What are the major strengths and assets in your community?**

- Location of Sheridan could not be better. Near the Big Horns. People are friendly. Cost of living is reasonable (compared to Colorado).
- Whitney Benefits.
- The Y helps with the community.
- Business owners are trying to get on board.
- Area is very friendly. People are willing to help each other.
- Hard to see strengths because taking care of family comes first. Very close knit community – but when housing issues are in forefront it is difficult.
- Location – would not move someplace else. The mountains, the lake, the area are absolutely phenomenal.
- Shopping downtown – coffee places, fancy places are unique to this area.
- Town is very friendly. Gob of things for our kids to do – just need to make it more available to them.
- Location – small town atmosphere – unique shops downtown – recreation in the Big Horns.
- Agree with small town atmosphere – feel very safe here – like raising a daughter here – the schools are really good. Enjoy the YMCA. Activities for children. Enjoy the mountains.
- I would like to reflect and affirm every one's opinion that Sheridan is a friendly town and impressed with education and public library.
- Very fortunate – to have all the foundations and excellent education system.
- Appreciate the public library – as an educator – like that the staff is friendly – youth room – internet. Excellent resource.
- Very thankful for the medical profession that is here. Have been very fortunate with them here.
- Appreciate the churches in the town. That is where I have found the friendliness in the town.
- Churches.
- Agree with everything everyone else has said. Thankful for the far thinking and talented people who get out and do things that are not easy to do.
- Seen Sheridan be such a wonderful place as a young person to survive. Difficult now for young people to do that.
- Ditto everything already said about location – landscape is phenomenal. Friendly people and shops. Community is looking at its positives. Not focused on negatives.
- Both children were born and raised here and are raising their children here.
- When there is a crisis – there are lots of people who will work to help.
- Location. Sports that the schools provide. Mountains. There are a lot of things for kids to do.

- Would echo about location near the mountains. Medical facilities, library, schools. Extensive philanthropy is remarkable. Number of volunteers.
- New interest in changing. People recognize that there is a need for change and people are stepping up and saying "Let's do that."
- Press and radio stations – fortunate to have a strong daily newspaper and our radio stations.
- Sense of community – see that in the publication of the AB honor role in the newspaper.
- Quality of education – schools, teachers' commitment to providing a high quality education.
- Cultural attractions – plays, school programs, the WYO Theater. Opportunities to see events.
- Good place to raise a family.
- Medical community, schools, college, climate and location. Foundation and philanthropy are huge assets.
- Most wonderful community college. Great programs for seniors. Wonderful walking track in the dome. Concurrent enrollment for high school students. College is huge economic benefit to the community.
- Excellent education system. Those who pay attention in school can go anywhere they want to go. Foundations are unique. Library – hours that it is open. YMCA is a facility for physical activity and also arts. College, great downtown, business and preserved history. Security is good. A police department and sheriff that we can trust. Game and Fish Office, National Guard, Lots of collaboration between businesses and governmental agencies. Media – daily newspaper. Local radio station. WYO Theater is a wonderful cultural resource. Emphasis on music in the schools. Young people have access to music. Concrete walking path by waterways.
- Fabulous senior citizen center – one of the best in Wyoming – because it is open so many hours throughout the week.
- Kendrick park and pool, the Y, the 45 parallel store,
- Education system for our children. Safeness of small community to raise kids. Mountains – big part in family recreation.
- Scenic view is fantastic. Small size makes it a nice place to raise a family. Library – a great resource. City park, college has been a wonderful resource.
- Sheridan County Community Health Services – resources for referrals.
- Senior center
- Foundations in the community.
- Range of social services are good for town of this size.
- Hospital
- Sheridan Press just reported that although wages are low – they are having a difficult time hiring anyone.
- A safe place to live.
- Nursing home and retirement center.
- Appealing is that people are so friendly.

- Education system K-college including UW classes offered there. Good quality – facilities are good. Alternative education and schools that are connected to churches – three peaks (not a religious school but is in a church). Good education here.
- Natural setting
- Stores and vender services.
- Availability of excellent recreational facilities – YMCA for example.
- Arts – WYO Theater – Theater Guild.
- Work ethic – workforce is limited in numbers but people do a good job.
- Low cost education. College has been able to change with needs and has technological classes.
- Good work ethic.
- Strong economic and business growth.
- Increase in wages.
- Great place to raise a family.
- People who live here.
- Outdoor recreation, mountains, low crime, low taxes.
- Numerous foundations are able to provide funding for v various organizations and projects.
- Excellent financial institutions that have wherewithal to provide the needs of the community.
- Ditto.
- Ditto
- Ditto – Whitney Benefits is a huge benefit.
- Resource rich no matter what age level and income status.
- Ditto 65.
- I-90 and Big Horn Mountains.
- College is a major asset – while utilized greatly there is room for more use.
- Wyoming's tax base.
- Good healthy business competition.
- Support system for seniors – senior center is outstanding.
- Ditto about foundations, college, etc.
- Rural development housing guarantees.
- Foundations, location, scenery, mountains, adequate financial resources, can fund growth within the community, school and college.
- Quality public education system.
- Health care.
- Extremely friendly people – businesses – etc.
- Pretty good sense of community – takes off on the friendly thing – feeling about living in the community and pride in the community.
- Provide for our children – education and through YMCA – outstanding YMCA. Plus good strong library and library foundation. Whitney and their development of the park. Although a senior type community – recreational facilities at the

Powder Horn and municipal golf course – snowbirds come here for the summer because of recreation.

- Culturally diverse community.
- Basically K-14 education.
- Small hometown feeling in the community even though we are growing.
- Money dropped in here for the VA and Girls School that is good for the community.
- Adequate supply of land for business parks and growth if that is the way we desire to go.
- Excellent health care – opportunity to increase the number of jobs in that field.
- In Sheridan we have a strong downtown and businesses continue to thrive there.
- Downtown.
- Energy sector – coming down the road – from an economic standpoint – from a job and tax base
- People that are committed to the downtown area and are willing to make an investment to downtown – remodels, capital investment by the people on Main Street.
- Ditto prior comments on the Sheridan College –
- Youth are unwilling to work for minimum wage so business owners are going to have to increase wages in order to get youth employees. Fast food is not able to get employees at low wages.
- laid back atmosphere, friendly people
- easy lifestyle
- like the mountains and area
- YMCA a huge asset
- this area is like Nebraska 40 years ago
- the people and community is tight, the location is a great place to live
- the best water I have ever tasted, remoteness
- Senior center is huge asset, working relationship between health care and senior citizens
- Whole community pulls together to help
- Agree with everything, really good school system, children in sports and must maintain a B average to participate
- Wonderful school system and junior college, almost a weakness nothing for teens and they leave in droves
- Feel safe, location
- Rodeo
- Agree that we have a wonderful system for seniors
- Ditto above, philanthropy is unbelievable and hospital is huge benefactor, modern technology, MRI on site,
- Overall taxes are low
- Services for homeless and soup kitchen is good, like the population here (smaller)
- Weather is great
- Fishing is good too

- Good community
- It's in wyo
- Ditto
- Mountains
- Ditto – public land
- Public parks, trails
- Ditto
- Ditto
- Skate parks, ice rink
- Ditto
- Outdoors recreation – 2x
- Good shopping, downtown
- Ditto
- Hunting and fishing – 2x
- Cleaning up town
- Ditto hunting & fishing
- Recreation opportunities –
- Climate
- Good medical
- Ditto hunting & fishing
- nice small community – 3x
- non-profits – YMCA, Whitney, other foundations
- no mosquitoes in the winter
- low crime
- community college
- historic sites
- very clean
- mountain view
- Education facilities
- rodeo
- hospital and medical facility
- Billings is close by
- outdoor recreation
- school system
- a lot of opportunities for community activities
- community parks
- YMCA
- lot of money
- golf
- do not have high crime rate
- agriculture
- peaceful
- we have a lot of chance to involve in theatre
- limited growth

- good location for outdoor recreation
- public services, like family planning
- community services
- public library
- medical care is strong, performing arts, YMCA, youth activities, community college
- community center is going into Dayton and will be great, school system is excellent and so are the teachers
- strong asset is the YMCA and school system, daycare issue taken care of a little bit through the YMCA
- Community thinks out of the box with the school
- area is beautiful, downtown is beautiful and the shop owners are friendly, the YMCA, it is a great city
- ditto with the college, school system, the YMCA, kids with disabilities and special education have good services, beautiful area
- cleanest places I have ever lived in, good clean up
- ditto everything
- we have in the past, valued visionary people and futurists, and we have a tradition that people make a difference, when there are good big ideas there are people who roll up their sleeves and make it happen over and over, people put in their time on committees and make it happen
- beautiful place to live, school system,
- wonderful to point out a strong volunteer base and faith-based
- fantastic place to live, vision thing is supplied by the foundation
- amount of participation of the citizens
- ditto
- few communities that have the variety of activities that Sheridan has
- natural beauty
- we have a viable downtown
- ditto downtown
- For the most part, participatory youth, lucky to have programs that include youth
- interstate close to Sheridan
- ditto
- terrific retirement facility as well as medical facility
- walking paths and parks, they are so wonderful
- Bighorn equestrian center and polo all summer
- major strength is having open meetings like this, the future is all these people, participation—coming to the forefront and talk about the issue, we are the major strength
- ditto strength of open forum and participation
- we have a great hospital, retirement community is so active and so energized and such an asset and economic asset
- proximity to mountains
- a lot of retired business people, they would be a great mentoring resource

- ditto on mountains and school
- a lot of people come here to retire, friendly
- parks system and walk system is real asset
- community college is wonderful
- a lot of beautiful historic homes
- educational system, college is extremely important, and trail system what we have started we need to move forward
- quality of life that every time I travel and come back, I feel happy to be here
- ditto on college
- ditto the trail and park system
- ditto
- agree with college but would like to see a 4 year college
- YMCA is exceptional
- ditto the Y
- ditto the Y and very good veterinarians, horse and livestock
- like the proximity to mountains and the weather
- beautiful library and YMCA
- great library
- a lot of history in this area
- great resources
- great medical facilitate to handle retiree needs
- amenities
- greatest people
- people are assets
- agree with people
- ditto location
- airport
- quality homes and builders
- for a small community has many great assets and people
- Bighorn mountains, close to Yellowstone
- community college
- low crime rate
- recreational opportunities
- all of the above
- lots of assets, Whitney and Perkins, Scott, YMCA, a lot of people do not take part in
- school system, K-college
- Wyo theatre
- lack of traffic
- ditto
- downtown area is a strength
- ditto
- history here
- our historic main street



- ditto
- good weather
- senior center and activates for senior
- art sculptures in community, unique and different
- volunteers
- great community and small towns nearby are great
- ditto and they all work together
- ditto on emphasis on arts
- very centered around church
- youth opportunities through athletic events
- great newspaper
- lots of assets for the students that want to go on to college, money given is fabulous
- friendly downtown, very helpful, genuine smiles
- Generous community and willing volunteer workforce
- High school students help on projects
- City building department donates permits for low income housing
- Ditto on prior three.
- Good organizations – Wyoming sawmills that help employees volunteer
- People who are concerned about youth – want to help
- Ditto on people who want to help youth
- Good support of substance abuse programs
- Location, positive atmosphere in the community, neat recreational opportunities
- Beauty of the community
- Wonderful framework of philanthropists
- Wealthy community
- People want to live here
- Charitable foundations and benefactors
- Businesses are engaged in community services
- Wonderful and broad base of services for senior citizens
- Amenities for living here, low population density, beautiful country
- Lot of service providers and resources for people
- Community involvement –
- Enjoy the old western historical aspect of the community
- As far as doing business – the other businesses think this is the greatest community in the world
- People – Ditto the People – Ditto the warm friendly community
- Low crime rate
- Great arts opportunities
- Ditto the arts – for the size of the community have a wonderful – WYO Theater – YMCA, orchestra programs in the schools,
- Agricultural community is a strength – people who move here and are attracted to it and the exposure for the youth to a way of life that is not available in other areas.

