

WYOMING RURAL DEVELOPMENT COUNCIL



RURAL RESOURCE TEAM REPORT FOR ENCAMPMENT RIVER VALLEY COMMUNITY ASSESSMENT CARBON COUNTY, WYOMING MARCH 8-10, 2004

WRDC MISSION

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

THE WYOMING RURAL DEVELOPMENT COUNCIL

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

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

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

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

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

Mary Randolph, Executive Director
Wyoming Rural Development Council
2219 Carey Ave.
Cheyenne, WY 82002
307-777-6430
307-777-6593 (fax)
mrand@state.wy.us
www.wyomingrural.org

TABLE OF CONTENTS

Encampment River Valley Resource Team **March 8-10, 2004**

	Page
Process for the Development of the Team Study and Report.....	3
Executive Summary.....	4
Encampment River Valley Profile.....	6
Resource Team Members.....	12
Interview Agenda.....	13
What We Heard from What Was Said – Major Themes.....	14
Recommendations Submitted.....	16
What Was Said In the Interviews.....	49
Appendix.....	71
• Heartland Institute – 20 Healthy Community Indicators	

Any recommendations contained herein are not mandatory. The Wyoming Rural Development Council has not endorsed any recommendations and opinions contained herein. Neither the Wyoming Rural Development Council, nor any of its employees, contract labor, officers, committee chairs and/or members makes any warranty, express or implied, including warranties of merchantability and fitness for a particular purpose, or assumes any legal liability for the accuracy, completeness, or usefulness of this report or any information, recommendations or opinions contained herein.

PROCESS FOR THE DEVELOPMENT OF THIS REPORT

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

The Town of Encampment River Valley requested a community assessment from the Wyoming Rural Development Council. Roxanna Johnson along with the Town Planning Board served as the community contact and took the lead in agenda development, logistics and publicity in town for the assessment. Resource team members were selected to visit, interview citizens and develop a plan of recommended action for the town. The team members were carefully selected based on their fields of expertise that Encampment River Valley officials indicated would be needed to respond to the problem areas identified.

The Resource Team toured the town and interviewed approximately 175 people over a three-day period from March 8-10, 2004. 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 Encampment River Valley?
- ❑ What do you think are the major strengths and assets in Encampment River Valley?
- ❑ What projects would you like to see completed in two, five ten and twenty years in Encampment River Valley?

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

The oral report was presented to the people of Encampment River Valley on March 10, 2004 and many of the citizens of Encampment River Valley who participated in the interviews were in attendance.

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

EXECUTIVE SUMMARY

On behalf of the Encampment River Valley Resource Team, I want to thank the community for their support and hospitality shown us during our stay. We appreciated the warm welcome we received everywhere we journeyed. One of the many strengths of small towns is the people, and gauging from our visit, the Encampment River Valley area is no exception. Thank you very much for everything.

The enclosed report details the results of the listening sessions and provides many ideas to facilitate the communities desire to move forward proactively. Much can be done by small groups working independently on projects that interest them (i.e. Encampment Museum facilities and the Lions Club facility). However, successful community development benefits immensely from proactive planning.

PLANNING: Several of the suggestions in the report discuss planning needs, including information on the development of a Growth Management Plan and the creation of a community Project Coordinator. The report also provides a wide range of information on many potential stand-alone projects. The key will be for the community to come together and prioritize the projects, create action teams, and begin implementation. The prioritization process is a method of planning and will assist the communities in allocating resources (human and financial).

CELEBRATION is a critical component in the community development process. Celebrate each successful project. Celebrate the completion of important phases of larger projects. These celebrations provide mental and spiritual nourishment to those involved in the work of the project as well as showing the larger community that things are happening. Nothing speaks as loudly as success and completion. A “can do” attitude becomes contagious.

We trust that you will find value in this report. Individually and as a team, we look forward to assisting the community as it processes the enclosed information and begins to set priorities and moves forward to develop projects and begin implementation activities.

The Wyoming Rural Development Council and the Wyoming Business Council are here to help you in any way we can.

