

WYOMING RURAL DEVELOPMENT COUNCIL



Rural Resource Team Report

**Lovell, Wyoming
Big Horn County
February, 2001**

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

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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TABLE OF CONTENTS

Lovell Resource Team
November 28-30, 2000

1.	Process for the Development	pg. 4
2.	Executive Summary	pg. 5
3.	Resource Team Members	pg. 6
4.	Local Coordinators	pg. 7
5.	Interview Agenda	pg. 8
6.	Team Members Recommendations	pg. 9
7.	What Was Said In the Interviews	pg. 60
8.	What We Heard from What Was Said	pg. 78
9.	Group Summary Report – Presented at Town Hall Meeting, November 30, 2000	pg. 80

Appendix

Deloitte & Touche LLP Study Benchmarking & Target Industry Analysis State of
Wyoming, March 2000

PROCESS FOR THE DEVELOPMENT OF THIS REPORT

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

The Town of Lovell requested a community assessment from the Wyoming Rural Development Council. Don Richards 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 city. The team members were carefully selected based on their fields of expertise that Lovell officials indicated would be needed to respond to the problem areas identified.

The Resource Team toured the city and interviewed approximately 220 people over a two-day period from November 28-30. The team interviewed representatives from the following segments of the Lovell community: Agriculture, Government and Law Enforcement, Churches, Industry and Utilities, Educators, Economic Development, Business, Health care, Civic Groups, and Senior Citizens. 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 Lovell?
- What do you think are the major strengths and assets in Lovell?
- What projects would you like to see completed in two, five ten and twenty years in Lovell?

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

A preliminary oral report and a summary of group recommendations was presented to the people of Lovell on November 30, 2000 and many of the citizens of Lovell who participated in the interviews were in attendance.

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

EXECUTIVE SUMMARY

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

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

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

On behalf of the Resource Team Members, I want to thank the community and our sponsors, the Town of Lovell for the warm hospitality shown to us during our stay. The meals and accommodations were outstanding. We heard over and over in the listening sessions that Lovell was filled with warm, caring individuals and we certainly can attest to that! Thank you very much.

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

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

Joel Strong, Resource Team Leader
Mary E. Randolph, Executive Director, Wyoming Rural Development Council

RESOURCE TEAM MEMBERS

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**Special Thanks to Kora Cody who was
Our valuable Note Taker!!**

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Since our initial meeting in late November, the Town of Lovell has elected new city officials.

Glen Olsen – Mayor

Lovell Town Hall

336 Nevada Ave.

Lovell, WY 82431

(307-548-6551

Todd Wacaser – City Manager

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This assessment was supported in partnership with:

Big Horn County Coalition and

Wyoming Community Foundation

Lovell Community Assessment

November 28-30, 2000

Agenda

TUESDAY, NOV. 28TH

10:30 a.m. to 11:30 a.m.

Orientation & Organization Meeting
(Team Members Only)

11:30 a.m. to 1:30 p.m.

Lunch with Community Team
Planners

1:30 p.m.

Community Tour

WEDNESDAY, NOV. 29

(At Big Horn County Annex)

8:00 a.m. to 9:05 a.m.

Agriculture

9:10 a.m. to 10:15 a.m.

Government & Law Enforcement

10:20 a.m. to 11:25 a.m.

Churches

2:10 P.M. TO 3:15 P.M.

Industry and Utilities

3:20 p.m. to 4:25 p.m.

Educators

5:00 p.m. to 6:05 p.m.

Economic Development

6:10 p.m. to 7:15 p.m.

Business

THURSDAY, NOV. 30

(At Big Horn County Annex)

8:00 a.m. to 9:05 a.m.

Health Care

9:10 a.m. to 10:15 a.m.

Civic Groups

10:20 a.m. to 11:25 a.m.

Senior Citizens

THURSDAY, NOV. 30

(At Fire Hall)

7:00 p.m.

Resource Team Town Meeting

RESOURCES TEAM MEMBER REPORTS

LOVELL, WYOMING COMMUNITY ASSESSMENT REPORT

By: Roger Coupal
Community Development Specialist
Department of Agricultural and Applied Economics
University of Wyoming
Laramie, Wy.

Introduction

The community assessment held for the City of Lovell illustrates both what is admirable about most small towns as well as common challenges. To progress in community development, a community has to accomplish three main things: Organize, to be inclusive in the process, and to leverage the community assets into successful problem solving. A community has to know what it has to offer its residents before it can really affect change. This individual section of the team report is broken into four parts:

- ***General observations***
- ***What Lovell has to offer***
- ***Addressing Lovell's challenges***
- ***Referenced resources***

Each part will focus on the main themes presented in the listening sessions held in the community and offer information and resources that communities might want to seek out.

General Observations

Probably the most important thing that the community can do to initiate community and economic development is to organize. There needs to be a functioning entity, a community development corporation (CDC), that includes business, governmental, and social or non-business components of the community. The Chamber of Commerce does have an economic development committee, but due to the nature of the Chamber very often focused on only business issues and has business perspective. This entity needs broader representation.

Recommendation #1: Creation of a Community Development Corporation.

The first step in implementing community development would be to create a CDC. A CDC has to have broader representation than the business community. Therefore housing the Corporation in organizations like the Chamber of Commerce would be too restrictive. Very often challenges in small communities cross conceptual lines and include economic development, health, social, and infrastructure. This group would be responsible for developing a community vision and strategic goals with broader community input and support. Once a set of goals is established the function of the coordinator of the group would be to facilitate implementation with community representatives.

To accomplish this first recommendation, the following steps are suggested:

1. Set up a steering committee to identify someone to take the lead in writing a grant to fund a community development corporation. Assistance in looking for resources and grant writing is available from the **Wyoming Community Network**.
2. Once funding has been established hire a coordinator to implement CDC principles.
3. Develop a community vision and strategic plan to help prioritize competing projects and allocate resources.
4. Evaluate the effectiveness of community development programs.

Health Resources Coordination

Another issue that surfaced was the need for health and community services groups to coordinate efforts. Clients sometimes are confused or ignorant as to what kind of services may be available. A need was expressed about having a central physical location for health and social services to aid residents that need services.

Recommendation #2: Develop a Community Health Council

The idea of a physical location that can be used to house a matrix of social and health services is a good idea, but may be hard to practically develop, unless there is space at the local hospital. Short of building a new facility (or in the interim while a group looks for funding) a good start would be to develop a Community Health Council along the lines recommended by the **Wyoming Health Resources Network**. Such a Council would increase understanding by participants in what resources, goals, and objectives are for each group and improve referrals to a broader group of professionals.

What Lovell has to offer

The community of Lovell has a lot to offer residents and new comers. These assets that were identified and discussed in the listening sessions can be more generally called Lovell's quality of life. The definition of quality of life varies from individual to individual and community to community. So to more precisely identify what residents view as quality of life in Lovell I group the assets discussed in the listening sessions into four categories:

- Natural resources and amenities
- Social assets
- Economically diversified economy
- Good infrastructure

It is important that in developing community development initiatives, these assets are used to leverage solutions and enhance economic and community development goals.

Natural Resources

An important component of the community's high quality of life are the abundant natural resources, clean air, clean water, and spectacular amenities nearby. The Big Horn National Recreation Area and the Big Horn Mountains are close by which afford much in the way of both summer and winter recreation. Properly marketed, these areas can be an important draw for retirees and small footloose businesses that are looking for amenity rich areas and high in quality of life.

Clean air and water and a warm growing climate in the Big Horn basin give area farmers an advantage that does not exist in many areas of the state. It is vital for area farmers to look to agricultural diversification and reduce their dependence on the dominant crop, sugar beets. Nationally, the sugar beet industry is propped up in part by the sugar import quotas, which in this era of globalization will diminish or be may removed all together.

Social assets

Social assets include institutions and attitudes that exist in the community. Some are formal like the emergency and health services while others are informal like attitudes and work ethic. These are an important part of the matrix of quality of life that needs to be used and maintained. Health and emergency services and schools in Lovell were identified several times in the listening sessions as being very high quality. These assets are vital for giving residents a sense of security and when properly marketed can attract retirees and people with families. More informal components of quality of life identified in the listening sessions include a good work ethic by employees, the tendency of the community to come together in times of need or crisis, and a lot of people engaged in community events and local governing and policy matters.

Diversified economy

Unlike many small towns where the economy is driven by one or two large sectors, Lovell has a diversified economic base with agriculture, food processing (sugar), minerals, and tourism. There is potential for employment in all those industries, for a varied set of work skills, ranging from blue collar to white collar. While the economic performance of most of these industries is due mostly to factors outside the control of the local residents: National policy changes, international market changes, etc., each industry needs to make sure that they support each other.

Infrastructure

Infrastructure is where Lovell has the potential to shine in some ways. The community has a good water and sewer system, and good roads. The transportation system advantage is primarily in rail since the community is not on a major inter-modal highway system, and there is no air service. However, the community has a state of the art telecommunications system that can really be leveraged for education, health, workforce training, and economic development.

Identified Issues and Challenges

Housing Shortage

Probably the most commonly heard challenge for Lovell is housing. There is a perception that Lovell needs more housing, that it is constraining economic development and driving employees to commute from neighboring towns and from rural areas outside of city limits. To solve the housing issue in Lovell there needs to be an information gathering process that assesses the details of the need for the community. The first question that has to be addressed is whether the housing problem is structural or cyclical. In other words is there a barrier that does not allow housing supply to meet housing demand? Housing supply generally lags behind housing demand, so community leaders need to know what is being planned or in consideration. Furthermore, vacant substandard housing cannot be considered a substitute since commuting is a real possibility.

Recommendation #3: Affordable Housing Taskforce

The community needs to create an affordable housing taskforce whose mission is to gather information and develop recommendations to the City Council to address affordable housing. The taskforce needs to provide information on the lots and housing available – including the substandard houses that are left vacant, and sponsor a study on housing price comparisons between Lovell and neighboring communities, especially with those communities where in-commuters reside. A general housing needs assessment that the **Wyoming Community Development Authority** needs to be initiated. Finally, for the information gathering stage there needs to be a survey or focus group with in-commuters to identify and validate the reasons for in-commuting. There may be reasons other than housing availability that drive people to live elsewhere, and adding more housing may not necessarily convince them to change residences.

There is very probably a need for an affordable housing program, though the assessment would have to substantiate that. The **Wyoming Community Development Authority** and the **Wyoming Business Council** both have granting programs that can deal with aspects of the issue. The **Wyoming Business Council** is responsible for allocating community development block grants, which can be used for parts of the development: infrastructure. The **WYCDA** also has grants that can be used for low income housing programs.

Business and resident attitudes

Another challenge to Lovell is an undercurrent of dissatisfaction between local businesses and community residents. Businesses see residents purchasing goods and services from nearby communities and from Billings, Montana. In-commuters purchase competitive services from firms in neighboring towns. Residents complain that local businesses have poor customer service.

Recommendation # 4: Business Retention and Expansion

A business retention and expansion (BRE) program can provide two benefits to a community that can improve the business climate. First, a BRE program identifies barriers to expansion by a firm or reasons for a firm to stay in the community. The BRE taskforce works with firms individually to deal with problems that may occur from government regulations or conflicts between businesses. A second benefit that a BRE program can bring to the business climate in a community is an increased understanding of business perspectives and problems in the community itself. A BRE program that is run by a professional but uses volunteers that come from both main street businesses and the general public to conduct the interviews of local businesses, provides a two-way educational opportunity. The business community gets a sense of the resident perspective and the community, through its volunteers, gets an understanding of the business perspective.

There are two models for BRE programs that a community can use, and the two require different levels of committed resources. The first, involves a coordinator that initiates business interviews, responds to requests for business assistance, and reports to the local Chamber of Commerce or Economic development taskforce. The second model has a paid coordinator like the first, but uses volunteers to do the interviews. Every cycle of interviews (two to five years) a new group of volunteers are cycled through and trained as interviewers.

The first model is the traditional approach sponsored by the American Economic Development Council, Chambers of Commerce, and State economic development groups. For more

information contact the **Wyoming Business Council, Business and Industry Section**. The second model was developed by State Rural Development Councils and University Cooperative Extension Services. For more information contact the international organization **Business Retention and Expansion International** or contact Roger Coupal or Milt Green of the University of Wyoming Cooperative Extension Service.

Both models provide forum where local firms can bring problems and frustrations to explore different paths of mitigation. The advantage of the first over the second is the taskforce does not have to train volunteers and requires less coordination. The advantage of the second over the first is that more than just providing a forum for solving problem facing local businesses, it facilitates a forum where local residents become familiar with the problems that local businesses face, and therefore give businesses evidence that local residents appreciate their services in the community.

Recommendation #5: Retail trade Survey

Another program that could help local firms is a retail trade survey, to assess what goods and services are purchased locally and what are purchased outside the area, and identify what barriers or reasons that local residents are not purchasing goods and services locally. For assistance and information on possible ways to conduct a survey contact Roger Coupal, University of Wyoming Cooperative Extension Service.

Economic Development

Economic development concerns focused on inability to attract new businesses and recruiting firms that can provide well-paying jobs for youth that come back educated. While recruitment is an important part of any economic development program in a community, a more productive approach is business retention and expansion activities because most jobs are created by existing businesses.

Recommendation #5: Workforce and Entrepreneurial Training

The state of the art telecommunications infrastructure will certainly help in attracting some small high tech firms into town if properly marketed, but a more productive approach is to look for new entrepreneurs in the community that can use the technology and train existing businesses and potential entrepreneurs to use it. This kind of workforce training could be assisted through **Northwest Community College**, the **University of Wyoming e-business program** in the Business School, and the **Wyoming Rural Development Council Internet Masters Program**.

Agricultural diversification and value-added development

The area around Lovell is one of the most productive agricultural areas in the State. The low elevation and long growing season, coupled with abundant water and good soils makes for potentially strong agricultural economy. However, traditionally producers have relied on sugar beets as the main cash crop. With the Western Sugar plant in doubt and the generally dismal national outlook for sugar in this era of increased globalization, it is imperative the region's producers diversify their crops.