- Ditto on the agricultural community is a strength.
- Good leadership
- Recreational opportunities
- Cultural opportunities
- Ditto
- Appreciation of the arts
- Fireworks show
- Open spaces
- People want to live in Sheridan
- Charitable foundations
- Ditto
- Location
- College
- School system
- YMCA
- Senior service
- No state income tax
- Starting to plan for business park
- View
- Climate, lack of wind
- Communications infrastructure
- Hospital, doctors and staff
- Many activities for all 24/7
- Mountains
- Ditto
- Location
- I-90
- Natural resources
- Ditto on climate and location
- Friendly people
- Helpful community
- Small size
- Wildlife viewings
- Availability to elected officials
- Not over-partisan attitude
- Air transportation
- Low crime
- Ditto safe
- Clean air
- Close to outdoor activities
- Friendly people
- Sustainable size
- Beautiful setting
- Ditto air and water

- Western atmosphere
- Size is good.
- Ditto recreation
- Air service
- Downtown is a plus.
- Good support for children
- YMCA
- Foundations
- Sheridan College
- Quality of life
- Cultural activities
- Form of government.
- Major improvements currently occurring in infrastructure
- Abundant resources
- Plan for future use of resources
- Ditto above
- Volunteerism
- beautiful place to live, private benefactors to support the community
- services, the YMCA, Wyo theatre,
- people , volunteers
- people pull together and do amazing things
- ditto all, natural setting and it draws people
- ditto everything
- ditto, and community awareness
- diversity that exists
- ditto all
- children have benefited from help for college (loans, scholarships)
- spending time in urban area is a big contrast
- arts community
- efforts from a great many people to preserve cultural heritage and way of life and draw good from that
- wonderful programs for seniors, programs and housing
- educational system
- good community leaders and dedicated
- a remarkably small generation gap, less distinction between young and old
- isolation, not easy to get here
- our history is wonderful
- children want to come back
- level of giving of time and talents
- smallness of community and isolation
- Ditto on community size, strength needs to come out through media and education, where kids come home and educate parents—have better chance of responsible adults

- physical attributes, national forests/open range/well-endowed/recreational opportunities
- ditto and cultural resources, philanthropy, intellectual
- natural resources is the best economic asset
- ditto all, quality of life, air quality and water quality
- Sheridan is just a nice place, great people, still small enough to be appreciated by those who live here and visit
- ditto all, pretty strong education
- the way we treat senior citizens
- ditto senior citizens, one crop you can raise without fail is tourists
- ditto tourists
- good strong consistent community leaderships, people willing to lead this takes hard work
- natural beauty, parks, volunteers, generosity of foundations, YMCA and library and college
- the best library, very impressed with good faith of people you talk with, businesses in Sheridan,
- world class drinking water
- Sheridan has a real sense of community and support with seniors and education, but appalled by the air quality, hate that they spray for mosquitoes, environmentally this is most offensive
- great potential for small businesses to make the community self sustaining, arts and culture, room for growth with the downtown
- people from all walks of life--diverse
- ditto diversity, different disciplines, professional, work, students, tremendous vitality
- history is unbelievable asset, plus our collection of historic buildings
- ditto everything
- can walk the dog at midnight, safe community
- live in a state where local citizens can tax themselves, optional sales tax and capital use tax, other communities don't have that opportunity
- services for seniors, coordination of services for seniors was done deliberately and carefully, not many gaps
- we look good, beautiful downtown, cleanup poverty stricken areas
- west Nile virus other diseases, need to clean up areas
- ability to develop motorized use on forest, lot of snowmobilers will return in summer
- friendly people
- library
- excellent outdoor recreation opportunities
- downtown draw for tourist
- ditto
- location
- history

- western mystique
- I-90 to Yellowstone
- not too commercialized re: historic sites
- ditto last 2
- ditto friendly people
- ditto 358-364
- attractive to retirees
- ditto history, friendly people, recreation and history opportunities
- isolation
- choose own pace of life, not forced into
- beauty of Sheridan
- low crime rate
- good city gov't, employees – easy to bring things together
- advertisement, media awareness thru national outlets for tourism
- cowboy culture
- Mountains – people – excellent volunteer core –
- Tight community that has a lot of great possibilities –
- Small town atmosphere
- No traffic
- Like the size but want growth
- Location, location
- Beautiful location – lots to offer – more than a fair and adequate tax base – opportunities for economic growth
- Community as a whole has a very positive attitude to help people in need – will go out of their way to support someone
- People feel that they can make a difference and do that by volunteering their time and speaking up – people take the time to make a difference.
- Aesthetics – a lot to offer for as small as we are.
- Quality of life – is very good – have traveled around and have not seen a better YMCA. Need to grasp the future and make it even better – Can't keep talking about things
- Hospital – Sheridan College
- Ditto Hospital and Sheridan College and Aesthetics and Mountains
- Ditto the part of coming to these meetings – people speak up
- Still raising a lot of kids with an ag oriented work ethic.
- Downtown area is a tremendous asset and support of downtown merchants
- Library and college
- Ditto the location, lifestyle, two hospitals, library and general good attitude
- Ditto
- Aesthetics and mountains and volunteers
- Outdoor recreational activities
- Safe community
- Ditto on safe
- Organizations that help out the community – Whitney Benefits, Scott Foundation

- Schools, grade schools
- Ditto the hospital, library and college
- Diversity in Sheridan – college, VA hospital, coal mines, environmental, intellectual diversity, strong civic community – but people show up and do the work
- Safe community – environmentally the envy of most communities in America
- School from early childhood through the college
- Strong philanthropic community
- Safe community
- Personally know elected officials
- Scenery and national forest for recreation and easy access
- YMCA
- Library
- Size of the town
- Recreational opportunities, feeling of safety and trust
- Impressed and happy with the school district
- Ditto on the mountains and organizations, YMCA, Chamber, positive individuals
- Truly blessed with the foundations and tremendous benefactors, library, college, performing arts and volunteer organizations
- Controlled and great development – have close proximity to an excellent interstate system and large airport with capacity
- Ditto on 415
- Recreation and schools
- Natural history in the county
- Ditto
- Sheridan is a gorgeous place to live and the quality of life is great.
- Great place to live.
- Newcomer was accepted quickly.
- Family oriented community
- Phenomenal YMCA
- Option of private and public schools
- Heard terrible things and was very accepted – reality was not perception
- People
- Big Horn Mountains.
- Beautiful place to live.
- Great people.
- Very friendly community.
- Beautiful place to live.
- Great downtown.
- YMCA
- Recreation opportunities.
- Public land access.
- Ditto all.
- Ready to have paradigm shift. Opportunity to be heard by young.

- Good place to raise your family.
- Outdoor activities.
- Scenery.
- Ditto all.
- Huge potential for growth and to make a better life.
- Ditto scenery.
- Ditto raise family.
- Ditto Big Horns and YMCA.
- Brilliant people here.
- Geography. I-90.
- Second highest concentration of foundations in Wyo. Do wonderful things for the community.
- Ditto 449.
- Great volunteers.
- Ditto 451
- Pride in facilities and parks here.
- Good places to take kids.
- Whitney new park.
- Ice Rink
- YMCA
- Wyoming welcome is really good.
- Great basis to help kids with developmental challenges.
- Fast food workers friendly and courteous.
- Scenic beauty.
- Support youth.
- Not much crime.
- Ditto crime.
- Good educational system.
- Many activities for youth.
- Churches.
- Hunting and fishing opportunities.
- Good variety of medical care, restaurants, groceries.
- Strong theater and drama.
- People honest and approachable.
- People are better drivers here.
- Wonderful artistic community.
- Whitney Benefits.
- County Hospital.
- Any where you go, how it is managed, without people you have nothing, how do you view each person
- location, beauty of Sheridan, people are friendly, college, library, foundations, Sheridan has many good things going for it, strong businesses, volunteerism

- Blessed to be in this community, excellent school system, highly cultural, foundations, lots of opportunities for the arts, YMCA, lot of choices for school—not only public but private
- Sheridan will still have problems, but you don't see it to the level of big cities, low crime, more pride, caring community and people watch out for each other.
- Downtown, business people are active in the area, always attracting people to the downtown area, i.e. crazy days
- Sheridan college, really truly becoming a community college, helps strengthen the community
- Ditto
- Love living here
- Beauty speaks for itself.
- Should be no reason why we can't compete with larger cities.
- School districts.
- Recreation
- Natural beauty
- People.
- Remarkable charitable resource base.
- Ditto beauty and recreation.
- Disproportionate number of people who care about community. Volunteers.
- Ditto all.
- Pathways growing well.
- Excellent YMCA.
- Library
- Very safe.
- Quality of life.
- Small town atmosphere. Youth return because enjoy community after getting experience.
- Excellent location/transportation situation. Interstates, RR, airport
- Wyo Theater. Carriage House.
- People here are happy people. Happy place to live. Uplifting place to live.
- People give back to the community.
- Ditto 527, 528.
- Weather.
- Natural resources.
- Variety of people.
- Feels safe here.
- School systems.
- Downtown.
- Whitney.
- Setting
- People
- College.
- Hospital.



- New city and county planners actually working together.
- Authenticity. Everything does not look the same. Unique atmosphere draws people.
- Young retirees here that are very active in the community.
- Well-endowed with philanthropic organizations.
- Partnerships being formed – it's time now. Town is moving forward in exciting ways.
- Good internet access now.
- Easy to recruit young people for good jobs if you live here.
- Seeing cooperation among foundations and organizations that previously worked independently to avoid duplication.
- small rural community
- people, they make it a great place
- network of service agencies and they work together
- senior center is an asset
- good climate
- foundations,
- likes Sheridan
- legalize gambling, nice community, mountains
- nice to be here with family
- good place to live and hard to make a living
- recreation opportunities, and mountains, and it is home
- born here and doesn't know enough to leave
- foundations and generosity
- great community to grow older in
- Excellent fire dept
- Physical environment
- Community orientated – ditto
- Strong presence of non profits
- Good sports program
- Arts – WYO theater, civic theater
- Sheridan College -- ditto
- Natural beauty
- Community Assessment
- Schools especially teachers
- Foundations
- Historical aspect of Sheridan County
- Recreational and cultural activities
- Respect from community people
- Community gives respect to disabled people
- Recreational options
- Ditto
- Community comes together in crisis , i.e. Dayton fire
- Diverse population – writers, artists, environmentalists

- Legislative delegation has political clout
- Access to recreational activities
- Public parks
- Commitment to downtown
- Services for people with disabilities
- Family integration – low crime rate – low violence
- No homeless people on streets
- Funds that provide capital – Whitney, Scott, Thorne Rider, etc – ditto
- Library
- quality of people and willingness to address problem
- Sheridan College – ditto - ditto - ditto
- Schools – ditto – ditto
- Historical sites
- Location to Big Horn Mts.
- Wealthy individuals who donate money- ditto
- hospital
- cultural opportunities – ditto WYO
- available space
- walkways/pathways/trails
- Access to recreation – ditto - ditto
- Airport - ditto
- Community awareness
- Good work ethic
- Population diversity
- Smaller population
- Good libraries – ditto
- Community support, willing to volunteer
- Location to Sheridan to major highways – promote tourism
- YMCA – ditto – ditto
- Senior Center
- Recreation in Schools
- Opportunity for growth, business and population – available space
- Service organizations – ditto – private foundations
- Low taxes - no income taxes
- Involved people
- Expand on opportunity for growth, energy
- Music is District No. 2 - ditto
- Lived in a dozen places in US and overseas – weather here is the best of anyplace.  
No high humidity. Good climate.
- People in the community are not afraid to work and volunteer.
- Echo that – people are passionate about their beliefs.
- Good quality school systems.
- Small hometown feeling.
- Having a community college.

- Location in relation to the mountains.
- Interstate access.
- Quality school system and college system.
- Teachers – care more in a small community and take care of the students.
- Awesome philanthropic foundations.
- Lifestyle
- YMCA!!
- Ditto the philanthropic organizations.
- Vibrant downtown business sector
- Generosity of the people and the foundations.
- Terrific feel to the downtown area.
- Good basis for growth – future growth in the nation is going to be in medicine and education. Education system here and attractiveness for medicine is a great base to grow on.
- Ditto the downtown – unique – perhaps because we don't have a mall the downtown is still healthy – competes with other cities.
- It takes the opportunity to say what it has to say. The newspaper prints all sides of an argument.
- Rich history is a positive draw for tourists.
- Ditto the great quality of living.
- Ditto the great quality of living.
- Could use improvement – but direct link to a major airport hub.
- Ditto the YMCA and Whitney Foundation.
- Citizens' pride in the community coupled with friendliness since I came here. People will let you in to the post office.
- Continuation of the long term – area wide planning - continue to work on those goals.
- Some progressive thinkers.
- Human resource that we sometimes overlook. Best and brightest live in Wyoming because we want to.
- Natural beauty of the surrounding community.
- Work ethic of the people who live here.
- Recreational activities – Big Horn Mountains.
- Quality of life is excellent for the mature audience.
- For the younger people – the nightlife is not reflected in Sheridan.
- Great golf courses – three of them.
- Good quality of water.
- Inner workings of the county and city working together.
- Fiber optic access.
- Many foundations assist community.
- Ditto foundations.
- Community of knowledgeable and diverse people relocating here.
- Many areas to grow.
- Ditto grow.