Wayne Jipsen

Project Coordinator

Historic Trails Resource Conservation and Development Area

521 West Cedar Street

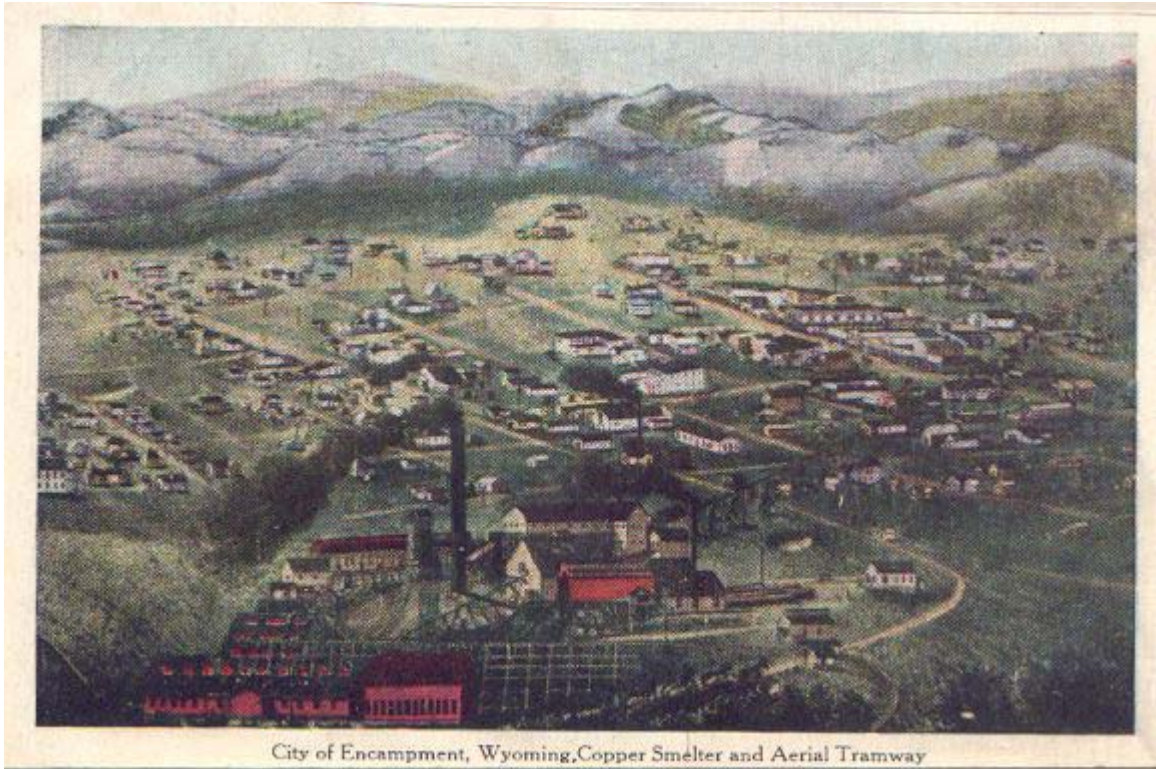
PO Box 953

Rawlins, WY 82301

Phone: 307.324.2424

Fax: 307.324.8806

Email: wayne.jipsen@wy.usda.gov



City of Encampment, Wyoming, Copper Smelter and Aerial Tramway

C.1903

ENCAMPMENT RIVER VALLEY COMMUNITY PROFILE

History of Encampment

The town of Encampment is nestled in south-central Carbon County between the Sierra Madre and Snowy Range mountain ranges. Located forty miles south of Interstate 80 and 85 miles west of Laramie, the tiny town is home to 426 people.

Encampment takes its name from the “Camp le Grande” of French-Canadian trappers who rendezvoused along the Encampment River in 1838. The area served as an early day meeting place for Indians and trappers. Later tie cutters, miners and cattlemen came to the area.

Miners had long suspected that the Sierra Madre contained a wealth of minerals and in 1896 a significant gold strike was made. Another mineral, however, transformed the region. Grand Encampment started as a boomtown in 1897, when a rich vein of copper ore was discovered in the Sierra Madre to the west.

During the peak of the copper mining days the town boasted a smelter and the world's longest aerial tramway. The town swelled to more than 3,000 residents with electricity, running water, and a fountain that spurted 75 feet into the air. Smaller towns also sprang up in several locations near the larger mines. When the copper mining industry failed in

1908, mines and towns were abandoned, the population decreased and the town settled into a more sedate pace.

Today Encampment is supported by the timber, ranching and recreation industries. Most of the streets in town are still dirt and there are only 10 businesses. The area is popular with hunters who come for deer, antelope, and elk, for photographers who enjoy the colorful autumn leaves, and for anglers who cast about for trout. The area also abounds with ghost towns from a previous era.