Recommendation #6: Agricultural diversification taskforce

The areas growers should work with the **University of Wyoming's Powell Research and Education Center**, **MAMTC**, **Powell Field Office**, and the **Wyoming Business Council** to construct a process to test new types of crops and look for value-added solutions. This strategy would be a long-term strategy, but could ultimately pay off for the region's growers.

Land Use Planning

Several of the concerns expressed in the listening sessions related to lack of planning or lack of following the existing plan. Planning is an important tool for dealing with changes in the community, especially growth, but even with decline. It gives businesses, existing residents, and new residents a set of expectations about their own investments. Planning can constrain property rights, but also protects property rights. Not following the existing comprehensive plan suggests that the plan is out of date and should be revised.

Recommendation #7: Update the comprehensive plan

In the process of updating the comprehensive plan issues such as the concrete island down the main thoroughfare, vacant housing, Main Street program, and pedestrian safety should be addressed along with the usual zoning issues.

Recommendation #8: Rural land use planning

Several of the comments related to housing referred to the problem of rural residential development. Respondents viewed this as an added cost to city finances because rural residents use some of the city services. Moreover, development breaks up working farms and costs the county more money too. The city council should begin a dialogue with the County Commissioners and other cities to explore ways to preserve and maintain agricultural land. The best economic development for the county is to economically develop the cities. The University of Wyoming Cooperative Extension Service, together with the Institute for the Environment and Natural Resources is in the process of developing programs to look at conservation easements and rural land use districts. Contact: Roger Coupal, University of Wyoming. Cooperative Extension Service

List of Contacts

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LOVELL, WYOMING COMMUNITY ASSESSMENT REPORT

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First of all, I want to thank Mary Randolph, my counterpart from Wyoming, for inviting me to observe and participate on the Lovell Resource Team. I, also, wish to thank the community of Lovell and our sponsors, especially those who provided our lodgings and meals, and to the Mayor, Mayor-Elect, City Council members, Lovell Town Manager, Don Richards and most of all the citizens of Lovell for the time and energy expended in making this Resource Team visit such a pleasure. I was made to feel right at home, even though I am from the far North Country of Montana.

I wish to thank the other members of the Resource Team and our Recorder, none of whom were known to me before this event and who now seem like good friends.

I was truly impressed with Lovell, its citizens, location and what it has to offer those in search of a quality of life not found in many areas of the country.

Although my participation on the Resource Team was primarily due to my request of Mary Randolph for information on the Resource Team process and my knowledge of what is available in the State of Wyoming regarding proposed recommendations for Lovell's challenges are somewhat limited, I will attempt to convey my observations of the listening sessions and some general recommendations I may have.

I would be more than happy to address any questions regarding my observations or to provide any additional clarifications. I can be contacted via email at: genev@ixi.net or I can be reached at 406.563.5259.

Attitude: Lovell needs to "Sell Lovell" to Lovell before they can sell it to anyone else. Some group (possibly the Chamber of Commerce, City Government, local newspaper or citizens group) should extol Lovell's virtues and the many pluses they have, such as their climate (banana belt of Wyoming), location (Gateway to the Big Horn Canyon and Mountains, Route to Yellowstone Park), community infrastructure (water, sewers, streets, street lighting, good sidewalks, excellent parks, state-of-the-art telecommunications facilities), but most of all their quality of life (friendly citizens, good schools, highly effective fire department, good police department with low crime rate). Get the word out to the rest of the world that "Lovell is My Town and there are few if any that can compare with it."

The citizens of Lovell have rallied support for crisis in the past and must be willing to address some of their ‘challenges’ such as housing needs, economic development and youth problems as if they were real life crisis.

Training: There appears to be a need for partnership building/teamwork, local leadership training, business planning/entrepreneurship training and marketing. I would recommend that contact be made with the nearby community college for help in these areas. Someone (Economic Development Team) must take the lead in this endeavor and it might be advisable to send an individual to the grant-writing program offered every two years by the Wyoming Resource Conservation and Development agencies. Once the individual is trained in grant writing, he/she could apply for various leadership-training grants, business planning/entrepreneurship training and marketing grants. The trained individual may be able to apply for a community-building grant, which could fund the individual while they search for funding to address community-building issues. It is my understanding that each year the State of Wyoming Department of Administration and Information, State Library Division, publishes a Catalog of Wyoming State Grant Programs. It would be advisable to get a copy of it.

You can contact: Department of Administration and Information
State Library Division
Supreme Court and State Library Building
2301 Capitol Ave.
Cheyenne, WY 82002
On the web: www.wsl.state.wy.us/sis/grants/index.html

The Wyoming Rural Development council has a volunteer grant writer that can be “lent” to a community for a specific grant project. To schedule assistance, contact:

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2219 Carey Avenue
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Planning: Before the community can address many of its perceived challenges, there should be some sort of survey(s) done on such things as:

Housing Needs: Survey on housing demand that would look at the type of housing needed (senior housing, starter homes, rental units, multi-family units, apartments, etc) and the affordability of it.

Retail Businesses: A survey is needed on retail leakage and reasons for it. What types of businesses are needed in Lovell and are the residents willing to support them. What can be done to support the existing businesses and help them expand?

Community's Vision: What is the common vision that the majority of the residents can agree on? Where does Lovell want to be in the next 5, 10 or 20 years?

Tourism/Community Marketing Plan: Do the citizens of Lovell want to encourage tourism expansion in Lovell?

Surveys can be conducted by volunteers or with the help of professionals. In Montana, the Extension Service from Montana State University and local extension agents are used extensively in helping communities do surveys on most of the items listed above. I would suggest that the proposed 'Development Group', the Chamber, City Government or individual citizens contact the University of Wyoming Cooperative Extension for assistance and information on the items above. Resource Team member, Roger Coupal, would be an excellent resource. Once the housing issues are well defined, I would suggest that the Wyoming USDA Rural Development Office be contacted for assistance. Resource Team member, Karlene Sjoden would be an excellent resource.

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With regard to the expansion of Tourism in the Community and the proposed development of the Park to Park Highway, the citizens of Lovell must first decide if they want this development to go forward and then what they are willing to commit to the project. Perhaps, what is needed, is for both the community of Lowell and the Crow Tribe to agree on what each want/need and then to help each other attain their individual goals. Again, what is needed is team/leadership and trust building.

Social Issues: During the listening sessions various social issues were addressed such as: drug and alcohol abuse, teenage pregnancy, export of youth, low wages, lack of parenting skills and a need for a center for youth activities, a location for arts/culture, etc.

Drug and alcohol abuse: It became somewhat apparent during the listening sessions that there is a lack of acceptance on the part of some individuals in the community that there could be drug and alcohol abuse issues in Lovell. There appears to be a need for understanding and community building. Lovell, just as in virtually every other community in Wyoming, has many of the problems found in more metropolitan centers, except they are usually on a much smaller scale. There also seems to be an opinion by many parents in the community that these problems (drug and alcohol abuse) might be affecting some people's children, but not theirs. An excellent program, Opening Windows, is used to get both adults and their children discussing issues such as these and was developed by the Idaho Rural Development Partners in conjunction with a university theater group in Idaho. I believe that it would be worthwhile for the Lovell Community to see if they could bring this play to Lovell in an attempt to start a dialogue on these issues. A contact source would be Mary Randolph of the Wyoming Rural Development Council who could contact the Idaho Rural Development Partners regarding the possibility of bringing this production to Lovell.

Contact: Mary Randolph, Executive Director
Wyoming Rural Development Council
2219 Carey Avenue
Cheyenne, WY 82002

307.777.6430 (Phone)

307.777.6593 (Fax)

Email: mrando@state.wy.us

Teenage pregnancy and lack of parenting skills: Again, there seems to be a denial of the teenage pregnancy problem by many parents in Lovell. The same production mentioned in drug and alcohol abuse in the item above could be used to start discussion and possible ideas to address this issue. The lack of parenting skills was mentioned several times during the listening sessions, perhaps, seminars could be arranged by the local community college, social service agencies and interested individuals to work on these issues. I apologize for not having a recommendation on who to contact in the area, but I am sure someone at the community college would have ideas of who to contact.

Low wages, export of youth, and need for arts/culture center: Lovell has a state-of-the-art telecommunications infrastructure. The community and its citizens should take advantage of it. Contact should be made with the community college about such things as bringing training into Lovell for adult and high school students on technology type training such as Cisco Technician training. There is a growing need for this type of trained individual and starting salaries are in the \$40 thousand dollar range. One of the biggest needs of business in the State of Wyoming is trained workers. If, Lovell can produce a trained workforce, other companies may be interested in locating in Lovell and thus, offer an opportunity to the youth of the community to retain them in Lovell. Contact should be made with the local community college.

Lovell is very fortunate in having a good industrial base located in or near the community. Every effort should be made to work with these industries and to do a retention and expansion survey of these businesses and to work with them. An excellent contact would be Cindy Garretson-Weibel of the Wyoming Business Council.

Contact: Cindy Garretson-Weibel
Wyoming Business Council
2219 Carey Ave.
Cheyenne, WY 82002
307.777.6589 (Phone)
307.777.6593 (Fax)
Email: cgarre@state.wy.us

Consideration should be given to the building/remodeling of a building to serve as a multi-purpose center that could be used by youth, arts/culture groups, seniors, etc. Funding for community facilities is sometimes available through the USDA/RD.

Contact: Karlene Sjorden
USDA/RD
P.O. Box 820
Casper, WY 82602
307.261.6319 (Phone)
307.261.6319 (Fax)
Email: Karlene.sjorden@wy.usda.gov

Personal Observation:

Once again let me say that I was truly impressed with Lovell and the many assets therein. Lovell seems to be on the very edge of “being discovered.” I enjoyed the time spent in Lovell and will return soon for a visit. The citizens of Lovell are its biggest treasure and if they all pull together there is no limit to what they could achieve. I wish to thank everyone for being so friendly to me during my short visit. If I can be of any help in the future, please call on me.

LOVELL, WYOMING COMMUNITY ASSESSMENT REPORT

By: EDWARD A. “Ed” WALLACE
Wyoming Emergency Management Agency
5500 Bishop Boulevard
Cheyenne, WY 82009-3320
(307) 777-4916
FAX (307) 635-6017
E-mail: ewalla@state.wy.us

GENERAL OBSERVATIONS

Any community process that depends on people attending listening sessions on their own time will miss residents who are unable or unwilling to spend time at meetings. I commend the 125 plus people who took time and sacrificed other activities to attend the community listening sessions and the town meeting.

One comment I over heard was; “They are here to solve our problems.” This is not the case. The assessment team is there to listen to Lovell resident’s comments and report the responses to assist in bringing issues to the forefront and offer possible solutions to challenges mentioned.

Before I worked with the Community Assessment Team, I knew very little about the town. I had driven through Lovell to meet with the Big Horn County Emergency Management Coordinator, but that was my only visit to Lovell.

The following are recommendations that I offer the Town of Lovell based on what I heard.

TOWN MEETING

I recommend that after you receive this report and it has been distributed and read by the citizens, you hold another Town Meeting. This would be the appropriate forum for the town as a whole to decide which projects to pursue and to prioritize those projects. A trained facilitator should chair this meeting. Please contact Mary Randolph at the Wyoming Rural Development Council at (307) 777-6430 to assist in making arrangements for a facilitator.

HOUSING

Throughout the listening session the need for affordable single and multi-family housing inside the town limits was mentioned. The lack of housing causes many of those working in the area to live in other communities and commute to work. Following work these individuals take their paychecks back to their resident community and Lovell does not benefit from their employment. These “commuter employees” do not have any loyalty to Lovell, they do not share in solving its problems or improving the town. I suggest a need and feasibility assessment be completed.

Many consultants are available through the Wyoming Association of Municipalities, P.O. Box 3110, Cheyenne, WY 82003-3110, (307) 632-0398.

ATTITUDES

Lovell is afflicted by the attitude “let someone else solve our problems.” It appears that some of the residents have given up on Lovell’s redesigning itself as a viable business community. “We used to have a viable Main Street business area” and “we can’t attract conventions because there’s no place to hold them” are sentiments we heard over and over from different groups.

To improve the “poor me,” “we can’t do it because of”, and most of the other perceived problems, Lovell must create an open cooperative environment where communication is encouraged and solutions found for the community’s problems. Lovell must take its future into its own hands and create a new positive atmosphere that encourages and supports innovation, creativity and unique new ways to find solutions to the problems. Any solution that addresses the town’s problems must be holistic in nature to accommodate the complexity of the issues and problems. One method of creating a positive environment for visioning the future is to conduct facilitated meetings in neutral locations where residents can openly and honestly make suggestions without the fear of being criticized or ridiculed.

Proactive leadership must happen in Lovell. There needs to be better accountability and responsibility for things that have to happen in Lovell. There are many “turf wars” going on in town. There is an “us versus them” attitude between the town and the county that is counter productive. Leaders must seriously consider listening to the entire community.

Conduct a Lovell Leadership Program similar to the Leadership Cheyenne sessions conducted by the Greater Cheyenne Chamber of Commerce. Contact Pam Herrold, Greater Cheyenne Chamber of Commerce, 301 West 16th Street, Cheyenne, WY 82001 (307) 7787-1403. Consider a program similar to Coordinated Resources Management sessions conducted by the Wyoming Department of Agriculture. Contact Dennis Sun, Wyoming Department of Agriculture CRM Coordinator, 3323 South Poplar, Casper, WY 82601 (307) 472-6280.

SUBSTANCE ABUSE

Listening Session attendees mentioned the fact that Lovell is in the middle of a drug and alcohol abuse situation not only by students but by adults. Alcohol and illegal drugs appear to be a major component of the social life of Lovell’s children and young adults, regardless of social, educational or cultural backgrounds. Some parents are setting poor examples for their children by openly using illegal drugs and alcohol. The magnitude of the Lovell drug problem and it’s associated problem of teen pregnancy and other social and community problems scream for a solution. Illegal drug use and the associated problems in Lovell is certainly one of the greatest potential deterrents to community advancement. Parents must admit that it is not the other person’s child that has a drug or alcohol problem but theirs.