- Quality of life.
- Ditto grow.
- Strong volunteer base.
- Wealthy community resources.
- Emerging energy among citizens.
- Quality of life.
- Ditto quality of life.
- Beautiful place to be.
- Proximity to natural resources.
- Open space & beauty.
- Intact downtown.
- Air service available.
- Ditto-rural life.
- Safety.
- 3 large commercial parks coming to town.
- Parks.
- Clean town.
- Many footloose live here and work elsewhere. Consultants. Community Affords that.
- Ditto people – growing energy.
- Growing talented resource of retired people who can mentor new businesses.
- Volunteer base.
- Changing attitudes.
- Environment for growth.
- Ditto beauty.
- Ditto parks.
- Downtown is rarity. Intact, vital, stores doing fairly well, some room for growth.
- Good 2-yr. College.
- Ditto college.
- Good educational system that can grow.
- Ditto education.
- College responsive to the community needs.
- Excellent health care system & facilities. Will create jobs.
- Our people.
- Ditto people.
- Ditto people.
- Attempts at getting all groups together at college good.
- Hunting, fishing, snowmobiling.
- YMCA
- Not too crowded.
- Lots of sunshine.
- Not too restrictive, but getting more restrictive.
- Diversity of community.
- Ditto people.

- Ag. Work ethic still very strong. Kids with huge work ethics.
- Sonoran meetings last fall . . . 70-80 people at meetings. Offered good tools.
- Open spaces and beauty.
- College.
- Ditto All.
- Beautiful country.
- Strong 4H, FFA, Vocational ag. Programs in schools.
- Methane industry. Out of state. Bring in outsiders for high-paying jobs.
- Wealth that agriculture creates.
- Kids do come back to this area. Leave for a while and then come back.
- Downtown area. Friendly customer service.
- Base of knowledgeable people who will serve on boards.
- Good parks and trails and library.
- Committed organizations working to benefit general community.
- Good people in community.
- Recreation district.
- Ditto recreation, parks, trails
- YMCA
- Downtown
- Great foundations in community.
- Quality and level of emergency services.
- Ditto community groups and activities.
- Location.
- Room for Growth
- People
- Ditto YMCA
- Big Horns
- Fantastic schools – Sheridan college.
- Ditto YMCA, location, mountains, location
- Ditto organizations, and people.
- Ditto YMCA, location, and smaller population here.
- Low taxes.
- Ditto people that help people.
- Ditto recreation and location.
- Rural setting.
- Low crime rate.
- Ditto location
- Ditto community safety.
- Wonderful churches here.
- Beautiful environment to raise families.
- Willingness to change. But also like to live here because like the way it is.
- Ditto-active organizations & foundations.
- Friendly people
- Location

- College
- Hospital
- Recreational opportunities.
- Good schools.
- Location.
- YMCA
- Volunteers in community
- Ditto beauty, low crime, and no gangs.
- Community cares about other people.
- Ditto downtown.
- Ditto emergency services
- Ditto education
- Ditto-local foundations.
- Ditto-emergency services.
- Social area with library, YMCA, Kendrick, Whitney park.
- K-12 education system and outdoor recreation.
- City and county coordination is improving.
- Ditto community pride.
- College
- Hospital
- YMCA
- Share high expectations for community.
- Ditto scenic value
- Natural resources – aesthetics, also timber industry, minerals, wildlife
- Ditto resources.
- Ditto-emergency services.
- Ditto education.
- Viability of downtown businesses.
- Ditto-emergency services.
- Ditto recreation.
- Ditto recreation, library, and downtown.
- Quality and strength of leadership put on events to keep this a family oriented community.
- Large foundations in the community
- College
- Lot of resources for youth to do.
- Resource rich for youth –
- Ditto resources for the youth
- Number of programs that serve the youth is amazing
- YMCA
- Library – reflects the values of the City – some of the values.
- Personal investment and participation of the citizens in the community – that is an asset.

- Ditto the YMCA – staff is amazing and helps with childcare issue with their programs.
- Variety of services for all people in the community – at very little or no charge.
- Small business growth is pretty good.
- Parks, creeks, rivers are nice.
- Ditto philanthropy and number of resources (non-profit).
- Ditto philanthropy and community is resource rich.
- Library provides space and book exchanges. Individuals volunteer their time.
- Ditto philanthropy.
- Main Street and ??? Plaza are benefit
- Pathways project.
- College and center for vital communities
- Beauty of the community
- Ditto philanthropy.
- Physical setting and proximity to the Big Horn Mountains – helps recruit employees.
- Tremendous services and availability of cultural events, senior center and health care.
- Ditto-senior center.
- Ditto all of the non-profit and all services working together.
- Agree that communication between non-profit can be better.
- Educational opportunities from Preschool to public schools to community college with UW presence. Library and YMCA and other educational opportunities.
- Physical setting and ditto philanthropy.
- Tremendous amount of volunteerism.
- Tremendous reputation for becoming art colony where artists are appreciated.
- Volunteerism – great community support.
- Strong core for labor if we could find some opportunities for them.
- Youth are an asset – unfortunately too many of them are leaving.
- WYO Theater and the interaction between the WYO and school district. – children get to see programs and events.
- College – bi-monthly lecture or quarterly.
- The Center for Vital Communities is definitely an asset.
- Center for Vital Communities.
- People who have lived here their whole life and those who move here and make it their home.
- Rodeo and rodeo week.
- VA and equestrian events around the area.
- Senior center – programs and services are extraordinary.
- Good environment to live in, mountains, golf courses, outdoor recreation, great natural resources, good coal base, cheap natural gas, adequate water supply, industrial water to be had. Could draw from Lake DeSmet, rail system is available, highway system, excellent first responder medical system, nice

hospital, excellent people, friendly, generally well educated, easy to get along with, supportive to new people.

- Agree that we live in a beautiful area – easy to attract people here.
- People in elected position have vision to make things happen.
- Ditto the community place.
- Generosity of the citizens and certain organizations.
- Good arts, different arts things going on all the time, festivals, community things, community college, no income tax, one of the most beautiful places in the state to live.
- Vast number of things we offer for recreation for a community this size. From an outdoor perspective – to the arts, to the resources from private foundations to improve what is offered to the community, ice skating, YMCA, rodeo, library, college basketball.
- Good legal bar – by and large a congenial bar association. Attorneys mostly get along – a couple pinheads that shall remain nameless. Legal professional is able to work together and have a good relation between the judicial system and the attorneys. Community still desperately needs legal aid services. Local bar received an award from state bar association in respect to providing pro bono services to the community. We need more –
- Mentioned arts – and craftsmanship in tooled leather portfolio.
- Impressed by how lovely the people are – also funny that the people are referred to as being cliquish. Maybe we need a better bar – or nightclub.
- Admired that Sheridan has beautiful main street architecture in Wyoming.
- Community College and opportunities for the community and the people that it provides.
- WYO Theater and YMCA and Whitney Benefits.
- Echo the comments about the outdoor recreation opportunities and the scenic beauty of the area and the people are assets.
- Somewhat small town feeling.
- Location and recreational beauty. Interstate highway – good geographical setting for most directions. Good-looking city – most is fairly attractive.
- Wyoming tax structure.
- Decent mixture of jobs – government jobs and private sector jobs. Some mixture of our economy in the base. Foundations contribute amazing amount of money to the community.
- Concerned citizens and strong church community that is active in social issues. Developing after school program for latch key kids.
- Lots of families in our community work in service industries and do not make a lot of money – need after school programs. Lots of kids come home from school and are unsupervised – so are developing after school programs.
- Scenery and recreation for all seasons – for outsiders to come in and do. The resources that we have for developers to develop new jobs and to let them come in and build on them.
- Think the Big Horns compare favorably to the Black Hills.



- Ton of social service organizations in the community compared to other communities – thanks to the foundations.
- Highly educated group of professionals – experienced who are here – is a huge benefit.
- Don't have to worry about huge crime problems.
- No major traffic issues.
- Good school system – K-12 and community college.
- Educators/Youth/Parents
- There is a willingness to change and an awareness that there are some problems and people are making an effort to solve them.
- Community pride
- Location in the United States – people like Wyoming – not in a highly populated area.
- Good schools – graduates have done well.
- Fortunate to have foundations – there is money in the community.
- Scenery
- Great program for children with disabilities – community has done wonders for child with disabilities through the school system.
- Any child that does well can go on to higher education through tuition-assisted programs from foundations.
- Sheridan for its size and remoteness has a lot of arts, visual arts, performing arts, and emphasis on the arts, surprising when people move here and find out about the pockets of activities in the arts.
- Good focus on early childhood education. Good beginnings
- Good recreation – YMCA, walking path, golf courses, recreation department, parks, ice rink, mountains
- Community is safe – low population – don't have to worry when walking down the street.
- Cultural and arts community. Overall community supports culture and arts.
- Strength and weakness – not close to big city. Don't inherit problems that spill over from big city. Community is like an island.
- Educational opportunities: Sheridan College, library.
- Main Street –downtown is a great asset.
- Western history
- Good city government – good county government.
- Mountains and streams. Beautiful surroundings.
- Sheridan College
- People who want to work.
- Bringing in entertainment to county fair..
- Ditto mountains. And college.
- Good doctors and facilities.
- Core values shared among community.
- Exceptionally warm and friendly people.
- People who live here want to live here.

- Enjoyable place to live. Don't want to see it become Jackson.
- People are very giving of money for good causes.
- College
- I-25 north and south.
- Philanthropy.
- Active alive downtown
- Recent Main Street Project.
- Public lands and resources. Big Horns, Lake De Smet
- Library
- Boundaries between city and county are not definite – entire community works together – Ranchester, Dayton, etc.
- Transportation system.
- Airport
- Highways to Yellowstone for tourism.
- Downtown
- Safe community.
- Good K-12 education.
- Great water.
- City services good.
- Library
- YMCA
- College
- Wyo Theater
- Carriage House Theater
- Many art resources.
- More artists per capita than any other place in country. Wonderful talents.
- Good organizations to keep artists in touch with each other.
- WYO and Carriage House perfect for many theatrical performances.
- Nobody is afraid to say what they feel. Easy to get involved in groups.
- Educators, especially in music and arts.
- Size of town.
- Financial. Organizations that support performances. House musicians in homes. No problem to do this.
- Organizations support each other and collaborate.
- Teach arts to others. Knows the stars of the performances.
- Media advertise for you.
- City Council and Mayor support the arts.
- People willing to try new things. Don't stray from community values.
- Ditto music educators and administrators. Half of all-state orchestra is from Sheridan. Many states have cut music education in other places.
- Strength is also downfall, which is small population.
- Teachers are strong at public schools and college.
- Ditto arts education.
- Children's Chorale.