Encampment has been officially designated an Endangered Community by the U.S. Association of County Governments.

Encampment Copper District

Grand Encampment started as a boomtown in 1897 when sheepherder Ed Haggarty found copper several miles west of town on the west side of the continental Divide. Hordes of miners and speculators flocked to the area. Hundreds of mine shafts went down into the rocky soil.

Haggarty's find became the richest of them all. He dubbed it the Rudefeha for the first letters of the mining venture's backers – J.M. Rumsey, Robert Dean, George Ferris, and Ed Haggarty. In the first three months of digging, miners recovered \$300,000 worth of copper ore. Before long, only George Ferris and Haggarty remained as active partners, so the mine was best known as the Ferris-Haggarty.

As the wealth of the discovery became known, Chicago promoter and newspaperman Willis George Emerson purchased the mine and built a 16-mile-long aerial tram to haul the ore up over the 10,600 foot continental divide and then down to the Boston-Wyoming smelter at Encampment (elevation 7,200 feet). The tram consisted of 304 wooden towers with buckets supported on thick steel cables. Each bucket held 700 pounds of ore and moved at four miles per hour. The tram could carry almost 1,000 ton of ore per day and was powered by water flowing through a four-foot wooden pipeline. A railroad was completed from the smelter to the main Union Pacific line at Walcott in 1905, and by 1908 more than 23 million pounds of copper had been produced.

By 1902 a smelter reduction works stood on the hillside above the Encampment River. The plant, operated by the North American Copper Company, transformed copper ore into consumable metal. The company's payroll was about \$40,000 a month and Grand Encampment became the principal commercial center of the mining district. The *Saratoga Sun* reported, "Optimistic opinions were voiced predicting that Encampment would be the new 'Pittsburgh of the West,' or a second Denver, and the hope was even expressed that the town would serve as the location of the new Wyoming State Capital."

Encampment had a gravity-based water system, an electric plant, a school, and two churches. Said the *Sun*, "The town is surrounded by a rich agricultural district that is rapidly filling up on one hand with farmers and a mineral district surrounding and reaching out like the spokes of a wagon wheel."

The mining boom came to an abrupt halt after two disastrous fires destroyed the concentrating mill, the smelter, the boiler room, and the powerhouse. Combined with falling copper prices, it forced the company into bankruptcy. Soon, all sorts of illegal actions surfaced, including overcapitalization and fraudulent stock sales. By 1913 the smelter had completely shut down, and the population of Grand Encampment fell by half.

All but a few diehards left the area, and what had once been the town of Grand Encampment was eventually reduced to simply Encampment. Logging, first for ties and mine supports and later for lumber, became an important part of the economy, but the last mill closed in the 1990s, and many locals now commute to work in the Sinclair refinery or Hanna coalmines. Tourism is becoming increasingly important in the area, and retirees are attracted to the slow pace, moderate prices, and beautiful setting.

AREA ATTRACTIONS

Encampment Museum

The Grand Encampment Museum, which opened in 1966, preserves remnants of the copper-mining era and other periods of local history, which includes historic photographs and clothing, Indian artifacts, Forest Service memorabilia, and even a folding bathtub from the 1890s. Most interesting of all are the 14 historic buildings set up as a frontier town with wooden boardwalks. These include a one-room schoolhouse, a stage station, a tie-hack cabin, a bakery, and a lookout tower. Oddest of all is a two-story outhouse, which is a replica of those used by mountain residents. The lower level was used in summer, with the upper floor reserved for wintertime when the snows drifted many feet deep. Also at the museum are parts of the 16-mile-long aerial tramway that brought ore from the Rudefeha mine.

Events and Entertainment

On the first full week of February, the Sierra Madre Winter Carnival includes a variety of skiing and snowboarding contests, a casino night and melodrama, dances, and lots of other activities. One of the most popular regional events is the Woodchoppers Jamboree and Rodeo at Encampment the third full weekend of June. Begun in 1961, this is the state's largest loggers' show, including tree felling, chainsaw log bucking, hand sawing, pole throwing, and axe throwing contests. Other activities include a fun amateur rodeo, a parade, a barbecue, and a melodrama featuring "dance hall girls." In July, the Sierra Madre Mountain Man Rendezvous brings mountain men and women to Encampment.