According to drug prevention professionals cited in an October 9, 2000, Wyoming Public Television special on Wyoming’s drug problems, there are several “key” steps that need to be

taken by a community to begin controlling their local drug problems. There needs to be community recognition of the problem. The community must take a proactive role in meting out consistent levels of punishment commensurate with the crime of use, distribution or manufacturer. It was also stressed that drug and alcohol use is more of a problem with medical/psychological roots than in criminal justice. Personal and group counseling is expensive, but it appears to be one of the major tools necessary for drug users and their families to understand the physiological and psychological ramifications of using drugs. Drugs, alcohol and teen pregnancies are major concerns in Lovell and these problems go across all cultural, economic and social strata.

OUTDOOR WARNING SYSTEM

The residents were concerned that Lovell does not have an outdoor warning system to warn citizens of impending emergency situations. Of course an outdoor warning system must be tailored to the community and this involves considerable expense. Some systems sound the alarm only and residents must tune to a radio station or television cable interrupt to determine reason of the alarm. Other alarm systems are equipped with a public address system and the reason for the alarm is broadcast immediately following the alarm. Wind and weather often interfere with outdoor warning systems and they are not infallible. Locations to mount or install towers for an outdoor warning system must be obtained and systems must be maintained.

One of the first steps is to make contact with outdoor warning system manufacturers to determine the necessary logistics of the various systems. Contact could be made with Mike Scott, Deputy Big Horn County Emergency Manager, 208 3rd Avenue South, Greybull, WY 82426, (307) 765-2191, pertaining to their outdoor warning system or with Martin Luna, Laramie County Emergency Management, 2020 Capitol Avenue, Cheyenne, WY 82001, (307) 633-4333. Lt Stewart Anderson, Natrona County Emergency Management, Hall of Justice 2nd Floor, 201 North David, Casper, WY 82601, (307) 235-9205, is using a radio based warning system that might be of interest to Lovell.

SUMMARY

My comments and interpretation of what I heard during the listening sessions should not be viewed as a blanket criticism of the Town of Lovell. Neither is it an indictment of the dedicated, hard working people who live in and work in this part of the Big Horn Basin.

Lovell is a beautiful town with many challenges. It is a friendly town, but a good percentage of the residents do not hold any allegiance to the town. They work in Lovell but do spend their money in it. This has caused many of the Main Street businesses to close and the central business district looks like a ghost town. Regardless of its present troubles, I have every confidence that Lovell will recover and take its position as a small town leader in Wyoming. The telecommunications are the best in the state and this will surely spahn technological business activity in the community.

With every challenge, there is opportunity. Although they probable don't recognize it, Lovell's strongest and most marketable asset is people and their work ethic. Ideas and energy flowed

during the listening sessions. The Assessment Team could see and feel the strength, the excitement and the willingness of Lovell's residents to step forward and make a difference in their future.

The residents of Lovell must step forward and work together to do away with the apathy that has held them back for the past few years. Remember your "words of wisdom" at the Town Meeting, these simple phrases can bring your community to life. Here's just a few of the better ones:

*Lets change our perception of the community - We can make a difference
Youth are our strength - They are our future
This area is a sleeper - It has not been touched
This is a community where people care
A little bit of paint and a little bit of spackling make a carpenter what he ain't
Never hope to find the perfect place to live in, but this is the closest place I can find
If you don't know where your kids are, your neighbors do
Why Lovell -- Why not Lovell
Gateway to the most beautiful country in the world*

In closing, I would like to take this opportunity to thank the community of Lovell and our sponsors, especially those that contributed time and energy, lodging and meals to make the assessment teams visit a success. It was rewarding to see how the residents cared about their town and its future. Many concerns and problems were shared, but many practical solutions were proposed.

I feel the individual team members realized this was a productive experience and hopefully they came away realizing this was a fun and rewarding experience.

LOVELL, WYOMING COMMUNITY ASSESSMENT REPORT

By: Karlene Sjoden
USDA Rural Development
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Torrington, WY 82240
(307) 532-4880, ext. #131
E-mail: Karlene.Sjoden@wy.usda.gov

RECOMMENDATIONS/SUGGESTIONS

From the listening sessions, “we heard you say” many things. This section of the report focuses on housing, a multi-purpose center, and business and economic development.

HOUSING

Mentioned throughout the listening sessions, was the need for housing in Lovell. Several types of housing the community felt were lacking are AFFORDABLE single family, multi-family, and an assisted living care center.

CHALLENGE: Requests for affordable single and multi-family housing dwellings were heard throughout the listening sessions.

CHALLENGE: Currently, Rose City West and the nursing home address the needs for the mobile seniors and those requiring nursing home care. An assisted living center could complete the gap between the two.

SOLUTION: The first requirement in determining the housing needs of Lovell are to request a housing needs survey. This can be done through use of community volunteers, Northwest Community College – Powell, and consultants. I would suggest a grantwriter from your community, several community members, Northwest Community College, a consultant form a “housing committee” to work on this project. This way it comes from “one organization ” source instead of two or more organizations doing the same thing.

RESOURCES: Several funding sources are available for single and multi-family housing as well as assisted living. USDA Rural Development offers several loan programs for profit and non-profit groups as well as individuals to construct low income rental [multi-family and assisted living center] and single family housing dwellings, as well as self-help housing.

The Wyoming Community Development Authority [WCDA] low interest loans are made to first-time homebuyers.

Housing and Urban Development [HUD] and Veteran's Administration [VA] has direct and guaranteed housing programs respectively.

Habit for Humanity: Habitat for Humanity helps those in need of housing. This program is a "hands on" for volunteers from the community and "sweat equity" for the family receiving the house.

USDA Rural Development: Low and very-low income rental loans are made through the Multi-family Section 515 direct and the Section 538 guaranteed loan programs. The programs are administered by the use of a Notification of Fund Availability [NOFA] published in the Federal Register. These funds are generally available around the first of each year.

USDA Rural Development -- Sources might include the Rural Housing Service [RHS] Community Facility [CF] guaranteed loan program or the Rural Business Service [RBS] Rural Economic Development Loan and Grant [REDLG] Program to fund an assisted living center. This could be a joint project among the applicant, several lenders, such as the electric or telephone cooperative, local lender(s), and USDA Rural Development.

USDA Rural Development: Single-family housing loans are made through direct, participation, or guaranteed program funds. Local lenders partnering with USDA Rural Development, for participation and guaranteed loans keeps the funds in the community.

USDA RD Contact

Jack Hyde, Rural Development Manager

208 Shiloh Road
Worland, WY 82401-2914
(307) 347-2456
E-mail: jack.hyde@wy.usda.gov
Or

Heidi Stonehocker, Rural Development Specialist

781 Lane 9
Powell, WY 82435-9122
(307) 754-9411
Fax (307) 754-2761
E-mail: heidi.stonehocker@wy.usda.gov

WCDA Contact

Cheryl Gillum, Housing Programs Director
Wyoming Community Development Authority [WCDA]
P. O. Box 634
Casper, WY 82602
(307) 265-0603

HUD Contact is your local lenders or

Website at <http://www.hud.gov>

VA Contact is your local lenders or

Website at <http://homeloans.va.gov/>

Habit for Humanity Contact

Powell, Wyoming

Website at <http://www2.habitat.org/local/>

Fax (307) 587-2551

COMMUNITY MULTI-PURPOSE CENTER

CHALLENGE: Hearing the need for a multi-purpose center came up in the majority of the listening sessions. “We heard” the community views this from preserving and remodeling the “High Art Theatre” to building a new community center.

SOLUTION: Evaluation for the multi-purpose community center includes asking several questions from how will this facility be used, is it big enough to serve the purpose [s] of the center utilizing all space, is it feasible to purchase the High Art Theatre, what are the costs, community involvement, commitments associated with restoring versus new construction, what funds are available and to what type of applicant are they available to?

RESOURCES: Funding exists for restoring and building community multi-purpose centers. This includes several local, state, and federal agencies, the community’s own efforts.

The community may also want to consider forming a certain type of entity, such as below, to aid in applying for the different funding sources:

- Form a joint power board between the Town of Lovell and Big Horn County
- Form a non-profit organization
- The Town of Lovell applies for the loans and grants

USDA Rural Development: The Community Facility [CF] program administered by the Rural Housing Service [RHS] may assist in loan and grant funds; direct and guaranteed. RHS partners well with local lenders and agencies.

USDA RD Contact

Jack Hyde, Rural Development Manager

208 Shiloh Road

Worland, WY 82401-2914

(307) 347-2456

E-mail: jack.hyde@wy.usda.gov

Or

Heidi Stonehocker, Rural Development Specialist

781 Lane 9

Powell, WY 82435-9122

(307) 754-9411

Fax (307) 754-2761

E-mail: heidi.stonehocker@wy.usda.gov

Office of Wyoming State Land and Investment: This is a state agency involved with funding various community water, sewer, streets, fire and safety equipment, and community projects.

Wyoming State Land and Investment Contact

Brad Miskimins

Herschler Building, 3rd Floor West

Cheyenne, WY 82002

(307) 777-7331

Fax (307) 777-5400

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

Community Development Block Grant program: A grant program administered by the Wyoming Business Council may help funding efforts for the multi-purpose center.

Wyoming Business Council

Steve Achter

214 West 15th Street

Cheyenne, WY 82002

(307) 777-2811

Website: www.wyomingbusiness.org

Wyoming State Historic Preservation Office [SHPO]: Rehabilitation grants and Tax Incentive Programs and technical information may be available for restoration of the High Art Theatre building from this state agency.

Wyoming SHPO Contact

Wendy Bredehoft, State Historic Preservation Officer

Director, Division of Cultural Resources

Barrett Building

2301 Central Avenue, 3rd Floor

Cheyenne, WY 82002

(307) 777-7697

Fax (307) 777-6421

Website: <http://commerce.state.wy.us/CR/shpo>

BUSINESS AND ECONOMIC DEVELOPMENT

CHALLENGE: In Lovell, business and Economic Development could grow in many ways from what we heard in the listening sessions. The community has many good ideas. Retention and expansion of businesses may be an aspect to investigate and pursue as well as business recruitment.

SOLUTION: Retention and expansion of businesses may be an aspect to investigate and pursue as well as business recruitment. The Town of Lovell, or the Business and Economic Development committee, may want establish a revolving loan fund for businesses expanding or relocating to Lovell.

Involve interested community members of the local Chamber of Commerce and Business and Economic Development into one committee to work on this project.

Tap into the market you already have. The people, who live here, but shop elsewhere. The people, who work here, but don't live here,

RESOURCES: Funding and other help may exist through USDA Rural Development and the Wyoming Business Council.

USDA RURAL DEVELOPMENT, through Rural Business Service [RBS], may help fund a revolving loan fund, which is administered by a local telephone bank or electric cooperative in your area. These funds may be available through a low interest loan with the cooperative. RBS Funds may also be available for businesses to utilize the RBS guaranteed loan program. The lender makes the loan that is guaranteed [up to 80%] by RBS.

USDA RD Contact

Jack Hyde, Rural Development Manager

208 Shiloh Road

Worland, WY 82401-2914

(307) 347-2456

E-mail: jack.hyde@wy.usda.gov

Or

Heidi Stonehocker, Rural Development Specialist

781 Lane 9

Powell, WY 82435-9122

(307) 754-9411

Fax (307) 754-2761

E-mail: heidi.stonehocker@wy.usda.gov

WYOMING BUSINESS COUNCIL was reorganized in 1998, to develop and revitalize the economic development in Wyoming. WBC may help with technical assistance and know of additional funding sources for businesses.

Wyoming Business Council

214 West 15th Street
Cheyenne, WY 82002
1-800-262-3425
Fax (307) 777-2838

Website: www.wyomingbusiness.org

Note: Be sure to ask for the correct e-mail and phone number for the Northwest Region, Powell, Wyoming. The current e-mail address is not correct.

PERSONAL OBSERVATIONS

While being a part of the Community Assessment Team, November 28 through November 30, 2000, I felt very much a citizen of Lovell, Wyoming. From the large number of people at the listening sessions, I felt and learned about the community pride and love for each other, Lovell, and outlying area. Observing and visiting with the residents and other community members in each of the listening sessions, I could see and hear of how the whole community pulls together in crisis situations. Lovell, Wyoming, is the idealization of “Small Town”, America. Your Town has it all. With strength from each other, volunteers, natural resources such as Pryor Mountains and “wild” mustangs nearby, Mustang Days; telecommunications, water, sewer, and streets infrastructure; medical and emergency services, churches, educational systems, and the quality of life [clean air, water, mountains, privacy and safety], residents and businesses will be drawn to the beauty, peace, and spirit that is Lovell, Wyoming.

I thank you for sharing yourselves and your resources during and after the Lovell Community Assessment. If I can be of any assistance, please contact me at the address, phone number, or e-mail as listed on the top of the first page.

LOVELL, WYOMING COMMUNITY ASSESSMENT REPORT

By: Cindy Garretson-Weibel
Leadership and Diversification Program Manager
Wyoming Business Council Agribusiness Division
2219 Carey Ave.
Cheyenne, WY 82002
Phone: (307) 777-6589
Fax: (307) 777-6593
E-mail: cgarre@state.wy.us

General Observations:

I found Lovell to be a very warm, friendly community with a number of great opportunities available. Growing up in a small Wyoming town, I understand the struggle with wanting to maintain the small town atmosphere, yet on the other hand, wanting to provide more economic opportunities for the community. This will be one of the challenges the community faces as it begins to move forward in promoting growth and economic development activities. Having the assessment conducted was the first big step in getting the community to come together on how to achieve growth, without jeopardizing the benefits offered by a small community.

Lovell's rich natural resources can provide abundant recreational and tourism opportunities. The many talented people in the community will also be an asset as the community moves forward in this process. Lovell's infrastructure, including the outstanding emergency management system, medical facility, assisted living facility, parks and school facilities, just to name a few, will have a positive effect in trying to attract more people to the community.

I appreciate the hospitality the community offered the assessment team, and I hope the following recommendations that I offer will be beneficial.

Downtown retail development

Many participants in the listening sessions emphasized a need to develop the retail trade in downtown Lovell, yet one of the challenges expressed was that people wouldn't shop locally. Methods need to be investigated that encourage the community to shop at home.