- Tandem Productions.
- Volunteers with arts organizations.
- Number of residents – smaller than Detroit
- Cohesiveness of the community
- Mountains
- Fourth generation – safe community
- Isolated – away from major population centers
- Scenic
- Ditto Scenic
- Ditto safe – honesty – Wal Mart will take a check
- Great school system
- Beautiful VA in Sheridan
- Great job – at VA
- Close to the mountains – scenery
- Friendliness of people
- Scenery and safety
- Ditto scenery and safety
- Crime is under control
- Drivers are courteous
- Freedom from serious crime
- Scenery
- Mountains
- Great community college system - needs some work – offers a lot to people
- Availability of university classes that are available
- Ditto scenery
- Location of Sheridan – lakes, mountains – close enough to Casper and Billings
- Ditto beauty and people are nice
- Clean air and water
- Trend toward more non-smoking facilities where people can eat
- Outdoor sports – family been here a long time – up to now everything has been alright
- Mountains
- Outdoor recreation
- Affordability of community college
- YMCA
- Mountains
- Friendly people
- Knowledge and experience of older people
- Strength of younger people
- Relative ease of getting around the community
- Safety
- Safety and scenery
- Ditto safety and scenery

- Church system – 50 churches – but are not full enough – excellent asset for youth and older folks to go – churches need more marketing to get the word out about activities
- Churches could be more organized to combine resources for junior high kids.
- Churches can provide guidance and entertainment for kids.
- Caring and learning how to become more cohesive and goal directed
- Cost of living is a benefit – just moved from Billings
- Likes the weather
- Location, size and safety
- Rural community atmosphere
- Knowing everybody and being related to many people
- Churches – real strength that is not being utilized
- Scenery and safety
- Health care provided at the VA for the veterans.
- Homeless shelter is a strength
- Women's Center – and the Whitney Foundation
- Alternative schools
- What has been done to beautify downtown
- Lots of good caring people
- Amazing philanthropies in the community – never heard of anything like it anywhere else. Foundations give tons of money.
- Excellent police and Sheriff's office.
- Great churches
- Good legislator
- There is an outpouring of compassion.
- Ability to focus and direct the compassion to turn things into concrete things such as blankets, housing, money for whoever needs it.
- Nature, mountains, neat activities,
- Agree with that – but some keep it for granted. Some people work hard to preserve it.
- Very strong school system.
- Ditto the ascetics and beauty of the area
- Kind of people that the beauty draws seasonally – provides curious mix to the community.
- Think our schools and having a community college.
- Foundations that provide a lot of money.
- Clubs and organizations that give back to the community. Number of people who contribute to the community.
- Wonderful schools and teachers.
- WYO Theater
- Sheridan is a very welcoming community. Community takes good care of its clergy.
- Schools are a strength
- WYO Theater and Carriage House Theater

- Ditto the schools and teachers – competent and genuine
- Ditto the view, the area, the welcoming of people
- There is a lot of music and artists. Plays are great for a small community
- Geography, mountains, climates
- YMCA!! Not just typical. Energetic YMCA offers a lot.
- Ditto YMCA, schools and beauty of the area
- Relative safety of the town – be anywhere and feel safe
- Nice historical Main Street – is an asset – rallied since Wal Mart came in. Offer what the Wal-Mart's and K Marts don't offer
- Philanthropic generosity of Whitney
- Ditto the plays, WYO, support breadth and depth in artistic community
- Schools and YMCA
- New Ice Rink – it is a big deal and is great for all ages
- Game and Fish Department very resourceful
- Ditto location, natural offerings, schools, teachers, staffing of the schools, YMCA and recreation district
- Girls' school. VA hospital, RENEW, normative services, helping agencies that are state and local supportive and Thunder Child
- Girls' school provides local jobs. Adds to the diversity and character of the community in a positive sense. 25 X Dittos
- Girls' School is a very well run facility
- Leaders of the large organizations have foresight to build a stronger community – everyone is already doing a good job.
- Size is an asset – allows kids to go door to door on Halloween and create homey feeling that people like about the community.
- Ice rink of course has really touched youth – more than the Y and school –
- Large number of non-profits and grants due to our funding base and our economic structure.
- Sheridan College – I think we could support a four-year college but the two-year is wonderful – people who go there stay here.
- Ditto the Main Street as an asset. Has panic attacks in Wal Mart
- Proximity to smaller towns in WY and MT –
- Ditto for ice rink.
- Ditto and Ditto
- Ditto the Sheridan College
- Ditto safety
- 4-H program is strong and agriculture stuff.
- Great senior center and we have a lot of great programs for seniors and mini-bus system
- Really great because elderly people can get around and be involved.
- Ditto the senior center. They provide a lot of support for people to be able to stay in their homes.
- Ditto the senior facilities and the senior center.
- Artistic community, movie theater and film festival.

- Kendrick Park – and related activities and programs.
- Drive in theater
- Library – fabulous library
- Whitney Center Park
- Equestrian center
- Excellent golfing
- Rodeo – but contributes to values that encourage alcohol – the Rodeo Week – is really a problem - the street dance so many young people were drinking.
- New Years – first night was 25 different events (alcohol free) dance, movies, and ice skating, family affair, sort of thing that will set up an alternative culture.
- Project Graduation
- Smaller community
- Smaller school system, small student to teacher ratio
- Environment, scenery, pretty place on earth
- Returned to Sheridan
- Smaller community
- Beautiful community
- Best VA hospital – life time employee
- Safety
- Peace
- Beauty
- Lived here all my life, don't want to go anywhere else
- Great School district – ditto
- Lot of things for senior citizens
- Small community
- Found Good job here in Sheridan
- Fairly tolerant community
- Civic minded community, volunteerism
- Have a lot of entertainment opportunity, theatre groups, WYO theatre,
- Community involvement, lot of activities that involve family and families can be involved in
- Variety of restaurants that have opened in Sheridan
- Two medical centers in community, VA provides psych and mental health facilities in Sheridan
- Adequate police, community is self-contained, not a bedroom community, this is home,
- Plenty of runway space for airport
- Can see elk on face of mountain with spotting scope

**What projects would you like to see implemented in your community in the next 2, 5, 10 or 20 years.**

- A four-year college.
- Healthy competition between some places in town. – small businesses.
- Some form of public transportation.
- Businesses.
- A mall.
- Expanded facilities at the public library.
- Instruction in general in economics and business in any community. Spending money out of town.
- Continued investment in at-risk youth.
- Barnes' and Noble.
- Four-year school.
- All day kindergarten for everyone.
- Education for young parents in parenting.
- Overview of fractured little things – something coming together – umbrella of facilities (social services). Soup kitchen, church, emergency closet, etc.
- More acceptance and knowledge of the methane industry.
- Agree with that.
- Outer belt loop – a bypass around – to help with congestion.
- Ditto on the four-year college.
- Jobs to keep kids here when they graduate.
- Revitalizing lower income housing that is falling apart.
- Improved relationships with coal bed methane people.
- Ditto on other comments – more landscaping.
- Community college - grow and develop – building training centers – people come from all over the country to be trained. Large community center – fairgrounds – development around the college to benefit the community.
- City should bite the bullet to raise the taxes to improve the infrastructure instead of putting it off.
- The skate park – and larger.
- A youth center, with an arcade, a coffee place and place to dance. A place to hang out.
- A fun park – a paint ball course, a youth center.
- Services to help take care of elderly parent. Respite care, home health aid care. Did have hospice. Only one firm in town that could help but were quite expensive.
- Public access from town to state lands – would bring more young people to the community.
- All of the streets paved with curb and gutter.

- Ditto paved streets.
- More support for people to begin and sustain small business.
- Cultural shift that would invite people and businesses that would encourage people to move to Wyoming.
- Shopping availability to keep people from driving to Billings.
- Ditto about shopping.
- Walk-in medical clinic to get same day care without having to go the emergency room.
- Public transportation.
- Professional representation at the City and County level
- Pro-growth atmosphere
- Pro-growth atmosphere
- Pro-growth atmosphere and ditto to 39.
- Pro-growth atmosphere – in 2 year time frame – effectively use zoning tools to support growth
- Developed business park
- More jobs for high school and college graduates.
- Affordable housing areas that are well done and complement the community.
- Ditto 45 and 46.
- Ditto 45 and 46.
- Plan that is developed over next two years from a growth standpoint that includes well developed guidelines for projects.
- Continue to develop downtown as the center of town.
- Upgrade infrastructure – streets need to be widened – decide where traffic patterns need to be.
- Comprehensive directory for new families – such as health agencies – mental health – etc. frustrating for new families.
- Ditto pro-growth, affordable housing, job market improvement.
- Diversified economy with more businesses, smaller businesses, not reliant on government money, such as VA
- Ditto industrial park and industrial growth in general through possible incentive policies and using incentives to bring industries in.
- Ditto keeping high school and college graduates here.
- Ditto 56 and pro-growth attitude
- Something like Cam-Plex
- Indoor ice rink.
- Ditto industrial park with incentive program
- Community center for concerts and sporting events such as Cam-Plex
- Industrial park and keeping graduates here.
- Training program for single parents. Increase wages.
- Ditto industrial park and keeping high school and college students here.
- Continue to develop ways to train workforce for higher paying jobs.
- As long as we are dreaming here – like to see our City and County get away from the urgent need to pass a capital facilities tax or our roads and sewers won't be



fixed. Maybe it is a planning thing – so we won't wake up and say OOPS our sewers need to be fixed and our fees won't pay for that. Replace crisis management with long term planning.

- Long term planning and a program in place that will attract regional businesses and industries that fit our culture (Wyoming).
- Double the size of Sheridan College.
- Build another community recreational facility – short of gym space.
- Ditto – 67.
- Ditto community resource directory.
- A well-defined forest management plan that balances recreation and balances the needs of those along the base of the mountains.
- Ditto the recreational complex.
- Ditto the recreational complex (with weight room).
- Ditto 67.
- Develop – the Counties (Sheridan and Johnson) purchase Lake DeSmet and that area around there for development of the area. Development of the historical aspect.
- Air service – some form of an air service plan developed. That brings people into the community and get them out of the community.
- Historical resources – a larger museum – Sheridan Inn – maybe try to come up with more promotion in that area – tourist traffic – mentioned the museum in Cody is a destination spot – develop more of a destination for tourism.
- If we can't keep our youth here with jobs and they can't afford to raise their family and affordable housing – is the most important thing.
- Recreational facility.
- Move fairgrounds and develop that land in some other way.
- Would like to see – walking trail continue around – continue to be connected for walking, jogging, bikes – to tie the community together.
- Shopping – so people won't feel that they have to go to Billings. Expanded shopping options. No compelling need to go to Cosco.
- would like to see a center for the 13-19
- want to see more opportunities to come back, jobs
- new and updated infrastructure, water system
- agree for a recreation center, overcrowding of YMCA (where teens can hang out and do things like dancing, movies, cards, pool, etc) (wants a nice wooden skate park) affordable
- inpatient psychiatric services, expanded cancer
- concentrate community effort to improve environment
- strengthen infrastructure, people go to Billings and Casper because of hours of retail and services available, better comprehensive alcohol and drug assessment/education, in favor of mental health issue, more comprehensive cancer therapy
- perfect world and end to drought, water source is in the mountain, roads and streets improved, potholes, need helipad
- sidewalks, enclosed ice skating rink used year round

- public transportation
- affordable housing available
- places to dance in a smokeless area
- more arts/festivals/concerts/ all the arts
- less regulation on recreation/outdoors
- more water access for out of town
- pole barns next to good bldgs/chain link fence on main drags – zoning
- ditto arts
- better traffic control
- clean industry, skilled employees
- affordable housing
- competitive wages
- affordable college
- amusement park
- industry type jobs
- public access to mtns.
- lottery
- cheaper rent
- hs/college rodeo activities
- big archery shop
- fine arts center
- clean town, paving
- ditto public access
- clean town, esp. downtown
- more doctors, dentists w/better hours – eve, weekends
- community wildfire plan w/management
- city property/business be able to participate in Sheridan politics (Story)
- public transportation
- lower rent
- free reservation??? Consciousness
- open up Gould St., rid of near credit union
- get events center near highway dept/fine arts/concerts
- better air service/better way to get goods in/out
- finish roads/stop light goes to canal/Coffeen/all over town
- more better shopping opportunities
- outpatient clinic
- ditto clinic
- traffic control/Coffeen
- ditto 179
- more different shopping/Home Depot, house remodel
- later downtown business hours to compete w/Wal-Mart
- outpatient clinic – 2x
- Hastings
- ditto outpatient