ENCAMPMENT DEMOGRAPHIC SUMMARY

Population

The 2003 population for Encampment was 426. The population in 1990 was 462, representing a -7.79% change from 2003. It is estimated that the population in Encampment will be 401 in 2008, representing a change of -5.86% from 2003. The population is 54.02% male and 45.98% female. In 2003, the median age of the population was 46.9, compared to the U.S. median age, which were 36.1. The population density was 266.6 people per square mile.

Households

In 2003 there were 208 households in Encampment. The Census revealed household counts of 186 in 1990, representing a change of 11.83%. It is estimated that the number of households will be 206 in 2008, representing a change of -1.00% from 2003. The average household size is 2.05 persons.

In 2003, the median number of years in residence for Encampment was 3.14. The average number of vehicles per household was 2.3.

Income

The 2003 median household income in Encampment was \$38,542, compared to the U.S. median, which was \$45,128. The Census revealed median household incomes of \$24,811 in 1990 representing a change of 55.34%. It is estimated that the median household income will be \$43,542 in 2008, which would represent a change of 12.97% from 2003.

The 2003 per capita income was \$22,741, compared to the U.S. per capita, which was \$23,201. The 2003 average household income was \$48,844, compared to the U.S. average, which was \$60,600.

Race & Ethnicity

In 2003, the racial makeup of Encampment was as follows: 97.90% White; 0.00% Black; 0.19% Native American; 0.57% Asian/Pacific Islander; and 0.38% other. Compare these to the U.S. racial makeup which was: 75.06% White; 12.30% Black; 0.88% Native American; 3.66% Asian/Pacific Islander and 5.52% other.

People of Hispanic ethnicity are counted independently of race. People of Hispanic origin make up 1.43% of the 2003 population. Compare this to the U.S. makeup of 13.79%.

Housing

The median housing value for Encampment was \$58,512 in 1990, compared to the U.S. median of \$78,382 for the same year. The 2000 Census median housing value was \$86,975, which is a 48.6% change from 1990. In 1990, there were 128 owner occupied housing units in this area versus 209 in 2000. Also in 1990, there were 59 renter occupied housing units in this area versus 54 in 2000. The average rent in 1990 was \$253 versus \$366 in 2000.

Employment

In 2003, there were 362 people over the age of 16 in the labor force in Encampment. Of these 59.06% were employed, 3.49% were unemployed, 37.46% were not in the labor force. In 1990, unemployment in this area was 3.02% and in 2000 it was 0.69%.

In 2003, there were 11 employees in Encampment (daytime population) and there were 3 establishments.

For Encampment in 1990, 32.46% of employees were employed in white-collar occupations and 67.72% were employed in blue-collar occupations. In 2000, white-collar workers made up 47.61% of the population, and those employed in blue-collar occupations made up 52.39%. In 1990, the average time traveled to work was 10 minutes and in 2000 it was 13 minutes.

STATISTICS

Land area: 1.598558 square miles

Elevation: 7,323 feet

Positioned 41.20 degrees N of the equator, 106.79 degrees W of the prime meridian.

Education

The Encampment School is a K-12 public education institution. It is part of Carbon County School District #2, and has a total enrollment of approximately 125 students.

2003 Age Demographics

Population by Age

Population	Median Age	0-13	14-24	25-34	35-44	45-54	55-64	65-74	75 Plus
426	46.9	12.6%	10.6%	10.4%	12.9%	19.7%	18.0%	9.1%	6.7%

2003 Crime Index Report

Crime Index Total	Assault	Burglary	Larceny	Motor Vehicle Theft	Murder	Personal Crime	Property Crime	Rape	Robbery
70	23	55	65	21	212	92	47	129	6

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

Encampment, WY 82325
(307) 327 - 5501
TownEnc@netscape.net

Mayor	: Jim McKinney
Council People	: Billy Zeiger Mary Martin Butch Alcorn Suzette Claypool
City Clerk - Treasurer	: Susan Munson
Clerk of Court	: Doreen Allen
<u>Chief of Police</u>	: Derrek Craig
Fire Chief	: Brad Walters
Director of Public Works	: Bill Craig
Public Works Assistant	: Doug Russell
Planning Commission Chairperson	: Andy Treat
Recreation Department Chairperson	: (Position Open)
Town Engineer	: (Position Open)