Suggestion: In Carbon County, one local bank provides "bank bucks" in which \$200 worth of coupons can be purchased for \$180 - but the "bank bucks" are only redeemable at local businesses. Most of the local merchants accept the "bank bucks" to encourage people to shop at home. This is most popular during Christmas.

Contact: Rawlins National Bank
P.O. Box 100

Rawlins, WY 82301
(307) 324-2203

Suggestion: Recruit businesses to move into the vacant buildings downtown. The Wyoming Business Council has established regional offices to assist communities in business recruitment efforts.

Contact: Leah Bruscano, Northwest Regional Director
Wyoming Business Council
143 S. Bent #B
Powell, WY 82435
(307) 754-5785
E-mail: lbrusc@state.wy.us

Agriculture diversification

Recognizing the importance of agriculture to the local community, several participants suggested that assistance was needed for farmers and ranchers in the area of diversification. The area's good growing climate will be an asset in exploring other opportunities.

Suggestion: Several state and federal agencies received a grant from the Western Sustainable Agriculture Research and Education program (S.A.R.E.) to embark on a two-year project focusing on income diversification opportunities for agricultural producers. "Sustaining Western Rural Landscapes, Lifestyles and Livelihoods through Agricultural Enterprise Diversification" will incorporate a series of regional training sessions for agency personnel and producers. A conference on diversification opportunities will be held in the fall of 2002. I suggest you contact the Natural Resources Conservation Service, which is taking the lead on this project and has staff devoted to assisting agricultural producers.

I have included a brief outline of the project with this report, as well as a brochure on enterprise diversification published by the Natural Resources Conservation Service.

Contact: Boyd Byelich, project contact
USDA-Natural Resources Conservation Service
8416 Hildreth
Cheyenne, WY 82009
(307) 772-2015
E-mail: byelich@lamar.colostate.edu
NRCS Website: www.nhq.nrcs.usda.gov/RESS/econ/ressd.htm

Suggestion: Work with the local Cooperative Extension Service to investigate alternative crops and diversification opportunities.

Contact: Extension Agent (vacant position – to be hired in March 2001)
University of Wyoming Cooperative Extension Service
355 E. 5th
Lovell, WY 82431-1928
(307) 548-7261

Suggestion: Last spring, the Wyoming Business Council conducted a survey of Wyoming agricultural producers regarding diversification opportunities they were currently engaged in and potential activities that could increase their income.
I have included the survey results to give ag producers possible ideas for alternative enterprises they may want to pursue.

Contact: Bill Bunce, Director
Agribusiness Division
Wyoming Business Council
300 South Wolcott, Suite 200
Casper, WY 82601
(307) 237-4692
E-mail: bbunce@state.wy.us

Suggestion: Consider value-added opportunities for agricultural products. In addition to having a staff member dedicated to value-added agriculture, the Wyoming Business Council has a program called Wyoming First that allows program participants to identify their Wyoming made products through the use of “bucking horse and rider” stickers and hang tags. (This is available for any Wyoming-made product, not just agricultural food products).

Contact: Ted Craig, Value-Added Program Manager
Wyoming Business Council
2219 Carey Ave.
Cheyenne, WY 82002
(307) 777-6578
E-mail: tcraig@state.wy.us

Providing opportunities for young people

Members of the listening session in all age groups expressed a desire to provide job opportunities for young people so they do not leave the community. I am aware of several efforts to encourage youth's involvement in agriculture.

Suggestion: Several agencies, the banking community and agricultural industry have been working on legislation that would set up a beginning farmer/rancher program for Wyoming. The bill (HB115) was introduced in the 2001 legislative session, and as of the date of this writing was still pending. Young people interested in agriculture should follow up on this program.

Contact: Jim Schwartz, Deputy Director
Wyoming Department of Agriculture
2219 Carey Ave.
Cheyenne, WY 82002
(307) 777-6591
E-mail: jschwa@state.wy.us

Suggestion: Farm Service Agency has several loan programs, including a beginning farmer loan program. I suggest contacting Wyoming's FSA Office for information on the various programs available.

I have included a brochure on the various FSA producer loan programs.

Contact: Jacqueline Buchanan, Farm loan specialist
Farm Service Agency
951 Werner Ct., Suite 130
Casper, WY 82601
(307) 261-5142

Predator Control

A few listening session participants indicated a concern over predators, primarily affecting sheep.

Solution: The state recently set up an Animal Damage Management Board to fund predator projects. I suggest that the ADMB be contacted for further information.

Contact: Hank Uhden
Wyoming Dept. of Agriculture
2219 Carey Ave.
Cheyenne, WY 82002
(307) 777-6574
E-mail: huhden@state.wy.us

Solution: Consider using county predator fees to implement a coyote bounty program if it would be palatable to the community. The Wyoming Wool Growers Association administers the state predator program.

Contact: Bryce Reece, Executive Director
Wyoming Wool Growers Association
Box 115
Casper, WY 82002
(307) 265-5250
E-mail: wyowool@coffey.com

Youth involvement in community

Overall, I was impressed with the relationship between the senior citizens and the youth who participated in the listening sessions. Any activities that could promote the interaction across the generations would be beneficial, including the possibility of having the students teach the seniors how to use computers.

Suggestion: The Wyoming Business Council sponsors a program that would get youth involved in the community, and at the same time complete a community enhancement project. The Wyoming Youth & Community Grant Program provides student organizations with a grant up to \$1,500 to improve the facilities, grounds or buildings on public property in Wyoming communities. Students must first have approval of the public entity and therefore gain an understanding of the public policy decision making process.

I have included a brochure on the WYAC program.

Contact: Cindy Garretson-Weibel
Wyoming Business Council Agribusiness Division
Wyoming Rural Rehabilitation Fund Program Manager
2219 Carey Ave.
Cheyenne, WY 82002
(307) 777-6589
E-mail: cgarre@state.wy.us

Tourism development

Suggestions: Every listening session included the beauty of the area and diversity of recreational opportunities as an asset of the community. This could provide a number of opportunities for tourism development.

Contact: Laurie Green, Director
Travel & Tourism
Wyoming Business Council
214 W. 15th St.
Cheyenne, WY 82002
(307) 777-2808
E-mail: lgreen@state.wy.us

Telecommunication

Lovell is fortunate to have state of the art telecommunication lines. Advantage should be taken of this opportunity.

Suggestion: Investigate ways in which the T-1 lines can benefit the community.

Contact: Michael Stull, Director of Telecommunications
Wyoming Business Council
214 W. 15th St.
Cheyenne, WY 82002
(307) 777-2847
E-mail: mstull@state.wy.us

Suggestion: Wyoming has begun to develop and implement a concept called Centers of Excellence in Rural America (CERA). The CERA concept builds on the roots of small towns, creating a network of small rural towns deploying affordable, high speed telecommunications services to increase job creation and/or income in those towns. Powell was recently named a CERA community, and Lovell may be able to partner with Powell in some of their efforts.

Contact: Leah Bruscino, Northwest Regional Director
Wyoming Business Council
143 S. Bent #B
Powell, WY 82435
(307) 754-5785
E-mail: lbrusc@state.wy.us

Business training/education

Participants in the listening session identified several areas in which education and training would be helpful. In addition to the wonderful community college in Powell, other educational opportunities exist.

Suggestion: As new members move into the community, assign a welcoming committee that visits them and educates them about all the amenities the community has to offer.

Suggestion: Training for new businesses and existing businesses is available through the Small Business Development Centers. The NxLevel program is an excellent program for established businesses, as well as start-up businesses. The program takes you step-by-step through writing a business plan. The SBDC also offers free business counseling.

I have included a brochure on the WYAC program.

Contact: Dwane Heintz, Region II Director
Wyoming Small Business Development Center
143 South Bent St.
Powell, WY 82435
(307) 754-2139
E-mail: nwwsbdc@wave.park.wy.us

Suggestion: Mid-America Manufacturing Technology Centers (MAMTC) provides low cost, hands-on consulting to manufacturers to improve profitability and business performances. This includes everything from engineering to management, operations to marketing assistance.

Contact: Andy Rose
MAMTC
146 S. Bent St.
Powell, WY 82435
(307) 754-4832
E-mail: andyrose@wy.com

Suggestion: The Wyoming Business Council coordinates an adult agricultural leadership program, Wyoming L.E.A.D. Program participants are selected for the two-year program by submitting an application, then being interviewed. Eighteen people are chosen to participate in each class. A total of 12 seminars are included in the program, each lasting a minimum of three days. Participants have an opportunity to polish their communication and leadership skills, while learning about agricultural policy, marketing, international trade, state and national government, natural resources and numerous other topics. The sixth class will graduate this fall, and applications are now being accepted for the seven class, which will begin in the fall of 2001.

I have included a brochure on the Wyoming L.E.A.D. program.

Contact: Cindy Garretson-Weibel
Leadership and Diversification Program Manager
Wyoming Business Council Agribusiness Division
2219 Carey Ave.
Cheyenne, WY 82002
(307) 777-6589
E-mail: cgarre@state.wy.us

Community facilities/improvements

A shortage of affordable housing, and youth facilities were both common concerns expressed in the listening sessions.

Suggestion: The Wyoming Business Council administers the federal Community Development Block Grant program and approves grant recipients for the money issued to Wyoming. The CDBG program provides grants to local governments for the following:

1. Community Development Projects
Community facilities such as senior centers; water, sewer and streets; community centers, daycare centers, compliance with the American with Disabilities Act,; medical clinics and mental health centers.
2. Economic Development Projects
 - a. Downtown Development
 - b. Infrastructure
 - c. Technical assistance- planning & research for private businesses
 - d. Job Training for employees of for-profit businesses
 - e. Planning - preparing feasibility studies related to economic and community development for local governments and nonprofit businesses
 - f. Float loans: to generate program income
 - g. Convertible loans

Contact: Steve Achter, Director
Investment Ready Communities
Wyoming Business Council
214 W. 15th St.
Cheyenne, WY 82002
Phone: 307-777-2811
E-mail: sachte@state.wy.us
Web-site: www.wyomingbusiness.org

LOVELL, WYOMING COMMUNITY ASSESSMENT REPORT

By: Joe Coyne, Executive Director
Converse Area New Development Organization (CANDO)
121 Brownfield Road
P.O. Box 593
Douglas, WY 82633
(307) 358-6520
(307) 358-2972 (fax)
E-mail: CANDO@netcommander.com
Web: www.douglaswyoming.com

Introductory Comments:

I am grateful for the hospitality in Lovell, and am very impressed with the community's participation in the Assessment process. Your community had one of the highest participation levels of any Wyoming Assessment. Clearly, Lovell is a great place to visit and, I think, would be a great community in which to live. Based on what I saw and heard, Lovell has all the resources it needs to build on its strengths, resolve its challenges, and to accomplish its dreams. So, thank you for an opportunity to visit and share in Lovell's future.

I want to additionally make a personal observation. While in Lovell, I wanted to connect to the Internet, but neither of my two Internet Service Providers had local dial-up service there. After one of our listening sessions, I asked a TCT West representative if they could provide me with a one-day account. I was pleasantly surprised to learn that they could and would fulfill my request. The service was operational less than one hour later from my hotel room! Truly, this example of outstanding customer service enhances the value of the telecommunications infrastructure provided by TCT West in Lovell.

Good luck! Please call me if I can help you in any way.

General Recommendations:

Lovell already has in place much of what it needs to thrive. The Resource Team made several observations at the Town Hall meeting, some of which bear repeating here. All three areas must be addressed concurrently with the more specific recommendations made by the Resource Team.

First, Lovell has some training needs. Communication, leadership, partnership building, community marketing, entrepreneurship and grant writing are some of those needs. Each of these areas are well served by several organizations who can readily facilitate or assist you:

Wyoming Rural Development Council (WRDC)
Mary Randolph, Executive Director
2219 Carey Avenue
Cheyenne, WY 82002

(307) 777-6430
(307) 777-6593 (fax)
E-mail: mrando@state.wy.us
Web: www.wyomingrural.org

Wyoming Small Business Development Center (SBDC)
Dwane Heintz, Region 2 Director
143 South Bent Street, Suite A
P.O. Box 852
Powell, WY 82435-0852
(800) 383-0371
(307) 754-0368
E-mail: nwwsbdc@wave.park.wy.us
Web: uwadmnweb.uwyo.edu/sbdc/

Wyoming Business Council (WBC)
Leah Brusino, Northwestern Regional Office Director
143 South Bent, Suite B
Powell, WY 82435
(307) 754-5785
(307) 754-0358 (fax)
E-mail: lbrusc@state.wy.us
Web: www.wyomingbusiness.org

Wyoming Community Network (WCN)
Jennifer Goodman, Executive Director
P.O. Box 3354
Laramie, WY 82071
(307) 766-2107
(307) 766-5544 (fax)
E-mail: jgoodman@uwyo.edu
Web: www.WyomingCommunityNetwork.org

Northwest College
231 West 6th Street
Powell, WY 82435-1895
(307) 754-6000
Web: www.nwc.cc.wy.us/

Second, the community needs to embrace “value-added” thinking. In short, this means nothing more than building on your existing assets and activities. Lovell boasts of a number of successful businesses and industries, and that’s where you will have the most success for expansion. Similarly, the community is at its “best” when faced with a crisis. So, Lovell needs to realize that the crisis of the day is (for example) drug and alcohol abuse, or housing, or

economic development—and then rally the troops to deal with it. Use your strengths to meet your challenges.