- more water in summer
- ditto all
- ditto outpatient – 2x
- ditto outpatient – 2x
- ditto outpatient
- comment: crime is going up and don't see in paper, etc.; general crime and drugs
- feel safe here/don't lock house, car
- feel children safe/small community helps this
- don't feel safe (native) – ditto/unsolved murders/lot of family violence
- better pay jobs
- emphasis on jails but not stopping crime
- better downtown parking/for parades
- theme park
- event center
- rebuild movie center
- 4 year university
- better shopping
- affordable health care
- tennis courts, more indoor sports
- youth center, place to hang out, food, pool
- better skate facilities
- schools be built in the next 10 years
- cancer research center
- more restaurants and people knowing about it
- indoor rodeo arena
- more business development
- youth center, more programs for teen activities
- more programs on drinking and driving that people will listen too
- Jo asks (alcohol problem?—80%, drug problem—85%, drinking and driving about 50%)
- need an Applebees
- build a new fairground
- international speedway
- like an events center, to have concerts
- move the feedlot
- redo the theatre
- access to federal lands for recreation
- work on daycare issue, an immediate need, expand the cancer treatment offerings (see it centralized)
- like assistance with the cost of paving, water etc with improving a 100 acres we inherited, it is costing the family \$147,000 for improvements and yet other people are getting a break on costs in other subdivisions, would like partial assistance with infrastructure, individual families don't have funds

- real conflict with two outpatient surgery centers, need coordination with medical staff and facilities, we need one outpatient surgery center
- community driving repairing the media coverage, not irresponsible reporting
- board is hesitant to speak, so it works both ways
- need to work together between press and the hospital, expansion with retail services (Target), saddens me to see people driving and shopping in Billings, would like to see a 4-year university
- agree on 4-year university, coordination of cancer treatment center, lessen individuals going to three different sites for cancer treatment,
- need hospice house
- one of the things, I too go outside the community and I come back in and there is a haze, we need to address the air pollution, we need to instill community pride—trash, junk cars, this also includes government, open the landfill on Sunday
- specifically, the idea that it could be a fairgrounds in the vicinity of the college and a multi-purpose center for a variety of activities—not just horse activity
- good non-polluting companies come into the community
- beneficial to have a city manager in place
- ditto econ development and city manager
- ditto city manager and finish the trail system
- ditto fairgrounds at college and have more events—like Camplex
- see the city get rid of soft drink machines at the high school and around town
- Sheridan is suited for a medical complex, hospice, etc will attract people to the community, some kind of specialty care
- downtown beautification and in the area and get more cleanup
- follow up on the trash issue, would like to see an incentive to address abandoned motor homes, etc there has to be a way to do that
- we need to have a really good plan that is proactive and visionary taking into account growth and infrastructure and get the infrastructure taken care of
- ditto on joint city plan and land use and development and develop houses in cluster development
- traffic problem on Coffeen and see a beltway
- some pedestrian only areas downtown, part of a day or week for pedestrians only
- another newspaper in town, need more competition
- ditto on newspaper and see some more music festivals, nice to see art festival etc to bring tourists in
- ditto on newspaper, project on better informing the community using the internet, etc to involve more community participation with government meetings, need to get information out
- ditto, the whole competition in the whole media area
- ditto on communication
- ditto on events center
- ditto the pedestrian and see Sheridan safer for bicycling
- Sheridan a hub for manufacturing
- ditto for manufacturing
- ditto for events center

- project to mentor or sponsor graduate so WY to start businesses here, draw them back
- ditto the events center
- not unrealistic to see a publishing company to come to Sheridan, a small publishing company could employ people
- look at innovative ways that are safe to rejuvenate housing and upgrade a facility, the cost of going to the landfill, need to take care of the core
- to add to the above, enough vision that our vital downtown does not lose vitality and historic tradition and doesn't change the western flavor of downtown
- would like to hear discussion on kids being vehicle minded, the high school is at the wrong place, students should be able to walk to school
- like to make sure planning develops in proper way, industrial and homes, homes well kept to maintain value
- fairground facility to support agriculture, things to bring money in
- large complex for events, 4,000 seats, good kitchen facilities, arenas
- see emphasis on airport and transportation, travel to Denver relatively inexpensively
- long-term water source
- all the infrastructure replaced underground and above
- events and community center
- ditto
- improved roads and parking is an issue
- keep downtown very viable and unique and improve parking
- radio station out of Sheridan to get weather community info
- nice bike path connected throughout the town
- clothing business and business to keep shopping in Sheridan
- ditto new fairgrounds, city collapses around existing one
- help our traffic problem, we need west beltway
- see squabbling about hospital stop and see it become a medical complex with facilities that handle seniors and long-term care for seniors, water
- more and better parking downtown
- community and youth coordinator
- stop the major exodus of youth out of community
- ditto hospital, shame we didn't get cancer center, lot of bickering between hospital and doctors
- like to see mail get faster than a week
- ditto medical facility
- ditto medical facility
- love to see five way streets come together, they are confusing, eliminate, need normal streets
- want a mall
- would like to see a home depot or Lowes
- project to take the college and grow it
- clean up downtown

- YMCA expansion
- ditto infrastructure
- elected officials take this information and use it constructively
- we need to support our community, take a broom and sweep streets, encourage volunteers
- raise the quality of jobs and wages so people stay here, quality housing not fly by night building, don't want to lower quality of housing, raise jobs to afford them
- local transportation, senior center does well, but somehow to get out of Sheridan on a decent bus and air service
- In order to do all the things – that put us under one umbrella needs to be coordination – seems to be a lot of leadership bickering – coordination in all areas.
- Like to see Sheridan run more like a business – using management – instead of what is going on now – needs to be run like a business
- More involvement with the arts – larger art base in the community
- Detention center – in two years – already need one. Drug and alcohol center for youth in Sheridan – not sending children to other community
- More beautification – more tree-lined streets – nice entrances – clean – stripes on the street
- More programs for job preparedness – to be able to offer more four year degrees at Sheridan College
- Four Year college – and everything that would come with it
- Trail system completed around the community
- Move fairgrounds to other side of the interstate
- Some sort of activity that really occupies older teenagers – they are terminally bored – need something that will engage them – 17 through 21.
- Ditto the fairgrounds moved
- Ditto the four year college at Sheridan College – and more childhood education
- Move fairgrounds to the Sheridan College
- College, city, county, businesses work together availability of childcare. 140 children under school age on waiting lists.
- Infrastructure improvements that relate to city maintenance, like water lines, streets that get completed. Systems that are maintained well.
- Ditto to the juvenile facility and in patient substance abuse treatment for adolescents.
- City and county governments address real issues – instead of arguing about building department. Need something for youth to do –
- Agree with fairgrounds completed instead of continuing discussion
- Public transportation system – lack of ability to get to work or programs
- More walking and bike paths – focusing on health of the community.
- Older community – important that Sheridan has transportation systems that help those who may not be desirable to have on the road.
- Five years – build three Habitat houses per year – providing affordable housing for low-income people – would be nice to have lots that are set aside for low-

income housing – that would be available. Costs keep escalating for lots and may curtail the program.

- Tried to create a housing task force – may be good idea to reinvigorate that idea – maybe City could donate lots.
- Continuing alliance with WCDA for City to get funds to buy lots.
- More extensive system of trails – meant bike paths.
- All day kindergarten for those who want it.
- Agree with moving the fairgrounds – well-maintained structure
- Ditto four year college
- 24 hour affordable transportation system and 24 hour child care system
- Child care – support the developmental aspects whether in the home or those in day care centers.
- In terms of the boards – have a lot of infighting that needs to stop – tendency for people making decisions to ignore or dis-empower the needs of the low-income
- Develop an urban approach to housing development – need to serve same purpose as subdivisions – move to close community – higher density housing – focused on providing housing that protect other aspects that are loved.
- Need preventive approaches to alcohol and drug use with youth
- Preventive programs are for really young children and not for the middle-section age group. (Answer to panelist question.) Need preventive programs for 13 to 18.
- Convention Center
- Support economic development
- Diversity of social-economic groups
- See some middle population
- Medical community
- Grouping effort cooperate
- Growth but planned
- Ditto
- Bike paths completed
- Fair grounds near I-90 and college
- 4-year college
- Engage older teens in projects 17-20
- Complete infrastructure revamped
- Recycling center
- Ditto on fair grounds and expanding college
- Education on vocational skills in school system
- Soccer complex
- Street improvement
- Support mineral industry
- Ditto pathway and fairgrounds
- Beautification
- Ditto soccer field
- Enlarge infrastructure to include east side

- Downtown old buildings restored
- Emphasis on historic preservation codes
- Diversification to city council
- Downtown second floors as office sectors
- Sustained growth of 3-5 percent
- More zoning, planned unit developments
- Pathways completed
- 4 yr college
- Move fairgrounds near college
- Center for 16-20 year olds
- Coal development
- Diversification of economy
- Bill in legislature that protects land owners with mineral rights, power lines through land
- Control on development of subdivisions – zoning.
- Acknowledge that we don't need a beltway, because that will increase sprawl.
- Comprehensive plan that is followed.
- Energy system built on renewables.
- Continued infrastructure improvement
- Fairground expansion
- Sheridan College expansion
- Introduction of a tech industry
- Improved air service.
- Time table for infrastructure improvements
- Ditto move fairgrounds
- Affordable housing
- Ditto fairground relocation.
- Power plant for our area
- Subdivisions better planned. Streamlined through planning process in city and county
- Beltway to open up new growth
- Better medical services
- Government agencies coordinate and prioritize to attract business
- Ditto coordination
- Ditto air travel
- Ditto air service
- Ditto fairgrounds
- Convention facility
- Public transportation system
- Ditto bike paths
- Community-supported agriculture
- Economy sustain itself, rather than so dependent on extractive industries.
- VA hospital survive
- Downtown flourish, continue to thrive



- Utilize second floors of downtown buildings
- an aggressive search for water, water rights, water storage, infrastructure of planning to delivery of water
- economic development
- plan for managed growth
- Sheridan County Health care plan, use our doctor and hospital and not going around to beg for money
- ditto for everything extend bike trail
- affordable housing and repair of homes
- affordable health care
- traffic jams and back up, need to improve with traffic lights
- economic development and planned growth
- transportation within the city and county and other places in the state
- increasing opportunities for recreation and access for public lands
- Sheridan college sponsor events for religious topics
- think of watershed as a unit
- combined professional police department
- better job of coordinating of services we have
- need to do something with the jail, we are warehousing, no ministry to help reconstruct lives, need to work with the jail and population at risk
- need parenting courses and parent support groups
- joint city county planning commission
- foster appreciation of natural environment, more outdoor educational workshops, a Sheridan science school like the Teton science school
- bakery! A few more restaurants
- see an organized system to deal with air pollution, no burn days, etc.
- ditto pollution, more awareness as a community in a global environment, a leader in this awareness, to help other small communities, what others could do to have cleaner air, reduction of energy, very small but would add up
- a plan in place by the city and county that identifies resource conservation areas, preserve natural habitat, areas that naturally evolve
- system of ordinance or regulations to maintain growth
- community needs a business plan that looks at what we want to develop and conserve
- more less the same community as of today, we are proud of our community, put plans in place and goals to maintain our community
- be a tourist destination in the summer time
- a project that employs remediation between collaborations, take time and energy to work together instead of splitting energy between similar projects
- clean up your own place
- fairgrounds moved out of town to proposed site, build a good one
- plan for solid waste management
- ditto also no poverty, clean town

- expand on wood and coal burning controlled at domestic level and industry,
- five new wilderness areas that are protected
- become a model community for energy efficiency, decentralizing our energy system, most energy coming from renewable sources
- premier greenscape system, interconnected trails
- watershed , healthy water systems, septic systems, livestock waste, etc..
- city manager
- Story be incorporated as a city
- outdoor education for youth
- vision 20/20 implemented
- type of ongoing event like Black Hills Passion Play, Cody nightly rodeos to make Sheridan a destination
- community/youth coordinator
- large indoor multi-use facility
- outdoor festival
- transportation for visitors – stage coach
- ditto multi-use facility
- lodging tax board – continue with that effort,
- develop as historic destination
- web directory/city tv directory for downtown merchants/stores
- use artist local community to beautify community
- ditto multi-purpose comm.. center
- stretch to week long events – Buffalo Bill Days, Independence Festival?, and a nightly event during tourist season – annual
- make Central Middle School a museum/culture complex – maybe add-on for variety of museums
- use Cent Middle School
- additional trail for motorized; more trails for hiking, etc. – diverse trails to get outside of town
- trail networks interconnected from mountains to valley
- continue bikes, walking trails
- 5 county commissioners
- Sheridan College expand programs – econ training for econ development professional
- Sheridan College work with Native-American 4 year institution
- no malls !! ditto
- maintain and develop more historical sites
- multi-use center
- better transportation, expand air
- have State winter games event here
- more billboards to advertise
- more city and county control of bldg industry
- ditto comm.. center
- work on trail system in town