Resource Team Members

Encampment, Wyoming
March 8-10, 2004

Wayne Jipsen, Team Leader

Historic Trails RC&D

P.O. Box 953

Rawlins, WY 82301

(307) 324-2424

wayne.jipsen@wy.usda.gov

Celeste Havener

94 Fox Creek Rd.

Laramie WY 82070

(307) 742-9204

celesteh@wyoming.com

Pat Robbins

Sweetwater EDA

1400 Dewar Dr, Suite 205A

Rock Springs, WY 82901

(307) 352-6874

parobbin@wyoming.com

Lorraine Werner

USDA Rural Development

1441 E. "M", Suite A

Torrington, WY 82240

(307) 532-4880, Ext 4

lorraine.werner@wy.usda.gov



Community Contact:

Roxanna Johnson

Town of Encampment

P.O. Box 5

Encampment, WY 82325

307-327-5558

ewetoyou@union-tel.com

Encampment Community Assessment Schedule of Events

Monday March 8, 2004

2:00 pm: Meet with Assessment team, Town Hall
Area and Museum Tour
6:00pm: Supper at the Bear Trap
7:30pm: Meeting at Town Hall

Tuesday March 9, 2004

6:30am: Breakfast
8:00 - 9:05am: Business
9:10 - 10:15am: Churches
10:20 - 11:00am: Break to move to school
11:20 – Noon: School
12:10 - 1:30pm: Lunch at Sugar Bowl
2:00 - 3:05pm: Emergency, EMT, Fire, Police, Search and Rescue.
3:10 - 4:15pm: General public
4:20 - 4:45pm: Break: refreshments
4:50 - 5:55pm: City Government, County etc.
6:00 - 7:15pm: Supper at the Pine Lodge
7:30 - ?? pm: Agriculture, Business Government,
County Commissioners, School board, Legislators.

Wednesday, March 10, 2004

6:30 - 7:30am: Breakfast
8:00 - 9:05am: General public
9:10 - 10:05am: Civic groups, Garden Club, Pre-School, Lions, Sororities.
10:10 - 10:30am: Break, Refreshments
10:40 - 11:40am: Review Mailed Questionnaires
11:45 – Noon: Move to Senior Center
Noon - 1:30pm: Lunch and visit with senior citizens.
1:30 - 5:00pm: Team prepares for Town Meeting
5:30 - 6:30pm: Team working Supper Catered to Town Hall
7:00 – 8 pm: Resource Team Town Meeting

What We Heard From What Was Said Major Themes in Encampment River Valley

After listening to the citizens of Encampment River Valley, the resource team reviewed what was said and condensed the comments down to a few basic statements. These are in no particular order.

Infrastructure

- Update and expand water and sewer system
- Write Growth Management Plan
- Review and revise ordinances
- Pave Roads
- Natural Gas to Encampment
- Reliable, affordable Internet Service
- Reliable phone service
- Affordable housing for seniors and rentals
- Rehabilitate and utilize old and vacant buildings (Big R, Odd Fellows)
- Medical Services including Ambulance, EMT's, home health care

Beautification

- Clean up Junk
- Clean up entryways
- Flowers, grass, etc
- Sidewalks
- Clean up vacant and abandoned buildings
- Visual screening
- Sidewalks
- Signage

Tourism

- Cooperation between motels, B&B's, attractions, events, restaurants
- Expand services
- Advertise the Town
- Advertise the Events and Attractions

Economic Development and Diversification

- Develop retail (gas station, grocery stores, hardware)
- Small business recruitment
- Jobs for kids, young adults, adults, and retirees
- Home based businesses
- Computer based businesses
- Program/resource communication and access (SBDC, WBC, MAMTC, etc)

Intellectual Capital and Community Involvement

Empowerment of non-town residents

Empowerment of youth

Cooperation between communities

Resource directory of organizations, needs, and resources

Tutoring, mentoring, SCORE

Historical Preservation and Promotion

Museum

Tram

Cemetery

Smelter

Old Mines

RESOURCE TEAM MEMBER REPORTS

Wayne Jipsen

Historic Trails RC&D

P.O. Box 953

Rawlins, WY 82301

(307) 324-2424

wayne.jipsen@wy.usda.gov

Theme: ECONOMIC DEVELOPMENT AND DIVERSIFICATION

Challenge: Lack of retail options in community. Specifically addressed in many listening session comments were the desire for a local gas station, hardware store, grocery store and an upscale restaurant.

Solution: The keys to solving this challenge in communities the size of Encampment are understanding and partnerships.