A couple of great “value-added” thinkers that can help Lovell in key areas would be:

Wyoming Business Council (WBC)
Bill Bunce, Agribusiness Director
300 South Wolcott, Suite 200
Casper, WY 82601
(307) 237-4692
(307) 237-4699 (fax)
E-mail: bbunce@state.wy.us
Web: www.wyomingbusiness.org

Mid-America Manufacturing Technology Center (MAMTC)
Andy Rose
143 South Bent Street, Suite B
Powell, WY 82435
(307) 754-4832
(307) 754-0368 (fax)
E-mail: andyrose@wyoming.com
Web: www.mamtc.org

Third, Lovell needs to engage in several studies. Clearly, there is a housing shortage. But you need to know more about current demands re: rental vs. house, income brackets and trends, etc., so you need to have a housing assessment completed. Similarly, a retail leakage survey needs to be completed so that your retail merchants can develop an effective strategy for competing. Several other areas of study were suggested during listening sessions, including: alternative fuels & energy; county planning/zoning; downtown architecture or theme; and tourism marketing. The following agencies can help you with such studies:

Wyoming Community Development Authority (WCDA) [housing]
George Axlund
P.O. Box 634
Casper, WY 82602
(307) 265-0603
E-mail: axlund@wyomingcda.com
Web: www.wyomingcda.com/

University of Wyoming Cooperative Extension Service (UW-CES) [economy]
Tex Taylor
P.O. Box 3354
Laramie, WY 82071
(307) 766-5682
(307) 766-5544
E-mail: ttaylor@uwyo.edu

Wyoming Business Council (WBC-Investment Ready Communities)
Steve Achter, Director
214 West 15th Street
Cheyenne, WY 82002
(307) 777-2811
(307) 777-2838 (fax)
E-mail: sachte@state.wy.us
Web: www.wyomingbusiness.org

Economic Development:

Lovell can realistically grow and strengthen its economy, but it will take a champion and a concerted community effort to get the job done. As I see it, there are three logical steps to take.

First, promote or recruit a champion. There are a number of likely places to look for a champion: City Hall, County government, Chamber leadership, business or civic group leaders, etc. Surely there are several individuals who are well respected and capable of getting things done. If not, then perhaps Lovell should consider recruiting an experienced economic developer. Or, better yet, select an inexperienced but capable young man or woman who has deep roots in the community, and cultivate that person as your champion.

Invest the resources necessary to get training for your champion. Send them to grant writing school and to NxLevel Entrepreneurship Training (see WRDC above). Send them to all the economic training courses you can afford (see WEDA below or WBC above). Send them to the Wyoming Leadership program (see WBA below). Encourage them to serve in city, county and other leadership positions. Be patient and supportive.

Wyoming Economic Development Association (WEDA)
Paula McCormick
5319 Hwy. 287
Lander, WY 82520
(307) 332-5546
(307) 332-5336 (fax)
E-mail: weda@rmisp.com
Web: www.wyomingeda.org/

Wyoming Business Alliance (WBA) [Wyoming Leadership]
Bill Shilling
139 West 2nd Street, #3E
Casper, WY 82601
(307) 577-8000
(307) 577-8003 (fax)
E-mail: wba@trib.com

Second, identify and organize the individuals, businesses and organizations that will truly support economic development. Not all will, in spite of the obvious need, but that's okay. You

will need to use all of your partnership building and teamwork skills to forge the strongest coalition you can. Formally set up a Lovell Economic Development Council (LEDC) as a Wyoming nonprofit corporation. Then, using a community visioning process, develop a reasonable strategic plan. I would suggest using the Resource Team's recommendations for this Assessment as the starting point for discussion, but be open to other suggestions. Identify a couple of "early win" projects. I would strongly suggest that those early wins include sending your champion to grant writing school, and then completing a few grant applications to various organizations. For specific grant opportunities, contact WCN (see above), or visit the State Library's page on Wyoming Grants (includes their Catalog of State Grants):

Wyoming State Library
Statewide Information Services
(307) 777-6333
Web: <http://www-wsl.state.wy.us/sis/grants/>

Third, get something done and watch it grow. Celebrate any success, and use it as a stepping-stone to the next project. Use grant awards to add substance to LEDC. A couple of small grants could quickly lead to a paid position within LEDC. If your champion has other skills, LEDC could contract those skills out to other organizations (for example, doing contract research or acting as a regional office for a state organization). You will find it much easier to locally raise funds for LEDC if you have outside sources already contributing.

Workforce:

No American community has an abundance of skilled workers. Lovell is no exception in that regard. However, there are two areas of concern that should be addressed.

First, youth need to be able to stay and prosper in the community. The youth in Lovell seem to like living there, but mostly expect to flee as soon as they graduate – in order to find rewarding employment. It is critical that Lovell immediately make a concerted effort to stem this flow, or at least to create a reason for youth to return after satisfying their wanderlust. I would suggest that the leaders of the school district(s), parents, youth, School-to-Careers, Healthy Communities/Healthy Youth and others get together to develop a more cohesive approach to preparing youth for the workplace. Most important, invite and encourage youth to take an active role in governing their community.

School-to-Careers Office
Wyoming Dept. of Employment
Annemarie McCracken, Coordinator
3120 Old Faithful Road, Suite 300
Cheyenne, WY 82002
(307) 777-7639
(307) 777-6966 (fax)
E-mail: amccra@state.wy.us
Web: (currently under construction) wydoe.state.wy.us/doe.asp?ID=192

Second, the Lovell workforce and youth need to embrace technology. TCT West has built a telecommunications infrastructure in Lovell that rivals that of much bigger communities. For Lovell, telecommuting is very doable, right now. But because of the traditional industries in the area, technology training hasn't been a high priority. TCT West needs to be a key alliance partner with any economic development effort. Perhaps TCT West (and other technology users/developers) would partner with you to develop technology training classes, or even a small tech-training center. Any technology training would help, but building a sustainable program (which could be used as an incubator and/or a business recruitment tool) is better. I would be happy to share all of our lessons learned while developing the CANDO Tech Center in Douglas.

Recreation/Geography:

God has blessed Lovell with awesome outdoor beauty, recreational opportunities and activities. The community can take better advantage of this asset in two or three areas.

First, structure your business recruitment activities around outdoor recreation. That means finding companies that need the outdoors (rafting, fishing, etc.) or that are themselves oriented to the outdoors (such as manufacturers of camping equipment). It also means looking for businesses that are attracted to an outdoor quality of life (high tech/high stress companies) as opposed to a cosmopolitan quality of life (available in big cities).

Second, recruit a new company or encourage an existing business to start outdoor summer youth leadership/adventure camps. Market Lovell as the place for these camps.

Third, reinstate talks with the Indians about the Trans-Park Highway concept. It seems that the only way this project is going to get done is to structure it so that it truly helps the Reservation get ahead. They don't have to grant the access, and shouldn't, unless it is in their best interest. So, spend some quality time listening to what they want, and then accommodate their requests in your action plan.

LOVELL, WYOMING COMMUNITY ASSESSMENT REPORT

By: Joel Strong, Planning Staff Officer
UDSA, Forest Service
Bighorn National Forest
2013 Eastside, 2nd Street
Sheridan, WY 82801
(307) 674-2645
FAX: (307) 674-2668
Email: jstrong@fs.fed.us

I would like to take this opportunity to thank the community of Lovell and our sponsors, especially those that contributed time and energy, lodging (Horseshoe Bend Motel) and meals (Big Horn Restaurant). It was extremely rewarding to see the large turnouts at our listening sessions. Resident participation and a willingness to solve community issues will differently help the town grow.

I would also like to thank the other Team Members for their willingness to put in long hours and work cooperatively as a group. We had many productive conversations including some changes in how we processed the detailed data from the listening sessions. To reach a better group consensus we spent considerable time developing a "Group Summary Report". This report, presented at the Town Hall meeting, contained group observations/recommendations and some examples of brief comments that we call "Words of Wisdom". I think you will find these enjoyable and help portray community spirit. The report also included a list of major theme categories used to synthesize the many comments heard over the 2 days of public sessions.

My expertise is primarily in recreation and tourism, although I do have formal training in sociology and psychology. Most of my detailed comments address **tourism** issues. Many of the suggestions offered in my report came directly from participants at our listening sessions. In addition, the "town tour" provided some other ideas that are detailed for your use. I also had the opportunity to visit Lovell for a 2 day period during the first week of January. I re-connected with some of the town residents and had more time to visit local attractions. My comments are not meant to be critical, but rather offer some observations with suggestions that will hopefully help in making Lovell an even better community. I was very impressed with the sincere interest of the residents and their willingness to move forward to the future.

I will be happy to address any of these issues in more detail or provide additional clarification. My email address is: jstrong@fs.fed.us or call me at (307) 674-2645.

RECREATION AND TOURISM

CHALLENGE: Attitude/Community Involvement and Customer Service – Tourism can definitely be an engine of growth, capable of rejuvenating other sectors of the economy. Tourism has the potential to:

- Provide employment for a multitude of skills
- Provide for entrepreneurial opportunities
- Bring development to our rural areas, and
- If responsibly practiced, be kind to the environment

But, don't expect miracles. Tourism does not just happen. It must be planned for. It will not solve all problems -- it may even introduce new concerns. I feel the town of Lovell has excellent opportunities to capitalize on, opportunities that are not utilized fully at the present.

To get started, the community must be willing to work together to make tourism a success. Although, many residents appear to support this concept, I'm not sure it's shared by all citizens or that a common vision of where the town wants to go is clearly outlined? What role does tourism play in Lovell's economic development?

Tourism starts with planning and later marketing. Both components will be discussed in more detail later; however I do want to talk about the overlooked "community commitment", as mentioned above, and the "customer service" aspects of a good program. Tourism is a people business. A community can have great scenery and a multitude of things to do, but if the visitor does not feel that they are welcome, they will not remain, not come back, and certainly not recommend the town to anyone else. There is a saying that if a customer is pleased with their stay, they will tell 3 friends. But, if they are unhappy, they will tell 12. **ATTITUDE of the community is the number-one factor for insuring success in the tourism business.**

Visitors know if they are welcome by the messages they receive from local residents. It can be as simple as a smile or a warm hello. Are their questions being answered with patience, interest and promptness? Conversations with some Lovell residents appear to indicate that improvements can be made in this arena. Town residents should not be treated differently than visitors or newcomers to the community. We learned that when a crisis occurs everyone in town rallies support. This is no doubt an excellent attribute to have and stems from the closeness of the community, but it may be a detriment if others feel left out or not welcome. The community with a successful tourism program is one that demonstrates a helpful, friendly attitude toward outsiders.

Another important aspect of providing quality customer service is working together to ensure that all services promote the concept. All too often segments of the tourism industry think in a short sighted myopic way – they tend to have a rather limited view of the product they offer – only the goods and services within their own four walls. The experience a visitor has at the local gas station directly affects his view of the community no matter if his/her lodging were excellent.

SOLUTION: I would recommend the community, through its business establishments, begin an aggressive program of providing quality customer service while integrating tourism into an economic development agenda. This should be coordinated at a level that provides oversight, consistency and cost effectiveness (e.g., Chamber or government sponsored). Strong leadership at a central level is necessary to succeed. I would recommend the use of outside consultants. The following companies/individuals may supply these services or provide the necessary links to other organizations. I have not used these personally – they are recommended by our Regional Office (State and Private Forestry, UDSA Forest Service) in Denver, Colorado. Most specialize in assisting communities and organizations in developing the capacity for locally directed strategic planning. Most can customize training to local situations. These are not listed in any order of priority.

Bob Horn

Colorado Center for Community Development
Colorado University of Denver
Phone: (303) 556-2816

Kathy Shull

Skull Enterprises
629 Warner Street
Ft Morgan, CO 80701
Phone (970) 867-9167

Sheila Knop

Colorado State University Extension Service
Center for Rural Assistance
Phone (970) 491-3688

Heartland Center

(<http://www.4w.com/heartland/>)
Vicki Luther
Phone (402-474-7667

Several larger corporations offer seminars in customer service. Although they may not be designed for small community problems, you may want to consider their expertise. An example would be the “Disney Institute”. They offer training (classroom exercises and behind-the-scenes field experiences) at their center in Orlando, Florida. Of course their example is the “*Disney Approach to Quality Service*”.

The Forest Service has used this program (custom developed for our organization). For more information dial up their web site at:

<http://www.disneyinstitute.com>

I would also suggest that you contact the University of Wyoming – Tex Taylor. He should be able to provide information about Wyoming resources or suggest other ideas ([Tex Taylor, UW Cooperative Extension \(Phone – \(307\) 766-5682\)](#)).

Last but not least, no matter what direction you decide to proceed with I would encourage you to do it with **full community support**. Take a poll in your community or conduct town meetings to see how people feel about elevating tourism. This involvement should be part of a public policy process that brings everyone into the discussions.

Of course, how do we fund all this? One option would be the [Rural Community Assistance Grant program \(RCA Grants\) under the Economic Action Program \(Authority - 1990 Farm Bill\)](#). Your local contact is Margi Brayton at (307) 674-2675 (USDA Forest Service, Bighorn National Forest).

CHALLENGE: Planning - Lovell has many natural attractions that make it an ideal tourist destination. Obviously, most of the residents are already aware of these, but I'm not sure that the casual visitor tunes into all this information. Likewise, it's unclear to me that the town has capitalized on its resources in a structured format that will allow for planned growth. Your community parks, playgrounds, the Pryor Mountain Wild Horse Refuge, Big Horn Canyon National Recreation Area, the Yellowtail Wildlife Habitat Unit, restaurants, lodging establishments and the adjacent National Forests (Bighorn and Custer) provide an excellent backdrop for marketing the area. Marketing should be done to promote your attributes. However, you do not want to significantly change the character of the town or its' surroundings without a **"Plan"**.

This issue is even larger in scope than just tourism, we must consider all aspects of community growth, including new industry opportunities, housing, public infrastructure and services. I would encourage you, at a minimum, to do the following:

- Integrate tourism efforts into a comprehensive economic development plan.
- Cooperate and insist on help from State and Federal governments
- Encourage cooperation among neighboring communities and/or counties
- Encourage cooperation among private, public and nonprofit sectors.

SOLUTION: How do you get started? Again, I would suggest you consider a consultant to provide these services and complete a **"Community Development Plan"** – your recreation/tourism resources would be one critical element of this planning process. You may want to contact some local firms to get an idea on the complexity of the job and the dollars necessary to complete the work. It may be possible to establish the Plan in phases to make it more economical and efficient. I might suggest that you look outside your own community for the initial phases of this work. Bringing in new ideas and an independent view of the issues is critical for mapping out the future. This work should be followed up by or integrated with an "Economic Development Team". In our group report we suggest that one member of this team have training in grant writing.