- add on parks in new developments
- ditto comm. Center/multi-plex for regional events
- econ develop/city and county cooperation for businesses
- boy scout camp to replace one near Buffalo
- ditto airline service expansion/accommodate larger planes w/bathrooms
- ditto 383
- near high school, need fast food place, somewhere for kids to hang out away from school
- affordable housing task force 501-C-3 for single income families, middle income housing
- hospital affiliated w/major med center via tele-medicine
- An event center
- Ditto on event center
- Safer streets – not only the streets close to the railroad tracks but in the residential areas – improve signage problems where children are playing
- GO forward on relocating the fairgrounds to encourage additional business in Sheridan, maintain tourism growth, grow rodeo and increase their stature in the professional rodeo circuit
- Ditto on the rodeo and fairgrounds
- Four year college – sports arena, more events, bigger air service
- Bypass routes to improve getting around
- Updated infrastructure
- Better attitude for economic development
- To promote growth use existing infrastructure – redevelopment of area around the skating rink, old middle school and Sheridan avenue back toward Main Street.
- Development of the historic district around the Sheridan Inn
- Develop guidelines on Main Street – an historic district.
- Ditto
- Like to see the fairgrounds like a CamPlex
- Ditto
- Need to get more arteries into the city to alleviate the traffic problems, more recreation
- Beltway – a Cabellas
- Ditto on the historic development
- Expansion and leadership at Sheridan College
- More access to the forest
- Thriving downtown
- Obtain municipal water rights
- Delist Big Goose and Little Goose from impaired streams
- Support strong stewardship of the Big Horn National Forest
- Agree with need for quality industry. Cabellas would enhance tourist trade
- Jobs for college graduates.
- Like to have fairgrounds moved where they have access to additional space.
- Maintain the agricultural image

- Entry level affordable housing
- City hire a professional manager – city manager
- Quality economic growth – ie higher paying jobs
- Ditto all
- Good light industry in town – not polluting – lost some good opportunities lately
- Ditto everything
- Recreational – in addition to the YMCA – YMCA is pretty full.
- More positive attitude surrounding economic development
- Cohesive between ED and city/County officials
- Published plan on infrastructure development
- Excellent ideas – ditto on all of them
- Address the light pollution – cannot use telescope at Sheridan College
- Community growth to 50,000 to 100,000 in order to support the goals
- Fairgrounds – move them – vision is to combine those opportunities in agriculture and education – open spaces and have that facility at the Sheridan College – work together
- Leave the fairgrounds where it is and make it better where it is
- Four year college
- More industry for jobs
- Definitely ditto industry for jobs
- Ditto Cabellas
- Advance trail system and connected trail system
- Better access to Big Horn Mountains
- West side corridor
- Four year college
- Clean up Goose Creek – it gets pretty nasty – from Washington Park
- Like all ideas heard so far. Nice to find a few more nice substantial reservoirs within the county for water.
- Would like to add more industry that is locally owned
- Performing arts center so it is not necessary to travel for ballet and opera
- Infrastructure projects that have been delayed for last 50 years need to be done.
- Need to have a base of people that will allow industries to come in the high tech.
- One project in the short term – Sheridan College has a meat lab – cannot get FDA approval – needs to be started over – engineered wrong.
- Infrastructure in place for industrial growth and air service in two years.
- Need to value our youth, put them on all boards so we are making decisions with them and not for them.
- Help for young kids – expand the Y
- Fix the streets is major.
- Expansion of the infrastructure – large sewer capacity and streets
- Public/private sector work together to get things done – do away with roadblocks.
- Fairgrounds – or a Cam Plex like what Gillette has somewhere in Sheridan
- Expand Sheridan College to four-year college.
- Ditto with everything

- Washington Park – lots of summer traffic – would like to see it asphalted. For RVs and summer traffic.
- Completing a flood control project from the West – long-range program – segment that has not been done.
- County and City take head on the question we have not been addressing – who is going to pay for open space, our most precious asset, and how are we going to do that.
- Climbing wall.
- 4-year college.
- Civic Center. Rec. Center
- Clean up Big Goose Creek.
- Trail out to Big Horn.
- Statue of Liberty or something huge.
- Big Goose Park along river.
- Increased prof. jobs.
- Public transportation.
- Housing development for middle-income people.
- Theater that does challenging pieces.
- City take initiative to bring in businesses and create projects for young people and adults. Something to do.
- City purchase caboose and shift that area to a historic district. Use caboose as a youth center.
- County invest in a technological district with tax and infra structure to attract new businesses.
- Consultant into city government and help settle things . . . mediation.
- Bring in big name music. Bigger festivals. Committee that works to bring in new cultural activities.
- Ditto 473.
- Children's museum.
- Children's museum.
- City try to attract clean industry.
- Redevelop downtown where people live downtown above shops.
- Development of a focus group to bring youth together more regularly.
- Take results of groups and run with it.
- Something to do for 18 + besides bars.
- Bring in large clean industry.
- Ditto all.
- Encourage as many locally owned mfg. industries in area to create diverse jobs of interest and still not be controlled by some large corp.
- Indoor place where high school athletes can go to work out all year round. Younger kids take up YMCA.
- 4-year college.
- Increased activities after 5 pm.
- Better paying jobs.

- Events center
- University.
- Redevelopment of north Main Street.
- Comprehensive recycling center.
- Performing arts center.
- Implementation of an annual community clean-up day.
- More traffic lights at busy intersections off of Main Street.
- Leaders need to use young people's ideas.
- Need balance between old and young communities.
- Ditto all.
- 18 + hangout. Respectable. Classy place. Cheap. Place to mingle. Non-smoking place.
- 4 year school with a lot more programs.
- More organization with communities outside – Big Horn, Ranchester, etc.
- More congruent technology available outside the city.
- Rename every street in North Heights.
- Recycling program.
- See cancer treatment center here.
- Pricing controls implemented to make housing more affordable. Controlled by city.
- One phone book!
- Urban sprawl task force.
- Redevelop as opposed to sprawl.
- Charter school or Montessori School.
- Parking tower downtown.
- Get rid of 90% of pigeons.
- Don't let pigeons come back.
- Make pedestrian square downtown.
- Finish bicycle trails.
- Work on backsides of buildings. Alleys. Brooks and Gould.
- City redoes alleys and more electric and water to use second stories of downtown buildings.
- We have some sidewalks for people to walk, need good bike trail system that is accessible for people in town, organizations that will provide activities for the youth, get people involved. Middle and high school level and some college—you need good programs, because those are the years that habits are forming, need some good moral influences in their lives.
- Have infrastructure completed, resolve the checkerboard of city and county borders, events center like CamPlex.
- Some attempts made with a public transportation system. Seniors have a way to get around, but the average citizen doesn't.
- Have a friend in a wheelchair, not senior age, and has to use the senior bus and they charge a lot more for someone who is younger when using the bus.
- Ditto on the events center, don't have the room for everyone to participate.

- An airline that is larger. The airport is capable of handling larger planes
- Take a serious look at our water situation, have been on water restrictions, don't want to go through times again, needs to be more stable.
- Expansion of Sheridan College throughout available land. Involved with energy research and technology.
- National Energy Museum.
- Develop Sheridan's resources. i.e, power plant here.
- Beltway.
- Sheridan College goes 4 year.
- Development of the historic sites to bolster tourism.
- Second stories downtown utilized for affordable housing.
- Manage parking situation better.
- Clean industry.
- Power plant in this county.
- Business Park.
- Leaders of Sheridan to make a commitment to make Sheridan a pedestrian-friendly community.
- Improve north end of the community.
- Bring industrial corps. to the community.
- Build women and children's substance abuse center.
- Polish downtown, especially going north. Make tourist destination. Restore historic storefronts.
- Passenger rail service.
- Upgrade roads.
- Fairgrounds moved.
- Bring in more jobs to diversify the economy.
- Clean up downtown and enhance historic aspects.
- Do a better job of controlling growth and clean-up areas.
- 4-year college. Many don't want to go to school in Laramie so lose kids right away.
- Trees trees trees
- Area has wonderful dinosaur specimen resources. Develop this into a museum.
- Preserve open space.
- Trolley system expanded and become more user friendly for tourists.
- 4- yr college.
- Triple ditto on college.
- Commit to build the capacity of individuals, as opposed to building buildings.  
Ex: Native American professional dev. center.
- Adequate water and facilities to take care of growth.
- see a facility that would house the homeless and soup kitchen in one spot
- work on real estate values and lower property taxes
- expand senior center transportation system and fixed routes
- gambling made available

- Public transportation system, including going outside of Sheridan, like Billings, including trains
- like to see industry to keep young people here
- ditto, more jobs for young people
- public transportation system, better air transportation and bus service
- city manager form of government
- ditto manager
- better parking for downtown
- four year college
- more and expanded adult education, not college level
- convention center
- ditto convention center
- city look at a recreation center for kids, to hang out and play pool, for ages in junior high
- better jobs and better wages, better, housing and lower price housing
- transportation
- ditto above
- More jobs available to younger college graduates
- Affordable housing
- Integrated day care – developmentally challenged.
- Industrial jobs – factory jobs
- Better options for shopping - mall
- Another sheet of ice
- Ice rink another
- Public transportation – ditto
- 24-7 day care
- zoning for housing - \$300K house next to trailer court – city controlled not developer controlled
- affordable standard of living for all
- continued development of historic district, i.e. Daniels fund, re – do old depot (Caboose)
- more affordable housing, rentals n-- ditto
- pave 12<sup>th</sup> and 13<sup>th</sup> streets – pave all unpaved streets
- sewer improvements
- community at the point we do not need homeless shelter or soup kitchen
- fix drug or alcohol abuse problem
- Better spraying of mosquitoes
- Mandatory recycling program – ditto
- Successful economic development plan,
- Auditorium at SHS that will hold the student body
- Center in community for large meetings – i.e. Casper Events Center
- Caution lights by all school crosswalks
- Tax incentive for farm land owners , retain ag land, keep from developers



- Aging population – medical benefits for low income – availability to affordable medicine
- Shopping
- Lower taxes
- Better services for Sheridan
- All kids have opportunity to go to college
- Do something about pedestrian crossing – Loucks - Stop and Shop
- Preserve wildlife on mountains
- Children's art center
- Full day kindergartner available to all children
- Economic diversity among people living here – moving to Jackson Hole, rich and service industry
- Activities for young children who have working parents, - time frames at YMCA
- Technology district to attract businesses
- More cultural diversity in jobs
- Lottery – ditto – 4 times
- 3 way stop at Loucks and Highland Avenue
- leveling out Highland Avenue hill
- more day care for infants and under 2 years old
- comprehensive land use plan followed by local government , and up-dated
- bowling alley open 12 months
- DQ open 12 months
- Pirates Cove miniature golf course
- More investment and voter turnout on education issues
- Better traffic control on 5<sup>th</sup> street,
- RENEW get recycling program
- Scotty's Skate Castle and Movie theatre cleaned up – bathrooms
- Foundations open up scholarships rather than loans
- National Progress alternative energy
- 4 year college
- Railroad by-pass at 5<sup>th</sup> street
- MORE Youth orientated places – especially during summer
- Pediatric/dentist facility
- Viable business
- 4 year college
- more comprehensive plan for expansion, ditto
- published plan on future plan – 2, 5 , 10 year plan – ditto
- reasonable air fares
- implementation of Campus master plan
- affordable housing
- conference center – multi-use center – expanded beyond arts use – ditto up to 3000 seating capacity
- conference center
- good paying jobs for college graduate

- improve county road plan system -
- large theatre in community – seating of 300 – 500
- fairgrounds expansion
- broader air service
- power plan
- increased offering between Sheridan College and UW
- business park - ditto
- 2 year feasibility study between City and County to conduct plan to eliminate duplication of services
- broader job base for all ages
- promote SC programs to go to 4 year degree in conjunction with UW
- plan published plan for SC 2 - 5 – 10 year
- more openness for business to come to community – ditto
- bring more young people - ditto
- All the city infrastructure improved.
- Ditto the infrastructure – better quality in infrastructure projects so we are not re-doing. Wyoming public works standards followed closer.
- Small clean industry.
- Agree with industry.
- New event center like the Cam-Plex – horse events, hockey.
- Ditto that – relocate fairgrounds.
- Like to see – as soon as possible – the City have its own power generation.
- Like to see more bigger airport – better developed , another airline.
- Continuation of planned growth.
- Think the city started working on it – continue to work on cleaning up the corridors coming into the community from the interstate.
- People have mentioned downtown. Study to find out why Sheridan is not considered a shopping destination.
- Belt loop system to better control traffic.
- Interstate moved east so more room for expansion without expanding across the Interstate
- Downtown developed as destination instead of thoroughfare.
- Emerald chain – starting at the hospital – pathway – park along the chain – like in Jackson – downtown for festivals that will bring them downtown – named after the Bozeman Trail – to increase tourism.
- Best mayor we have had. But we need to move to professional city manager and professional county manager so we don't leave it to chance.
- Ditto to city/county manager
- Improve qualified candidates for local elected office.
- In midst of coal bed methane development – doesn't seem as if the City is taking advantage of that – would like to city take advantage of it.
- Go back in 20 years and see how somebody captured the graduates of the high school to help make the community better. Find out how to keep those people here in Sheridan that want to stay here.