UNDERSTANDING: The business models utilized by major corporations in America today have been quite successful. They have brought consumers an almost unlimited supply of goods, and dozens of choices in every category - literally from “soup to nuts.” While this has been a boon for the average person, it has also raised our expectations of what store shelves should look like. The simple fact is that the Encampment River Valley area does not have the population base to support a Wal-Mart or a Smith’s. Successful companies follow proven models and Encampment does not fit that model. This is neither GOOD nor BAD – it just IS.

PARTNERSHIPS: These challenges can be overcome if like-minded individuals, determined to have retail opportunities in Encampment, are willing to form partnerships. There are many types of partnerships and/or cooperatives that could be utilized to bring retail businesses to the town. Partnerships provide a means of spreading the risk around.

EXAMPLE: If someone wanted to start a grocery store in Encampment, it would be very hard to develop a business plan that would entice investors. However, if that same person was able to develop partnerships with the local community that would guarantee a set amount of sales volume each month, the business plan would become much more viable. If 150 people or families pledged (via legal contract) to purchase \$100 worth of groceries/month at the store, the owner would be able to show a guaranteed income of \$15,000/month. The family would be helping to create and maintain the local business. They could spend the remainder of their food budget at either the local market or at an out of town establishment. In return for their pledge of patronage, the individual or family should be given an opportunity to help determine the types of goods the store stocks.

FINAL COMMENT: This type of partnership could be utilized for any retail business the town wanted to establish. The potential businessperson could be someone already in the town, someone new to the area, or a group of individuals. The only thing holding the community back at this time is the limits of their imagination.

Resources:

Wyoming Business Council
Tom Johnson, Southeast Regional Director
1400 East College Drive
Cheyenne, WY 82007
Phone: 307.635.7735
Fax: 307.635.7742
Email: tjohns@state.wy.us

Historic Trails Resource Conservation and Development Area Council
Wayne Jipsen, RC&D Coordinator
521 West Cedar Street,
PO Box 953
Rawlins, WY 82301
Phone: 307.324.2424
Fax: 307.324.8806
Email: wayne.jipsen@wy.usda.gov

Theme: INTELLECTUAL CAPITAL AND COMMUNITY INVOLVEMENT

Challenge: Many of the problems identified by community members during the listening sessions had one thing in common – a general lack of communication. In some instances we found that things were already being done to address an issue that was brought up, but many people did not realize it. In other cases we saw where a lack of communication meant that some problems or opportunities were going unaddressed because they were not coming to the attention of the appropriate entities.

Solution: One potential solution would be to use the Community Assessment Follow-up process as a mechanism to enhance communication. Community members could agree to hold a monthly potluck for one year. Each meal would be followed by an informal public meeting. Meetings could begin with an update on projects that are underway or that have been completed. In addition, each meeting would have a special topic to be addressed. Speakers could be brought in to provide information and technical assistance. A facilitated discussion could follow and action committees could be established if necessary.

Resources:

Historic Trails Resource Conservation and Development Area Council
Wayne Jipsen, RC&D Coordinator
521 West Cedar Street
PO Box 953
Rawlins, WY 82301

Phone: 307.324.2424

Fax: 307.324.8806

Email: wayne.jipsen@wy.usda.gov

Theme: BEAUTIFICATION

Challenge: The desire for a cleaner community was expressed many times and in many ways during the listening sessions. Areas of public concern included: vacant lots; "junk" in yards and along streets; and the industrial areas of the Encampment River Valley. On the surface, clean-up campaigns appear to be a relatively simple endeavor with potential for quick fixes to the problem. However, the twin issues of personal property rights and "one person's trash is another person's treasure" frequently team up and either slow the progress of clean-up efforts or prevent them from even being initiated.

Solution: This challenge is generally best addressed through a phasing process. It is frequently best to begin with the public areas that everyone can agree need cleaned up. As the town begins to look nicer following community clean-up days and a more concerted effort to keep the public areas clean, then some of the residents will begin to clean their properties also. As the contagion spreads, peer pressure begins to build and influence individuals.

The final phase of the process, if necessary, is to develop, implement and enforce town ordinances relating to the issue. Although this phase has the potential to be very contentious within a community and is not recommended as a first step, only the community in question can determine the final direction and extent of a beautification program.