Our Forest (Bighorn) has had some excellent success in working with EDAW with offices in Fort Collins, CO. (Address: EDAW, Inc., 240 East Mountain Avenue, Fort Collins, CO. 80524 – Phone: (970) 484-8518). They have a web site that provides additional information (<http://www.edaw.com/>). Your main contact person would be [Jana McKenzie](#). Their offices do extensive work including economic development, land use planning, streetscape design, environmental planning, development of design guidelines and zoning. [I would also encourage you to contact those resources listed above under “Attitude/Community Involvement and Customer Service”](#). These consultants should be able to integrate a program that looks at all phases of planning. It is extremely important that you **Plan for the future today, while you still have options.**

CHALLENGE: Marketing Opportunities – It appears the community of Lovell has many recreational opportunities that are not easily identified or promoted in such a way that would provide optimum benefits. It’s also unclear if the facilities meet the needs of the tourism customer or the town resident. All too often we assume, as residents, that recreation sites are easy to find – We know where they are. All too often we assume that the services provided are adequate and fulfill our customers desires. Promoting what the town has to offer is critical to ensuring that tourism remains an important part of economic development. Marketing is not just promotions, but matching visitors and their expectations to the services of the community. It includes steps necessary to fulfill customer needs and ways to monitor success. It’s more than creating a brochure.

Many of the respondents at our sessions mentioned the need to do a better job of coordinating efforts at promoting the area. It did not appear that all businesses were even able to meet on a regular basis and work towards common goals. The Chamber of Commerce can’t do the job alone – it needs the support of all to succeed.

Here are a few suggestions that may lay the foundations for a more effective marketing program.

SOLUTIONS:

- 1) Constituent Surveys – Visitor/User surveys are the building blocks of future recreation plans and developments. It’s important to determine if the public is satisfied with the facilities and services offered. What would they like to see changed or added? Surveys may include such information as demographic characteristics, perceptions regarding the adequacy of facilities and services, and scales of development. Survey participants should include visitors to Lovell and the resident users. Varied tools can be used to collect this data. If the community does not already have this information, I would suggest that a survey be conducted as soon as possible. [The University of Wyoming has supported this type of data collection in the past through its extension service.](#) The Bighorn National Forest conducted such a study through use of a graduate student project in the early 90’s. [Tex Taylor, UW Cooperative Extension \(Phone – \(307\) 766-5682\)\), can provide some background information. Consultants listed above may also provide more details.](#)
- 2) Signing – I ‘m impressed with many of the areas recreation developments. The public facilities at this end of the Bighorn Basin are outstanding, but does the casual visitor know

they exist? The Chamber and Lovell Chronicle publish an excellent guide to the town and surrounding area, but you have to obtain a copy before its usable. I would recommend the town work with the Park Service and the State Highway Department to improve signing for the Big Horn Canyon National Recreation Area and the Pryor Mountain Wild Horse Range. I was rather surprised to find little signing dealing with the Wild Horse Range. In fact, little reference to it exist anywhere in town. Our western heritage is an important selling point that is being missed. Perhaps the building of a new museum will help, but I would not wait on that event.

At the end of this report I included an example of signing that may help to better promote the Big Horn Canyon. Although numerous signs announce this natural wonder, I would replace most of them with ones containing more detailed information on distances and recreation opportunities. I would place heavy emphasis on the use of international symbols. I would also give more attention to the Yellowtail Wildlife Habitat Unit by moving the existing interpretive signs (presently in small turnoffs adjacent to Highway 14) to the larger interpretive site on the East side of the lake. In addition, I would make sure that the public knows more about the Pryor Mountain Wild Horse Range. These signs (following this report) are only an example -- exact wording would require more design time. All signs should meet MUTCD (Manual of Uniform Traffic Control Devices) standards (e.g., size, color).

- 3) **Themes/Interpretation** – Several residents expressed a need to develop a community theme to promote the area. Themes are statements that collectively assemble subject matter in a manner that is easier to understand and communicate. A theme is the central or key idea to any presentation whether it's oral or written. Themes should be stated as short, simple complete sentences, contain only one idea, reveal the overall purpose of the presentation (e.g., marking the area) be specific, and interestingly worded (if possible using active words).

I do feel that the town of Lovell is NOT lacking a theme, but perhaps the theme is not consistently used in publications or widely accepted throughout the community. The “Welcome to Lovell” tour guide/publication appears to generate just such a statement – *“Mustang Country – A land of boundless recreation, friendly folks, and marvelous scenery, What small-town living is all about”*. I would recommend that the community verify this theme or develop/refine another one and aggressively market it though out the town and in its tourism outlets. Again, the idea of “Mustang Country” is very intriguing, but it does not seem be adequately promoted in the town itself. Also be careful of mixing too many ideas together. Lovell is also known as the “Rose City”. You may want to limit your message to only one central idea at a time.

- 4) **Infrastructure** - Maintaining infrastructure is critical to making a favorable impression on the visitor. Simple things can make all the difference. Keeping facilities clean is extremely important. Keeping vacant storefronts an attraction not an eyesore is important. The town has been trying to do this and should be commended for its plans to extend sidewalks east towards the Park Service Visitor Center. First impressions are important!

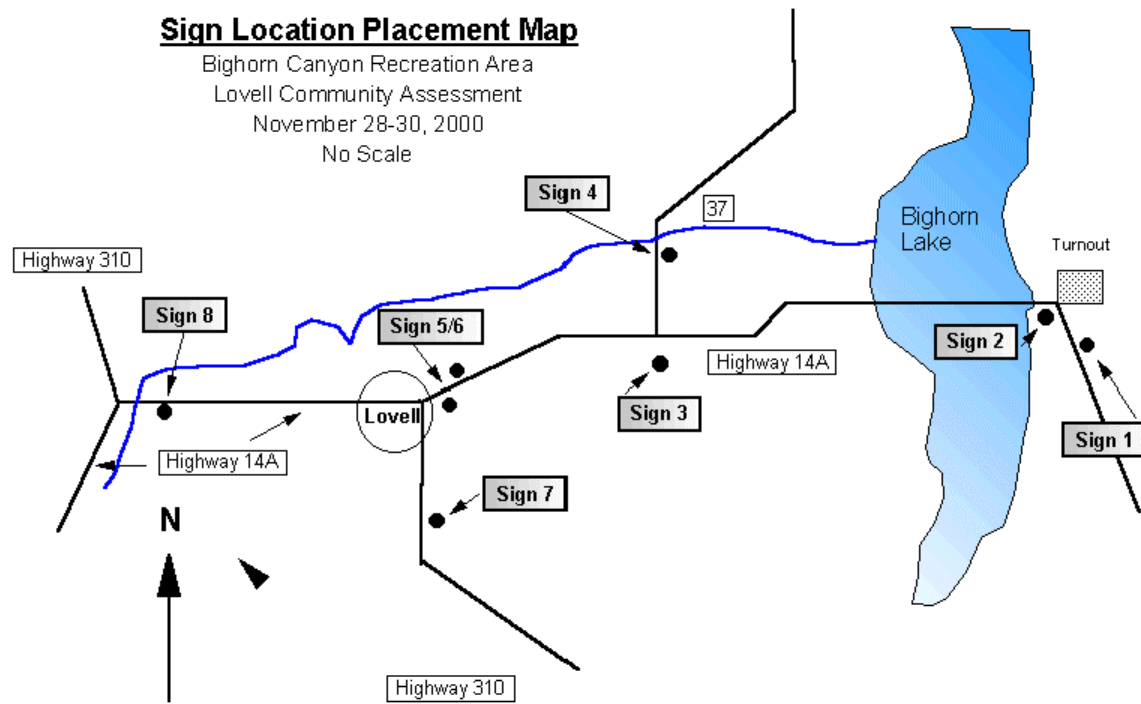
- 5) Intergovernmental Cooperation – I would recommend that the town, Chamber and the county continue to work closely with the Forest Service and Park Service in promoting the area. Information should be readily available about Lovell and its attractions at all public facilities. Correspondingly, the town of Lovell should have information about the Recreation Area and Forests. The town should work closely with the State Division of Tourism and ensure that all attractions are given adequate coverage. As a sidelight, I would encourage you to work closely with the Bighorn National Forest and their local office, especially as they continue their Forest Plan Revision. It's critical that the town gets input into this process.

CHALLENGE: Community Center/Youth - It was obvious in almost all sessions that leaders of the community, the youth, and many of the residents want some type of community center. For the tourism market there is limited meeting space for conventions or large-scale gatherings. For the recreation user there is limited space for indoor recreation, arts or cultural events, especially during the winter. The youth wanted some place to socialize or have more activities. The Team felt it was appropriate to consider a multi-purpose building to better meet all these needs. If the community wants such a building, it will have to figure a way to construct, or reconstruct an existing site and maintain it. No doubt the will is there, now it's the strategy that needs developed. **I would encourage you to form a team to address these issues composed of representatives of each user group.** Please don't forget to include your youth – they are the future of Lovell.

Likewise, I clearly heard a suggestion to strengthen ties with the youth – development of a **Teen Council**. This body could participate with the regular town council not only offering suggestions, but developing a level of trust and support.

Sign Location Placement Map

Bighorn Canyon Recreation Area
Lovell Community Assessment
November 28-30, 2000
No Scale



jbs 2/2/01



Sign 1 :

Example of a sign that would be positioned on US Highway 14A - East of the reservoir crossing. Main sign would be brown using international symbols. This sign helps the traveling public recognize the unique opportunities at the Canyon. It also shows distances to selected attractions. I feel this is critical since these are dispersed over different geographic locations. Approach/Directional signs should be used at road intersections or at turnouts. The sign could be moved further East to incorporate the Mason-Lovell Ranch, if desired. I would also mention the Wild horse Range. See location map attached. Distances on this example are only approximate and do not represent those on-site.

jbs 2/201



Sign : 2

This sign could direct travelers into the excellent turnoff and interpretive site on US Highway 14A adjacent to the reservoir. Signs should be placed to serve both East and West bound traffic. See location map attached. See comments in report for additional recommendations related to sign placement at this turnoff.

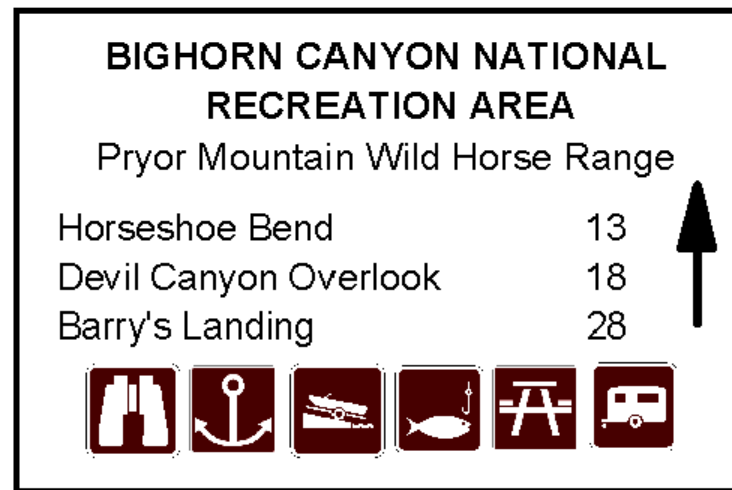
jbs 2/201



Sign : 3

I would recommend this sign be placed near the intersection of State Highway 37 and US Highway 14A. Current signing does not use international symbols nor give the traveler an idea of the distances to various facilities. A similar sign should be developed for East bound traffic. A East bound sign would show distances to the Yellowtail Wildlife Habitat Unit rather than the Visitor Center. In addition, I would include reference to the "Pryor Mountain Wild Horse Range" on all signs at this location. Distances on this example are only approximate and do not represent those on-site. See location map attached.

jbs 2/201



Sign :4

I would recommend this sign be placed near the intersection of State Highway 37 and the Shoshone River -- approximately 1 mile from US Highway 14A. The public should have information about the distances to major developed sites. Again I would encourage use of international symbols. Distances on this example are only approximate and do not represent those on-site. See location map attached.

jbs 2/201



Sign : 5/6

I would recommend that signs be placed approximately 1/4 mile (or less as situation dictates) from the Visitor Center entrance. Although the Center does have an excellent entrance sign it does not serve the same purpose as these "Approach Signs". See location map attached.

jbs 2/201



Sign 7/8 :

Example of a sign(s) that would be positioned on US Highway 310 (for North bound traffic) and US Highway 14A for East bound traffic. Currently few if any signs exist along these roads telling the visitor of the Canyon opportunities. I would also incorporate the Wild Horse Range. Distances on this example are only approximate and do not represent those on-site. See location map attached.

jbs 2/201

Lovell Resource Team November 28-30, 2000

WHAT WAS SAID AT THE INTERVIEWS

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

What are the major problems/challenges in the community?

What are the major strengths/assets of the community?

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

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?