- Ditto the cleaning up of the beltways.
- Ditto keeping the high school graduates.
- Really nice museum.
- Expansion of the ice skating facilities.
- Have good core of young people in the community – some are not – would like to tap into that resource – a lot of young people that could be doing great stuff for us.
- Expand western history culture here.
- A bigger community swimming pool.
- Business development process – more opportunity for youth at entry level that grows into a career path.
- Ditto the improved air service.
- Ditto the city administrator.
- Like to see the completion of the pathways project – and enhancement.
- Like to see more small business – major problem that we have conducting other than retail – a lot of transportation cost – bringing our product here – so in order to be viable have to have large inventories. Would like to have help for small businesses to have large inventories.
- Like to see the completion of the industrial park at the airport for businesses that don't want to own buildings.
- Five year – two year – fully funded sustainable economic development and retention and expansion program that work hand in hand – modeled after Gillette.
- Expanded health care facilities and cooperation between the two factions of doctors.
- Affordable housing relative to the wages.
- A place where our youth could safely assemble in the evenings that would be attractive to them.
- Like to see – 5 to 10 years – the Historic Sheridan Inn have upper floor face lift.
- Business forum on health insurance – among employers on how to provide health insurance in an effective and affordable way.
- Future of the fairgrounds tied into Sheridan College so the College can use the arena for exhibit halls – so they can be used together.
- To north power plant that uses our resources.
- Rural trust to be sure we keep open space and ag. lands.
- Infrastructure repaired or replaced and expanded.
- Ditto infrastructure.
- Sheridan College be 4 year.
- End of 2 yrs. Implemented real growth plan and ED package. Leadership driven.
- Short term, college & bus. And gov. develop county run day care center.
- Ditto day care. Huge crisis. Especially infants.
- Ditto infrastructure.
- Environmental issues that come with growth. Implement env. Impact plans.
- Gov. leaders read and implement 20/20 plan.
- Fairgrounds made more presentable.
- Downtown beautification program continue.

- Events center.
- Ditto implement growth plan.
- Turn Sheridan into a destination, not visitation.
- Ditto destination.
- Pro growth attitude and lifestyle.
- Ditto 20/20 plan.
- Ditto env. Study.
- ISDN access speeds to all rural residents. And Broadband in 5 yrs.
- More positive downtown shopping environment. More diversity.
- Clean industry providing good paying jobs. Lead to people with enough money to live here.
- Bigger public swimming pool.
- More playground equipment in park. Park bigger.
- Ditto 4-year college.
- More vibrant college.
- Ditto planning comment. Expand planning countywide.
- Ditto planning & growth that does not sacrifice environment
- Finish business parks.
- Finish bike trail system.
- One new employer within 5 years per the 20/20 plan. 200-300 employees that makes a product for export.
- Relocate fairgrounds near new ag. Center at college.
- Raise the possibility that taxes may have to go up.
- Less tax increases with more business and growth to support improvements.
- Sheridan #1 pick to Wyoming visitors!
- Cease exporting children.
- 10 years median age equal to U.S. median age.
- Raise median wage 30%.
- Services to youth to equal those to seniors in community.
- Affordable housing is < \$130,000 SFD,
- Strengthen what we already have. More and new and bigger are not always better.
- Change attitude of people who are anti-agriculture.
- Credit for taking care of public land and staying in business.
- Ditto to credit.
- Ditto to credit.
- Environmental regulators slack off on ag. Community, get just as strong with others as with agriculture.
- Move away from litigation to mediation and cooperation between ag groups and environmental groups.
- Sustainable economy not based on boom/bust economy.
- More honesty. Present facts, not opinions.
- Managed growth and maintenance of open spaces.
- Stronger and more stable commodity markets.

- Secure water in Lake DeSmet for the future so water doesn't come from agriculture.
- County owned water and sewer service district.
- More commercial and industrial space available. Space for jobs.
- More jobs related to agriculture. Product development out of agriculture.
- Long-term water source for future growth – ditto Lake De Smet.
- Small growth 3% /year. No big boom. Stay a small town.
- Structured zoning.
- Surface owner bill that protects property rights for people with fed. Minerals under land.
- Managed county growth plan that maintains open space.
- Sustainable economy in 10 years. More investment opportunities. More private enterprise in line with county growth plan.
- 20 years nice retirement home for me.
- Sustainable economy.
- Managed growth.
- Better infrastructure both in city and county. Upgrade what we have and build it correctly.
- Improved rapport between ag. And rest of community. Improved between surface owners and mineral developers.
- Greater awareness of our history.
- Transportation for ag. Products.
- Less pole buildings in city.
- Tech extension from UW at college.
- More nice smooth streets and sidewalks.
- More parks and open space.
- Citywide vehicle replacement program.
- Public safety training facility.
- Education program to keep youth in Sheridan.
- Ditto tech education & training facility.
- Paramedic training program at college.
- New pro shop and restaurant at municipal golf course.
- Large recreation complex that all kids can use regardless of finances.
- Preserve natural beauty and remain a rural community.
- Better infrastructure, stronger government, stronger leaders
- Reorganization of city government.
- City manager government
- Light industry-bringing jobs for kids.
- Beltway constructed.
- Wide shoulders on rural roads for cyclists.
- Something done with railroad crossing at Broadway.
- Stop light 10<sup>th</sup> and Main.
- Recreation area for motorcycles as in Gillette.
- Public transportation.

- Larger scale smart growth plan
- New youth baseball complex
- Repair infrastructure
- More shopping, bigger stores, chain restaurants
- VA hospital renovated. Used more. Cancer treatment center there.
- Parking facility downtown.
- Beltway.
- \$1,000,000 skate park.
- Ditto cyclist space.
- College classes for public officials to understand civic affairs, financial analysis, growth, sales attitude for community, planning.
- Ditto tech center at college.
- Infrastructure improve, training facility
- Ditto infrastructure
- Train system completed.
- Recreational opportunities for fly fishing, paddling, and science classes using streams through town.
- Ditto extension of tech think tank, advancements.
- Research lab at the college.
- Ditto aging replacement infrastructure
- Ditto infrastructure.
- Build larger rec. complex.
- Better use of public lands
- Complete trail system
- Ditto infrastructure.
- Telecommunication improvements in rural areas.
- Ditto trail system
- Ditto trail system.
- Ditto infrastructure.
- Environmentally friendly industry.
- Alternative transportation.
- Air quality improvements
- Tech center at college.
- Ditto large community rec. center.
- Improvement state land access.
- Better way to enforce regs. On public.
- Ditto Air quality, infrastructure.
- Climbing wall
- Expand college into university.
- Ditto expand college into 4 year
- Ditto road shoulders
- Complete trail system and expand.
- Path all the way out to Big Horn. Tie in with trail system.
- Civic auditorium.

- Bring in state-wide events
- Make recreations activities available to all.
- Indoor ice rink
- Ditto public access to state lands.
- Secure water supply.
- Ditto rec. center
- Reroute train outside of Sheridan
- County-wide capital improvement plan
- Business park with industry – added jobs.
- Better shopping not so geared for tourists.
- Elect and support good leaders and support them to help attain these goals.
- Ditto on all rec. ideas.
- Ditto on educational opportunities.
- Ditto on tech opportunities
- Ditto paramedic training.
- Planned growth of emergency services coordinating with community growth
- Ditto above.
- Preservation of open spaces
- Better traffic patterns.
- Ditto emergency services training.
- Countywide planning.
- Big horn National Forest plan for multiple uses
- Maintain and continue to develop public schools, college, library, and hospital.
- Ditto shopping.
- Better transportation in and out of area.
- Technology improve – cell service.
- Statewide radio implemented.
- Petition for Sheridan College to become a four year – possibly graduate studies
- Pathways extended from Sheridan to Big Horn
- Community calendar that is searchable and type of services offered.
- Database for services available.
- Safe place for children and all skateboarders to go.
- Ditto everything and affordable transportation.
- Lady has barn full of Christmas displays – would like some civic group to take over displaying those displays. This is the last group that she is going to do that. Suggested putting it up in Kendrick Park.
- Two year – clean up the city.
- Improve water pressure in airport area.
- More affordable housing
- Increased first night activities. Tobacco free, alcohol free night.
- Unified community wide substance abuse prevention task force.
- Pass
- Ditto pass.

- New coalmine on this side of the Stateline that will take over when Decker closes down.
- Multi-event facilities.
- City, county and all support childcare.
- Ditto childcare.
- Added members to the medical community – orthodontist, two pediatricians and female obstetrician and ophthalmologist.
- Large facility for multi-use.
- Medical community – need a psychiatrist.
- More light industry.
- Comprehensive curbside recycling.
- Indoor ice for ice-hockey.
- Increased skate parks with supervision – that are really child friendly.
- Increased home school opportunities – such as a science center.
- Affordable housing.
- Ditto college becoming four-year institution.
- Ditto recycling program – more encompassing.
- A visual arts center with exhibition program – include educational programming – both hands on and education and processing the product of visual arts – use Jackson’s art program as a model.
- Northeast Mental Health Counseling Center take more initiative about how they are set up and what their services are.
- Ditto curbside recycling.
- Increase support for prevention programs to keep youth from substance abuse.
- Whole foods market – healthy foods in bulk.
- Reduced bureaucracies and politics hindering non-profits.
- Community awareness of substance abuse issues and other issues affecting the community at large – have community leaders and law enforcement work with non-profits.
- All day kindergarten available for all children.
- Streetscapes downtown improved.
- Improved upstairs looks downtown. – need a facelift.
- Improved relationships between physicians and hospital.
- Reduction in people going to Billings for medical care that they cannot get in Sheridan.
- Improved farmers’ market.
- See people be more aware of pollution – cans and bottles along creek sides.
- Need more trees – recent projects have lost trees – along Coffeen.
- Walking paths completed – an indoor tennis facility.
- A non-profit section in the phone book.
- City continue upgrade of infrastructure – water, sewer, streets.
- Wireless internet.
- Preservation of green space.



- At south end – low-income apartment buildings – along Big Goose should be a park.
- City clean-up day. People volunteer to clean up on a specific day.
- Medical facility for minor emergencies after hours and weekends that is more affordable than the emergency room.
- Free day at the dump. Encourage people to get rid of old refrigerators, etc. and other junk. Encourage people to get rid of – volunteers can help.
- An incentive program to draw industry and keep industry we have.
- Want to see the CDC group to point and be able to say we have created these jobs that are paying sufficient wages
- Major power plant or co-gen plant sited in the community
- More coal mines in the area that will draw more skilled labor
- Use co-gen waste heat to create greenhouse effect and partner with agricultural community – grow vegetables – etc.
- Ten years – community college become four-year college. Improve soft skills, draw more professionals into the area. Wyoming should not be limited to one four-year college.
- Community grow by 1.5 times within next ten years.
- Like to see a Target (store).
- Ditto four-year college.
- Fairground controversy resolved.
- Five year – somehow acquire a vocational trade school. Not a community college – for young kids.
- Ten years – country club get nine more holes – will be retired.
- Twenty years – the community work together in a positive direction to make something happen.
- Build the beltway for long-term growth.
- Build business parks and infrastructure to attract businesses to Sheridan
- YMCA expansion
- Continue to build walking and biking trail system.
- Community center –
- Indoor tennis center
- Continue to work on rebuilding and rehabilitating the roadway system in Sheridan
- Echo the recreational activities.
- Believe firmly that there must be more access to legal services in this community. Has to be more --- people do not have the resource to hire an attorney. Must increase legal aid system – as a branch of state association or not. Number of people in service sector do not have income to allow to hire legal representation.
- We have a lot of positive energy in the community – from a citizen standpoint and from governmental levels – would like to see professionals represented in elected office. Plans for historic preservation, etc. need to have professionals with vision to keep this moving ahead. From continuity need city manager form of government – need to trend away from strong mayor form. Need this to provide consistency.
- Agree on YMCA expansion – vote for indoor rock climbing wall.