Resources:

The City of Rawlins had many of the same issues identified during its Community Assessment process in September 2001. In response to this challenge the City has worked hard to clean up its properties and to develop and implement appropriate ordinances for the storage and removal of "junk" or unused vehicles, the removal of unsafe structures, etc. Although this process takes time, the city is slowly but steadily beginning to gain control of the issue. The city manager has agreed to share lessons learned.

City of Rawlins

Dave Derragon, City Manager

521 West Cedar Street

PO Box 953

Rawlins, WY 82301

Phone: 307.328.4500

Theme: INTELLECTUAL CAPITAL AND COMMUNITY INVOLVEMENT

Challenge: The listening sessions identified a great many specific projects, which the community is interested in pursuing. They also identified a perceived lack of human and financial resources to accomplish many of the potential projects.

Solution: There are many sources of funding available for most of the proposed projects. The real challenges are to:

- Thoroughly plan and develop these project proposals • Turn these proposals into appropriate grant application packages
- And finally, to connect the funders with the communities One way to address this challenge is to develop a cadre of well-trained grant writers. The expenses associated with developing grant writing expertise is frequently recouped many times over through the successful funding of community projects by the grant writers. The Western Wyoming Resource Conservation and Development Council host an in-depth 4-day grant writing workshop each year that covers these challenges and provides a quality training experience.

Resources:

Western Wyoming Resource Conservation and Development Area (Workshop sponsor)
1471 Dewar Drive, Suite 106
Rock Springs, WY 82901-5851
Phone: 307.382.3982

Wyoming Rural Development Council (provide scholarships)
Mary Randolph, Executive Director
2219 Carey Ave., Cheyenne, WY 82002
Phone: 307.777.6430
Fax: 307.777.6593
Email: mrando@state.wy.us

Wyoming Business Council (sometimes they provide scholarships)
Tom Johnson, Southeast Regional Director
1400 East College Drive
Cheyenne, WY 82007
Phone: 307.635.7735
Fax: 307.635.7742
Email: tjohns@state.wy.us

Theme: INTELLECTUAL CAPITAL AND COMMUNITY INVOLVEMENT

Challenge: One of the challenges in small communities is lack of resources to undertake projects. Yet, many of the resources are actually available, but unidentified.

Solution: Create a “Project Coordinator” position within City Hall. This could easily be a volunteer position. The Project Coordinator would establish and maintain an inventory of projects that are desired, being planned and/or being undertaken by the various entities in town (city, church groups, civic groups, school groups, etc.). The Project Coordinator would compile a similar list of the resources that each group has at their disposal (tools,

equipment, supplies, etc.). A list of project needs would be kept also. Using this information, the Project Coordinator could match up needs from one organization with resources from another. And finally, as the community develops a cadre of trained grant writers, the Project Coordinator could help to match them up with projects that could utilize their expertise. This is really just another form of organized COMMUNICATION.

Resources:

Historic Trails Resource Conservation and Development Area Council

Wayne Jipsen, RC&D Coordinator

521 West Cedar Street

PO Box 953

Rawlins, WY 82301

Phone: 307.324.2424

Fax: 307.324.8806

Email: wayne.jipsen@wy.usda.gov

Pat Robbins

Sweetwater EDA
1400 Dewar Dr, Suite 205A
Rock Springs, WY 82901
(307) 352-6874
parobbin@wyoming.com

Introduction: This was my first visit to Encampment and I thoroughly enjoyed my stay. The community is surrounded by beautiful scenery and, while not on a major transportation corridor, could easily become a destination for those wishing to utilize and enjoy the wonderful surrounding area and all it offers. The community has several strong assets, including the school and the youth in the community, the variety of community, civic and social groups and their large volunteer base, and the willingness of such a large percentage of the area to become involved in the assessment process. The community has great potential for growth. Several of the key components are already in place but need to be coordinated to accomplish the preliminary goals the community outlined. Once the City begins to visually clean up the community, defines target markets and potential growth areas, and increases promotion of the town, economic growth and diversification will become more attainable.

Theme: INFRASTRUCTURE

Challenge: The residents of Encampment would like to see controlled growth of the local population that would facilitate growth in the business community. They would also like to see the community cleaned up and ordinances reviewed and enforced. Additionally they would like to see business expansion that would require expansion of the existing infrastructure including water, sewer, and street improvements. The challenge is in producing a written plan for this growth that takes into consideration the community's strengths and weaknesses, potential for growth and the target markets that the community would like to pursue.