- Future of Western Sugar
- Future of Western Sugar, lack of information to the banking sectors
- Lack of affordable housing
- Concerns for the future keep youth in the community
- Convince Washington of the American Agricultural Industry
- Problems Agricultural Industry is facing lack of money (creditor control)
- Parts for Agricultural Machinery, have to purchase from out of town
- Seed procurement, ASC company went bankrupt created problems for the farmers
- Sugar beet factory alternative crops for the area
- Work on the canal system
- Impact of scams on businesses (need more awareness)
- Fuel costs
- Lean loss very poor
- Federal funding not available
- Put two signs up at town boundary (drug fee, criminal will be prosecuted)
- Being a mobile society
- Recruit businesses
- Economical development (growth of businesses)
- Attracting industries to the community
- Keeping youth busy now and in the future
- Housing (availability, empty lots, ordinances)
- Employees that live outside of the community (Powell, Cody)

- Employees that work in the community, and reside outside of the community (not available to participate in the communities growth)
- Create a draw for the area
- Employees living outside of the community
- Promotion for the community
- Employees living outside of the community
- Visual amenities and livability
- Promotion
- Economic development
- Lack of shopping, housing, building lots
- Lack of youth activities
- Lack of shopping (shoes)
- Lack of youth activities
- Economic
- Housing problems
- Agriculture economic development
- High teen pregnancy
- Economic development
- Housing
- Community center (for youths, seniors, meetings)
- Community involvement, socialization
- Community involvement, friendships, comfortable activities to build friendships
- Group of people to spark fire get things moving
- Family owned business on-going
- Secure environment (leave house unlocked)
- Lowest per capitol income in state
- Break down of family units (drug, alcohol)
- Need to keep young people in community
- Industries looking for skilled labor, truck drivers
- Premarital sex, drugs
- Not adequate housing (lost a number of families to surrounding communities)
- Need for additional law enforcement (specifically for drug problem)
- Low availability and quality of work force (Western Sugar)
- Short-term, or not enough
- Housing (employees live in surrounding areas, not enough housing available)
- New businesses encouraged to locate to Lovell (can't even buy a shirt in town lived in)
- Hard time keeping local business
- Lack of main street business
- Adequate housing (keeping teachers in community)
- Lack of Employment
- Retention of people in the community
- Youth activities
- Youth activates
- Availability of alcohol and dugs

- Not enough employment
- Extra curricular activities, keeping teens on right track
- Teen pregnancy
- Need of low income help basic skills
- Provide business training for employers
- Drug use
- Teen pregnancy
- High teenage pregnancy rate (parenting classes)
- Teen pregnancy rate (parenting classes)
- Teen pregnancy rate, drugs
- Lack of housing available for teachers
- Availability of lots to build on
- Dropping enrollment in school system (throughout)
- More activities
- Empty building located on main street
- A need for realistic economic development
- More proactive approach
- Apathy attitude, unwillingness to change
- Getting people interested in higher education, and getting them interested in the job market
- No hope for children to stay in community
- Feel like there is nothing they can do
- Youth place for gathering
- Lack of cooperation between agencies (teamwork)
- Concerns about fitness
- Downtown deteriorating
- Lack of jobs for younger/educated generations
- Big enough for economic growth not enough capital for specialists in economic area
- More diversity and jobs
- More diversity in outside/reliance on natural resources
- Main street remodeled
- Appearance of town (vacant buildings)
- Lack of zoning regulations
- Enforcement of zoning regulations
- Lack of housing
- Strengthen basic unit in agriculture industry
- Lack of consistency (due to burn-out)
- Lack of emphasis on Telecommunications
- Need to make Lovell a place people would like to live
- Educate people within area that they need to buy from local business
- Support businesses that are available in town
- Support own business
- Materials not available in Lovell
- Educate people on price comparison
- Acceptability in the community

- Cost of building a new house – not affordable to low income families
- No building lots
- High teenage pregnancy rates
- Lack of prenatal classes
- Accessible family planning services
- Lack of specialized business; which drives shoppers out of town to do business, depleting town cash flow
- Billings retail market competition
- Loss of sales revenue from area, loss of sales tax to renew/improve streets/water/sewer
- Non-code scattered building outside town/corporate limits
- Downtown buildings empty (not uncommon around country)
- Employees only work in Lovell, live outside of town, not involved in community
- Buying products in Montana to avoid sales tax
- Agriculture, unstable
- Transportation, arriving, leaving (airports)
- Nothing to offer businesses to locate in Lovell
- Truckers to not like to transport into town (road travel)
- Airport not de-regulated
- Lack of availability of building lots
- Lack of nice homes to buy
- Lack of rental unites
- Vacant buildings, not up to code
- Youth - not enough available
- Lack of affordable housing
- Not a commercial bank in town
- Achieved dependence on outside grants (town dependent on outside funds)
- Housing with city utilities available for construction, lots large enough to build
- Terrible attitude
- Employees do not live in community
- Main Street buildings
- Nothing for the young people to stay here for
- Change attitudes of the people (attitude adjustment)
- Lack of niche stores
- Subdivisions with nicer homes
- Attitude, community against the business
- Not enough money to make building up to code
- If business change attitudes, maybe people will also
- Lost four businesses to Big Horn County
- Reform way sales tax is collected, need to educate people about fair sales tax
- Sales tax major issue, residents traveling to Billings to make purchases
- Need to enforce sales tax on merchandise brought into the community
- Lack of community being pulled together, exception is during Mustang Days
- High prices reason people leave town
- Lack of unified consensus

- Buildings on Main Street, existing, vacant, expense to rent, trashed, need ordinances to fix them up
- Rental availability
- Educate people on how to run businesses
- Need to look at home business for products first
- Lack of land and affordable housing
- Subdivisions that have building codes so that values of homes are in the same range
- Enforce laws regarding vehicles, weeds, and vacant lots filled with junk
- Economic, lack of employment, income
- Lack of substance abuse resources
- Drug and alcohol abuse
- Distance for communication, no local office
- Keeping patients using local facilities
- Youth in community feel they have no future, no reason to apply themselves
- Fragmented care in community and outlying area
- DRG keeping people in hospital for limited time when they need to be admitted for longer period
- Economics, community needs to know local facility has a firm base
- Substance abuse, teenage pregnancy, limited opportunities in community
- Need for DFS, including housing or building for access to residents
- Economy, uninsured adults
- Met amphetamine use, and crime related
- No food pantry
- Economically challenged (residents unable to afford price of phone call)
- Rural isolation
- Lack of medical attention due to low income, high use of smoking, smokeless tobacco
- Preventative health care
- Financial support for assisted living care
- Split between North and South Big Horn County effects local hospital
- No emergency warning systems for North Big Horn County
- Lack of funds for psychiatrist
- Public awareness of services, ex: breast awareness month
- Communities ability to accept or not accept change
- Employees work in Lovell, reside in surrounding towns
- Need to take care of existing buildings/businesses before new ones are built
- Need of housing, without housing, population will not increase
- Residents not pulling together
- Nothing to keep younger generation in community
- New business to keep capitol in town
- No commitment to town, young people need to be a part of community projects
- Apathy among non-participants
- No facility to schedule events, ex: cultural
- Unavailability of funding
- Need to revisit historic significance of theatre

- Apathy, lacking positive and support attitudes
- Development membership in quality young people
- Lack of leadership support
- Low wages, not compatible to surrounding areas
- Low wages
- Attitudes
- Acceptability of change, awareness to people that are oblivious to what's real in the community
- Need for senior home community
- Homes with 2 bathrooms not available
- North side of town trashy, zoning ordinance needs to be revised
- Designated areas for modular homes, with codes, zoning, planning, set up so other property value is not effected by the appearance
- Designated areas for modular homes, with codes, zoning, planning, set up so other property value is not effected by the appearance
- Need to retain residents in town to spend money, but also need growth, and business
- Lack of attendance at town meetings, growth in town, adds to income, quality business
- New face, inside and out
- Jobs for handicap, accessibility to business
- Improved housing for handicap accessible
- Good side walks
- Youth activities
- High teen pregnancy rate
- Drugs, alcohol, in youths
- Apartments for married seniors adjacent to senior center
- Competitive grocery stores, pharmacy
- More murals
- More senior participation
- More senior participation
- Senior participation
- Very difficult and expensive to promote projects/funding has been cut
- Low municipal contribution yearly to Senior Center
- Getting adequate nutrition
- No homes available in town, transportation to out of town
- No physicians
- No affordable assisted living facilities
- No handicap accessible housing
- Shortage of CANs
- Lack of shopping
- Side walks
- Misperception
- Misperception
- Lack of transportation for handicap
- More merchandising business

- Lack of place to walk
- No activities
- No discipline programs at school
- Math did not prepare students for college
- Need better law enforcement
- Not enough jobs for youth
- Lack of morale/poor attitudes
- Poverty look of main street, looks dirty and poor
- No youth activates
- Power of the prominent/wealthy
- Decision to use money for industrial park
- Lack of retail goods for sale
- Prominent in church-in that if they support-success, if not-failure
- Shortage of homes with at least 2 bathrooms

What are the major strengths and assets in your community?

- Quality of life (clean air, water, mountains)
- Resources available
- Work ethics
- Major asset for the community is abundance of water
- Climatic conditions
- School, bank, and community a plus
- Knowledge of production
- Recreation (mountains, lakes, fishing)
- Climate livestock
- Fiber optic system
- Transportation, railroads, roads
- Natural gas, Pacific power, RDA
- People
- Unity bonding
- Community bonding
- Industry
- Mountains, water, wildlife, scenery
- Work ethics
- Community worked as a team to help improve visual appeal of main street
- Parks
- Lower cost of living (no state income tax)
- Excellent facilities
- Community pulls together
- Economic development (excellent water, sewer, streets)
- People in the community (make Lovell a good place to be)

- Community working together
- Visual quality of the area
- Natural resources (beauty of mountains, horse range)
- Clean environment
- Telecommunications state of the art
- Strengths in retirees contributed financially, volunteering to community
- Can travel 1 hour in multiple directions to be in a recreation area
- Volunteer retirees
- Privacy
- Variety of industries
- Supportive school system
- Community sponsored events (Mustang days)
- Personal interest in citizens problems
- Small town living (knowing neighbor)
- Well kept streets (appearance of town)
- People
- Availability of wide open spaces
- Natural resources
- Availability of natural resources
- People
- Location
- Cost of living
- Appearance of streets
- Major arts of telecommunication
- Cost of living is reasonable
- Education
- Industry
- Recreation
- Cost of living reasonable
- Freedom of open spaces, land, availability of it
- Community pulls together to help each other
- Industries thriving
- Wonderful community
- Way of life (your choice)
- Commitment of making communications available
- Medical facilities in back yard
- Great place to raise family
- Community behind the youth
- Freedom
- Emergency services provided
- Large corporations that support community
- Cost of living reasonable
- Great gardening
- Hunting and fishing

- Strong industrial mineral production/processing base, local industries
- Recreation area-which does help economy
- Great recreation program (little league)
- School system (parents support)
- Excellent school systems (parents, businesses support)
- Well maintained schools (nice place to be)
- Lot to offer in the area
- People (real names, not statistics)
- People supportive of each other
- School district
- Safe community
- Water system, telecommunications
- Great place to raise kids
- Great outside appearance, school, parks
- Outdoors recreation area
- Great school district
- College nearby
- Physical environment
- Recreation, great golf course
- Clean, safe, great schools
- Safe community
- Outside learning opportunities
- Parent support for schools
- Town and people
- People hard working
- Friendly, inviting town
- Year round activities available (tennis courts, hiking, community theatre)
- Performing arts
- Recreation department support
- College nearby (supportive in all surrounding communities, scholarships)
- Great teachers, smaller classes
- Teacher takes individual interest in students
- Positive re-enforcement
- Excellent hospital
- Excellent graduation night out
- Fire department very proactive, equipment keeping things up
- Youth is strength and asset
- Technology and communication (best in state)
- Technology and communication (best in state)
- Room space for industrial growth
- Work ethic (people pulling together)
- Work ethic (quality of workers)
- Geographical locations
- Diversified location (mountains, canyon)

- Availability of blue collar jobs (out of high school positions available)
- Nicest place to live in the whole country
- Big Horn Canyon
- Travel one hour in all directions and be in a recreational area (golfing, hunting, horse back riding and a lot more...)
- Rail road, commodity type industry transportation
- Good hospital, nursing home, public facilities
- Meals on Wheels
- Extra capacity of water, sewer, utilities available for growth opportunities
- Five major industries are strengths
- Blue collar/managerial jobs available
- Good schools
- Teachers that care about students
- Parents supporting kids activities
- Support of youth
- Nice Main Street, flowers (rose gardens)
- Out door recreation
- Out door recreation
- Nice town, clean town
- Four major plants
- One hour drive to airport
- Availability to recreation area
- Strong agricultural industrial base
- Excellent potable water supplies
- Recreation
- Outdoor recreation
- Best telecommunications system available in
- Excellent climate
- Rail roads
- Honest people
- Recreation
- Recreation/people
- Hard working people
- Nice, decent climate
- Little children programs outstanding
- Talented people
- People willing to volunteer
- Excellent recreational facilities
- Excellent water
- Best newspaper, furniture store, car dealer, flower shop
- Nice schools, hospitals
- Decent climate
- Outstanding fire department
- City cleanest, nicest, outstandingly kept clean

- Low cost of doing business in Lovell
- Yellowtail wildlife habitat
- Nice place to raise children
- Clean Town
- Nice facilities
- Hospital has delicious food
- Assisted living, nice rest home
- Community cares about residents living in town
- Schools good
- Activities for students outside school are good – pool, park
- Caring of people in community, pulling together during difficult times
- Hospital offers jobs to youth
- Agree with everything so far
- Competition is a strength, people from surrounding areas work well together even though separate
- Active arts council, bring in different performances during year
- Agree with everything said so far
- Agree with everything said so far
- Healthcare in best shape ever so far
- Earlier intervention services for children ages 1-5
- People see the need arise to the occasion
- Facilities
- Children's resources
- Senior Center
- Rose City
- Low income housing
- 3 pre-schools
- Agriculture
- Minerals
- Churches
- People who care about their community
- Community pulls together in crises situation
- Location (banana belt in Wyoming)
- Good water
- Lights
- Parks are maintained
- Nice new Main Street
- Clean and safe
- Fire department
- Golf course
- Hospital
- Mountains
- Canyon
- 4 Seasons

- Outstanding schools
- Hones, helpful, excellent retirement center
- Quality of life is outstanding
- Central location for visitors
- Medicine Wheel
- Sheridan
- Dakotas
- Custer's Land Stand
- Yellowstone Park
- Exhibit in Cody
- Thermopolis Hot Springs
- Excellent medical center
- Very good doctors
- Top rated nursing homes in the country, excellent care
- Gateway to most beautiful country in the world
- Churches
- Community full of folks who care about neighbors
- Wonderful location
- People
- Golf course
- TCT West, best telecommunication system in the West
- Superior water system
- Great school facilities
- Continued programs
- Golf course (city owned)
- Several good teachers
- Good recreational facilities
- Activities are improving for youth
- Senior facility could be used for walking
- Senior Center-Great director
- Great community
- Best people is all of the Senior citizens
- Still have generations living in community
- Nursing home, state of the art, doctors, volunteers
- Wonderful people, great area
- People
- Outstanding location, wonderful climate
- People
- Volunteer people
- Improved parks, playground
- Schools
- Schools
- Medical community
- Industry

- Big Horn Canyon/Marina
- Mountain Recreation
- Prominent Church – offer stability
- Rural way of life
- Hospital
- School
- Fire Department
- Parks
- Golf course
- Quality of Life

What project would you like to see accomplished in your community in the next TWO, FIVE and TWENTY years?