- Bike trails – downtown – bicycles cannot be on sidewalks – concern about elderly population driving and kids on the bicycles.
- Sheridan should have a world-class energy museum. Partnered with the community college and research. Should be on the interstate.
- Need new airport east of town. Airport area should become residential area. No new metal buildings on the edge of the Big Horns.
- Echo next two years – switch to City Manager form of government to keep things flowing.
- Five years – implementation of the parkway or beltway idea will drive some improvements in downtown and main street.
- Nice to attract more manufacturing industry here – things that would be relatively easy to transition from ag to more technical base – like computer circuitry boards.
- Expansion of YMCA and their facilities.
- Ditto on the power plant idea
- Ditto on four year college
- Ditto on beltway
- City planning process needs to be streamlined to allow for faster process.
- Move state highway off Main Street and take go-through traffic off Main Street.
- Long term water supply for the City for drought years.
- Ditto on the fairground complex being relocated.
- Beltway – addresses growth and a good truck route through town.
- Water, sewer, streets need to expand so it is not a limiting factor.
- Good public lands, recreational opportunities – need to maintain access.
- Nice if there was a major attraction – headline getter – that would attract people to Sheridan.
- Another metal build at the bottom of the Big Horns. Would like to see a horse arena – at some place – for 4-H kids.
- Ditto on the YMCA expansion, the increase in wages, and an event center. Bring bigger events to the community.
- Shopping centers – home improvement – clothing.
- Community center.
- Our future graduates from high school and go someplace else.
- Museum, etc.
- Ditto the City Manager form of government.
- Attraction – if we build a Cabellas store. Need a place for something of that size to be built.
- Eliminate “no” from everyone’s vocabulary.
- Ditto Energy museum and a hands on science center for children.
- Bozeman trail museum with Lake DeSmet.
- City/County manager form of government.
- Air show like they used to have – pulled in people.
- Ditto air show.
- Ditto Cabellas.

- Affordable housing for younger people - no place to buy their first home. Don't look like Gillette.
- Outpatient surgery, cancer center, politics behind that – embarrassing that conflict is on the front page of the newspaper. Needs to be resolved.
- Desperate need for legal services for those who cannot afford it.
- Need a large indoor horse arena – at the fairgrounds – bring in outside activities to the area. Need to look farther out there (in the future) and be willing to make it a place that large events will come.
- Getting the average age down – to be able to support the community.
- Need to change tort law so doctor malpractice insurance can be affordable and prudent and that the limitations to lawsuits is reasonable and prudent. Sheridan has lost three good doctors and it is partially because of insurance costs.
- Highly coordinated effort to keep a constant flow of events and activities that keep visitors and residents interested in the town – make it a destination spot.
- Be able to upgrade the public utilities to a modern and reliable state.
- Like to see a broader economic development base – something to attract educated people and have jobs for tech skills – doesn't have to be a college degree – so we can keep the young people so they don't have to leave if they don't choose to.
- Like to see a community/youth coordinator hired to coordinate the efforts and somehow get the information so we can know what is available in the community and have access to information. Fourteen to twenty age group – and below fourteen – maybe two coordinators
- Business diversity
- Event center
- Continued face-lifting/cleaning up /beautifying the town
- Continuous five to ten mile bike paths
- Ditto the event center that is self-sustaining and appropriately sized
- More advertising about mountains – market the community
- Walgreen's
- Public bus system
- Small carefully developed business park.
- College expand. Bigger more diverse student body.
- Ditto college.
- More attention paid to city streets.
- Ditto to streets
- Ditto college.
- Town implements what has been said in these kinds of programs.
- National Energy Museum highlighting all types of energy. Educational tourist attraction.
- Energy research at Sheridan College.
- West Road development.
- Planning & Zoning planning and followed
- Streets
- Airport protected.

- Look back over what we have paid for in studies over past years. What have we done?
- Ditto studies and plans
- Ditto studies and plans
- West Beltway critical to future growth.
- City manager
- Hospital here still . . .
- Ditto studies.
- Study traffic problems – examine and do something about it.
- Housing – needs to be affordable. Build retirement housing to free up some of the other homes for average workers.
- Business provide wireless internet throughout the county
- Ditto infrastructure, West Belt.
- Mechanisms for subdivisions to look at themselves and make decisions for growth as city grows.
- Trail system.
- Average wage equal to national average.
- Figure out what to do about Fairgrounds.
- Look at I-90 corridor – screen industrial sites.
- Continue to promote tourism for area.
- Expansion of ways to use human resources located here.
- Paid coordination position for arts planning and publicizing.
- Establish location as an arts center and ultimately build arts center here.
- Visual arts center designed to reach all ages.
- Rehearsal facility.
- Theater for performing arts.
- Museum complex in Central Middle School instead of tearing it down.
- Remodel facility for performing arts center or do new construction.
- Performing arts center at the college and full music program there.
- Ditto all of above.
- Arts and crafts activities for troubled youth.
- Visual arts center with public access.
- Business people market arts activities.
- More racial diversity.
- Third theater that challenges the audiences. Missions statement is to make people think. Visual arts could also tie into this.
- Program to promote economic growth in Sheridan. Bring larger businesses into Sheridan.
- With more people here, could pay for larger visual and performing arts centers.
- Ditto rehearsal facilities.
- Ditto community performance facility.
- 2 facilities for music and theater. Musical recital hall, acoustically sound.
- Project coordinator, marketer – American Western Film Festivals. Native American Festivals. Basque Festivals. Arts, crafts and music. Make money.

- Ditto above.
- Ditto rehearsal space.
- Local community symphony.
- College become a 4-year school. Joint venture with state and local governments. Create visual arts, gallery space.
- Competitive wages
- Complex like Billings, Casper, Gillette to bring in events – where kids can have ice hockey, rodeos
- Community planning and try to have businesses move in and more recreation
- West beltway with backdoor to the VA
- Community event center – YMCA expanded or two of them.
- Try to bring HUD into here and bring in rehabilitation effort
- Railheads for coal – don't want to lose jobs to Campbell County
- Wider access to VA
- Larger classrooms
- Health Care
- Actual growth in Sheridan – related to businesses and more businesses bring in higher wages – more opportunity for teenagers and college educated
- Continue to beautify downtown – new pipes running to houses – Gladstone – need to fix pavements and replant trees.
- More places to shop – besides Wal Mart
- Fathers to be – have to attract and encourage industry – need to accept – pollution – need big industry
- Better ways to attract tourists
- Need diversity in places to shop and eat
- Would like to see churches 80% full
- Like to see a place like Cabellas outlet that would attract
- Walking bike path from Main Street to the VA
- Expanded health care and businesses brought in
- Would like to return on airplane that is larger than 17 passenger
- Improved air transportation
- Community center
- Completed bike path
- West beltway
- Community and recreational center
- Need to do something about the water supply – thinks it would be smart to keep Lake DeSmet water and build a pipeline
- Sheridan lodging tax – most states have state lodging tax – need more promotion that is coordinated
- Beltway and event center
- Double entrance besides one egress from VA
- Beltway and another entrance to the VA
- Great multi-purpose event center
- All streets paved

- Lots of trees in residential centers
- Good steak house
- Park where you can let dogs run
- More Whole wheat bread
- Two day work week – mandatory fishing vacation – six figure income
- Be able to maintain clean air and clean water – non-polluting industry
- Indoor ice skating and rock climbing
- Healthier way to control mosquito population
- Like a mall – where everything is in one place
- Community health care treat us like family – like their motto says
- Same size community – or not too much growth
- Ditto health care
- Need more golf courses – or public golf course that is open to the public – for free
- Fix the infrastructure – roads, sewer and water systems
- Moneys in Business Ready Communities may provide some funds to help fix those
- Several small industrial parks with necessary infrastructure but not one big huge dirty place – cluster of small businesses with 10 to 15 employees each
- Santa Claus destroy Wal Mart
- Nice if small businesses in Sheridan could put Wal Mart out of business
- North end of Sheridan restructure, refurbished and made into a nicer place to live and work
- All of the projects that have been initiated completed – the jail, mental health services expanded, sliding fee scale, walking paths, bike paths throughout the city, indoor ice rink, another newspaper.
- Indoor ice rink
- Some sort of recreation center – like CamPlex or center in Cody
- Community center in Ranchester – already being started
- Upgraded fairgrounds
- Ditto the recreation – something for the children
- Get the hospital – all on the same page and agreeing with each other
- More affordable childcare for every entity – like at the Y
- Walking/bike paths – infrastructure that are listed in the studies – need to be implemented
- Childcare - more and affordable – more than 100 kids on a waiting list.
- Something done with all day kindergarten program. High end can get in because they can afford it – low income can get vouchers – middle income cannot afford it.
- Wyoming needs to get more affordable better insurance programs.
- Building a parking garage on City and Theater parking lots.
- New post office with sufficient parking
- Wyoming's Girls' school could possibly provide childcare – using residents as providers?
- Recreation center – pathways completed – public transportation system

- Need an in patient residential youth treatment center
- Ditto the recreation center and walking path
- Ditto the childcare issue.
- Dramatic expansion of Sheridan College into a four-year institution would change the complexion of Sheridan in a really positive way that would trickle down into some really good stuff.
- Ditto the four-year college.
- Ditto the idea of several small industrial parks
- Ditto the four year college
- Downtown parking
- Crucial that there is some foresight given as far as housing – as pertains to beltway – subdivisions with big barns and little houses and houses placed different ways.
- Build a Target if Santa tears down the Wal Mart
- Public transportation and affordable accessible flights for tourists and residents
- 10 Dittos
- Indoor ice rink - ditto the airport
- Medical – hear things – needs to be a solution
- Board and staff need to work together to increase the services available and quality of services.
- Could have gained a clinic and did not do that.
- Need small industrial parks
- Less bars and less liquor stores in Sheridan
- Such a diversity in religious opportunities but bars and liquor stores are about three times – speaks volumes about alcohol problems mentioned earlier
- Youth lost to suicide and traffic accidents – promotion of seat belt use has been great – but need to address alcohol and drugs and they have not received as much attention as seat belts have. Need to have more promotion about drug and alcohol – would like to see more harsh treatment
- Drivers' education program –
- Ditto the childcare and all day kindergarten. Child is ready for all day – parent doesn't think she should have to pay – low income have vouchers.
- Ditto the four year college
- Transportation for public – trolley etc.
- Kids say they didn't think they would get sent here – need to have a bottom line and it needs to be more strict than it is before kids get sent here.
- Drive up liquor stores should be gone.
- Transportation for disabled, or can't afford taxi service,
- Consolidation of services, two medical centers, variety of providers, lack of communication between providers
- Three school districts – operate independently, good programs in each district, coordination or consolidation
- Pet projects in town that benefit a few, more projects that benefit the general public, i.e. beautification of downtown – projects of general benefit to public
- Maximize non-consumption of resources, ie. Trees, water and air

- County government recruit clean industry to this part of state, not smoke stack industry, small industry that employee 12 people, get 12 businesses that employee 12 individuals, less adverse affect on the economy if the business moves away - ditto
- Better facilities for substance abuse, away from major centers, nice place to transport people to Sheridan for treatment, develop a new business – ditto – NSI is an example
- Eco-nature tourism
- Housing – homes being built are \$400 - \$500K, get housing that is affordable to wage earner – ditto
- More jobs that pay decent wage for young people
- Better Air service – one carrier, only service to Denver
- Cooperation between groups of people, in-fighting, example Outpatient Surgery Center – ditto
- Have citizen input taken seriously – i.e. Hospital Board, County Commissioners have meeting, those in power listen to citizens, if you ask a question, listen to the answer – don't have their own agenda
- Laws enforced across the board
- Lower housing costs
- Better highway
- Passenger railroad train – ditto five times – create tourism



# APPENDIX

# 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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