- Improved transportation in and out of the area
- Sugar factory still here, with future contracts (stability)
- Viable economic growth
- Places to live so community can grow
- Value added (raw sugar)
- Alcohol fuel from barley, corn
- Extension agent assigned to area to help develop marketing
- Projects (cross park highway) completed
- Resolution of the Medicine Wheel
- A voice in the community for outsiders
- Drug free signs for community
- Chicory (dollar support)
- Projects for the youth in the community
- Recruitment of businesses
- Building lots, subdivisions developed
- Promote Lovell as a place to visit
- First impressions
- Convention Center
- More housing
- Convention Center
- Recreation center
- Remove median strip
- Mustang Museum (follow through)
- Promote services available in Lovell
- Pool and library – more available hours
- Median removed

- Recruit technology type business
- Affordable housing
- Community center
- Affordable and attractive housing
- Community center
- Housing
- Support newer businesses
- Sugar company grower owned, viable agriculture
- Housing
- Town boundaries expanded
- Low interest loans for improvement by owners to be approved by council on a case by case basis
- Modify the existing program that offers low interest loans to companies offering X amount of full time employees
- Community service sentenced juveniles via work programs to local business
- Contribute to the skate rink
- Develop list of research business ideas for individuals to consider
- Attitude improvement/moral boosting campaign
- Advertise Lovell and local business, perhaps letting Lovell people know about all the positive assets and retail items/services available
- Business industries geared towards assembly types of products
- Services for seniors to help with accounting (taxes)
- Lawn services
- Cleaning services, housekeeping
- Retail gifts
- Senior need products
- Housing projects for Senior community
- 8 foot wide walking path
- New assisted living apartments
- Business district geared to retail and service for senior citizens
- Banner advertising museum
- Speck homes
- Housing
- Brochures advertising what is available for building
- Funds to expand golf course
- Apartments for couples
- Walking path
- Stop light at Shoshone and Main
- Senior community, assisted living apartments
- Litter control
- More snow and ice removal
- More snow and ice removal
- Curves
- Housing for seniors

- Local help to pay for parking lot completed
- More volunteers
- Improved side walks
- More retail shops
- Increased tourist trade
- More youth activates, no fee to use
- Teen council to bridge gap
- Better education, quality jobs
- Better jobs, activities to help keep children out of trouble
- Repair, renovate theatre
- Sidewalks
- Businesses brought up to code for handicap
- More retail shops
- Youth activities
- Skating rink
- Ice and roller with ramps used for biking or skateboarding
- Boys and girls club
- Subsidy program to help maintain what retail/small business are currently in place
- Spruce up Main Street
- Realistic expectations of what Lovell can be and become
- We cannot go back to the “good old days” we have to move into the future
- Drug resource put into effect
- Youth ranch home
- 1 block on main turned into mini mall
- Multi-purpose center, with auditorium for performing arts
- Short term in-patient center
- Mental health facility
- Performing arts theatre
- Parenting classes
- Pull everything together as one program, ex: parenting classes
- Woman’s resource center
- Marriage counseling class for under 18 years of age
- Mentoring program
- Community facility that brings offices together
- Agree with everything said, would like to see busy downtown
- Expanded public health facilities and services
- Senior center housing
- Merchants for clothing and household goods
- Community history museum
- Affordable housing
- Marketing tourism
- Snowmobile trail
- Promote community for tourism, evening things
- Stop light at intersection of Main and Shoshone

- Need for Seniors to have homes (three stages: senior community, assisted care, continuous care)
- Need attitude adjustment level
- Project to help aide businesses in remodel buildings
- Develop business to help Seniors take trips in Canyon, stay in motels
- Wild Horse Museum
- Cultural aspects of schools, museum
- Business take next step to make store fronts appealing
- Utilize the theatre
- Median strip removed from Main Street
- More building lots for nice homes
- Better tourism exposure
- Grant co-ordination office
- Main Street complete renovation
- Small craft landing near highway
- Businesses brought into community
- Trade school, training program
- Businesses cleaned up
- Slow growth, something to keep youth here
- Availability of places to build
- Extend run ways to get twin engines planes in
- Trans-park highway completed
- City assisted financial aid to get into businesses
- Advertising at city limits of what Lovell has to offer
- Subsidized loans to help purchase or improve buildings downtown
- Awareness program put into force to help advertise businesses
- Organized efforts to bring community together, provide cohesiveness
- Program to help educate community ho to inform people what Lovell has to offer
- Continuation of Main Street Project
- Help provided to businesses with financing and knowledge
- Community Center built
- Development Coordinator
- Movie theatre, performing arts
- Mustang museum completed
- Symbol for community
- Affordable subdivisions set up, grants availability
- Expand town
- Ordinances (or does just anything go)
- City be allowed to put utilities in at cost of equipment, so lots are available to be purchased for building lots
- Subdivisions with codes
- Industry that provides jobs to support a family
- Walk way around the park
- Stores downtown

- Adult education, for community members to obtain employment with expanded hours in the evenings/weekends so whole population can be reached
- Work force development
- Higher education center/building
- Small community theater company
- Expanding mural
- Keep Lovell alive (businesses open later)
- Building to centralize classes available
- Community center (for fun, no competition)
- Employment for teenagers
- Older students mentoring youngster children at youth center
- Mentoring for troubled teens
- Youth center
- Industries, that provide benefits
- Industries, that provide benefits
- More information technology jobs
- Increase in teacher salaries
- Increase in teacher salaries
- Increase in teacher salaries
- Increase in teacher salaries
- Stop light at Shoshone and Main
- More communication with Northeast college (respect what they can do for Lovell)
- More jobs for teens
- Upgrade education in math, making students more employable
- More internships for students
- Develop awareness of what is available outside of the area
- Business park in the works completed
- Possibility of plants that use agricultural products to produce other products (such as stawboard, paper, or buy products that could generate power, etc.)
- Lack of apartment type housing
- Variety of housing (apartments to houses)
- Community Hall
- Convention Center
- Multi-purpose center
- Housing
- Government/banks working together to provide financial help
- Trans-park highway take off from Barry's point
- Teen center
- Family activities available
- Community events center
- Theatre
- Abandoned/run down houses removed or remodeled
- Drug enforcement/education (awareness that problem exists)
- Housing for employees

- Questionnaire for community asking why purchases are made out of town
- Educate people of town
- Address problems in question one (then questions in number three are answered)
- Lighting on main street
- Housing
- Organized rural development housing
- Economic development (from utility stand point)
- Building lots and housing (not in years to come but now)
- Better roads leaving Lovell
- Affordable since, multi-family housing
- Housing
- Retail of leakage inventory
- Increased landscaping on all town entrances
- Develop specialty businesses (boats, motors, snowmobile, day Sailors, gliders)
- Special events that give people involvement
- Subdivisions developed
- Introduction of some new industry, and continue to do so
- Keep theatre maintained and open
- Low income housing
- Need housing before bringing industry in
- Need children in the schools
- Heavy industry or e-commerce
- Auditorium for school
- Boys/girls club, big brother/sister program
- Kids club (no cost to attend, other than sports)
- Riding stable
- Affordable community classes offered in the evening

WHAT WAS HEARD FROM WHAT WAS SAID

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

Quality of Life

- Abundant natural resources-clean water, air, mountains, open spaces
- Safe clean town
- Climate
- Recreation
- Low crime
- Low cost of living
- Aesthetics of community – mural
- Location
- Active Art Council
- Small town atmosphere
- Religious/faith based community

Infrastructure

- State of the art telecommunications-utilized/developed
- Improvements to Main Street
- Sewer and water have room for expansion
- Stop light needed on Shoshone and Main Street
- Good paved streets

Business/Economic Development

- Tap the market you already have here
- Fill downtown retail stores
- Value added opportunities
- Business Park
- Good cluster of industry jobs
- Raise income levels
- Higher skilled employment opportunities
- Need for workforce training
- Hospitality/customer service training
- Need for retail business training
- Tourism marketing implemented
- Strengthen agricultural and mineral industry
- Expand technology business
- Market the low cost of doing business
- Recognize issues related to state sales tax
- Business recruitment incentives

Housing

- Need for affordable housing
- Range of housing options
- Fix or remove older houses
- Zoning and planning issues

Planning

- Need to coordinate resources and groups
- Need more zoning and/or enforcement
- Need for community visioning
- Need for implementation and planning for “Americans with Disabilities”
- Include youth in civic planning

People

- People come together in times of need
- Talented hard working people
- Excellent volunteers
- Address social issues (drugs, alcohol, teen pregnancy)
- Community support for student activities/community events
- Need for continuing education

Youth:	More activities/more things to do More job opportunities Involved in community events and planning
Parents:	Need for parenting skills Concern about substance abuse Good family values
Seniors:	Raise awareness of senior activities and involvement Need for senior community Excellent Senior Center/Rose City West Need for retail business and pharmacies Willing to work with the youth

Community Facilities/Services

- Excellent emergency/medical/fire services
- Lack of outdoor emergency warning system
- Need all building and sidewalks up to ADA requirements
- Excellent schools, parks and golf courses
- Long distance calling costs within county
- Available rail/air services
- Need for multi-purpose center/auditorium

GROUP SUMMARY REPORT
PRESENTED AT THE TOWN HALL MEETING
THURSDAY, NOVEMBER 30, 2000

Wyoming Resource Assessment Team

Lovell, Wyoming
November 28-30, 2000

Group Summary Report
General Observations

1. Town has assets - very close to putting it together.

A. Concentrate on:

Training: Need for partnership building/teamwork, leadership, promotions, marketing, business planning/entrepreneurship and grant writing. Use of community college

Attitude: Realize what you have is important. You can make a difference. When you have a real crisis you rally support. Consider economic development, youth and housing as the crisis of the day.

Planning: Need for a housing demand survey that looks at type (senior housing/starter housing, rentals) and affordability. Need to look at a tourism/community marketing plan, retail leakage survey and a plan that identifies a vision / future for Lovell (includes community involvement, consistent implementation, and identification of stakeholders).

Examples: a. Alternative fuel development
b. Marketing of tourism/awareness (i.e., capturing people Already in the area – colleges, universities, tours, individual travelers).

B. Town needs to effectively organize to accomplish this task by relying on resources already established in the State including nearby universities and rural development grant programs. We recommend a “Economic Development Team”. May consist of volunteers to begin the process. One person should have grant writing skills that will generate dollars to eventually form a more permanent organization.

2. Listening sessions have identified that Lovell has some social issues that should be addressed (managed) including: drug and alcohol abuse, teenage pregnancy, export of youth, low wages, and lack of parenting skills.

Example Solutions: a. Multi-purpose center/youth center – co-location adjacent to senior center
b. Involvement of youth in civic leadership – town council appoints a youth advisory council

3. Appears that Lovell has a unique problem. Most Wyoming community priorities are number 1, jobs and number 2, infrastructure. Lovell is somewhat in the reverse. It has the support of its industry, but lacks housing opportunities for its existing population or new growth. Lovell still needs to build new jobs – job diversification. Lovell should place emphasis on retention/expansion or business startup instead of only business recruitment.

Words of Wisdom

"Highways run both ways" - "If people go to Powell to buy perhaps something in Lovell can be sold to get them to drive here"

"Lets change our perception of the community - We can make a difference"

"Youth are our strength - They are our future"

"This area is a sleeper - It has not been touched"

"This is a community where people care"

"A little bit of paint and a little bit of spackling make a carpenter what he ain't."

"Never hope to find the perfect place to live in, but this is closest place I can find"

"If you don't know where your kids are , your neighbors do."

"I take great pride in living here"

"The town can do it".

"Take Care of what we have"

"Greatest export is our young people"

"Why Lovell -- Why not Lovell"

"Bury the hatchet"

"Get over it"

"If you can't make a profit you can't be in business. Lovell needs to shop in Lovell."

"Come grow with us"

"New face – inside and out"

"We wait on things to happen"

"Gateway to the most beautiful country in the world"

Major Themes

Quality of Life

Abundant natural resources – clean water, air, mountains, open spaces

Safe clean town

Climate

Recreation

Low crime

Low cost of living

Aesthetes of community - mural

Location

Active Art Council

Small town atmosphere

Religious/faith based community

Infrastructure

- State of the art telecommunications – utilized/developed
- Improvements to Main Street – continue
- Sewer and water have room for expansion
- Stop light needed on Shoshone and Main Street – other alternatives?
- Good paved streets

Business/Economic Development

- Tap the market you already have (people that live here but shop elsewhere; people that work here but don't live here).
- Fill downtown retail stores
- Value added opportunities - Alternate agriculture products, raw to final product (sugar).
- Business Park
- Good cluster of industry jobs
- Raise income levels
- Higher skilled employment opportunities
- Need for workforce training
- Hospitality/customer service training
- Need for retail business training
- Tourism marketing implemented
- Strengthen agricultural and mineral industry
- Expand technology businesses
- Market the low cost of doing business
- Recognize issues related to state sales tax – educate
- Business recruitment incentives

Housing

- Need for affordable housing – key to keeping employees in Lovell
- Range of housing options (multi-family, rentals, retirement community, assisted living, startup housing)
- Fix or remove older houses
- Zoning and planning issues

Planning

- Need to coordinate resources and groups
- Need more zoning and/or enforcement
- Need for community visioning
- Need for implementation and planning for “Americans with Disabilities” (ADA)
- Include youth in civic planning

People

- People come together in times of need
- Talented hard working people
- Excellent volunteers – more involvement from community needed
- Address social issues (i.e., drug, alcohol, teen pregnancy)

Community support for student activities/community events
Need for continuing education

Youth: More activities/more things to do
More job opportunities
Involved in community events and planning
Need for college prep courses (math)

Parents: Need for parenting skills
Concern about substance abuse
Good family value

Seniors: Raise awareness of senior activities and involvement
Need for senior community
Excellent Senior Center/Rose City West
Need for retail business and pharmacies
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