Solution: The Town of Encampment needs a Growth Management Plan. This plan would provide a comprehensive document, which would outline the town of Encampment's strengths, weakness, threats and opportunities. The plan would provide a road map for controlled, responsible growth using the town's strengths and opportunities to determine realistic target markets. The plan would include all current zoning maps and ordinances and defined areas for growth including residential, commercial, and industrial. The plan would include a comprehensive inventory of all businesses currently in operation and those the community would like to see established. The plan would also look at current infrastructure, including its age and life expectancy and capacity for growth. This process was used recently in Wamsutter, Wyoming, and has provided that community with an objective overview of the community as well as realistic target markets for future growth.

Resources: Funds for the plan may be obtained by submitting a Planning Grant to the Wyoming Business Council's Community Development Block Grant program. The grant provides up to \$25,000 for planning and requires a 25% cash match.

Tom Johnson, Wyoming Business Council Regional Director
Laramie County Community College
1400 E College Drive
Cheyenne, Wyoming 82007

Or

Steve Achter
Community Development Director
Wyoming Business Council
214 W. 1st Street
Cheyenne, Wyoming 82002

Theme: INFRASTRUCTURE

Challenge: The water and sewer system for the community is not designed for expansion, whether that would be for commercial, residential or industrial. In fact, in recent years there has been a concern about the adequacy of the supply during the summer. The town does not have the monies available to upgrade and expand the current system.

Solution: Infrastructure dollars can be obtained for municipally owned systems such as water lines, sewer systems, fiber optics, roads and sidewalks to assist businesses. The funds are available through the Wyoming Business Council's Community Development Block Grant Funds. The maximum dollars available per project are \$300,000. Funds are also available to upgrade municipal water systems through the Wyoming Water Development Council.

Resources:

Tom Johnson, Wyoming Business Council Regional Director
Laramie County Community College
1400 E College Drive
Cheyenne, Wyoming 82007

Or

Steve Achter Community Development Director
Wyoming Business Council
214 W. 15th Street
Cheyenne, Wyoming 82002

Theme: BEAUTIFICATION

Challenge: The entranceways into the community appear un-kept and a variety of old, abandoned businesses line the main street. Side streets, which are not paved, are difficult to navigate and do not have sidewalks. There appears to be a lack of enforcement of ordinances regarding old abandoned vehicles and appliances in the residential areas.

Solution: The community should organize several community wide cleanups. The first could be done in conjunction with National Volunteer Day in May. Organization of the community cleanup should include representatives from all of the local community groups and the youth. Rock Springs organized a clean up last spring that was highly successful. The City held an organizational meeting and set a date. Utilizing representatives from each of the different businesses, services and civic organizations, different sections of town were selected for assistance for clean up. The groups then recruited their own volunteers. After a full day of garbage pick up, the City hosted a BBQ in the City Park where all volunteers were given t-shirts from the City. The program was highly successful and will continue this year.

Resources:

The City of Rock Springs
Mayor Tim Kaumo
212 D Street
Rock Springs, Wyoming 82901
(307) 352-1510

Theme: BEAUTIFICATION

Challenge: The entranceways into the community appear un-kept and a variety of old, abandoned businesses line the main street. Side streets, which are not paved, are difficult to navigate and do not have sidewalks. There appears to be a lack of enforcement of ordinances regarding old abandoned vehicles and appliances in the residential areas.

Solution: The Town currently provides one day a year in which the garbage collection facility provides free disposal of old appliances and vehicles. This should be expanded to several days a year, possibly once a month. Citizens that have items to be disposed of, and are not able to due to age or access to a vehicle, should be able to call the town hall, which would have a list of volunteers that would remove the item at no charge.

Resources: N/A

Theme: Beautification

Challenge: The entranceways into the community appear un-kept and a variety of old, abandoned businesses line the main street. Side streets, which are not paved, are difficult to navigate and do not have sidewalks. There appears to be a lack of enforcement of ordinances regarding old abandoned vehicles and appliances in the residential areas.

Solution: The art department at the high school, as well as the art classes in the lower levels, should become involved in the community clean up. Owners of abandoned buildings should be contacted and the students could paint murals on the windows. This would add some color to the downtown, liven up the old buildings and help establish a sense of pride and ownership with the local youth and should cut down on vandalism.

Resources:

Encampment K-12 School
514 Rankin Avenue
Encampment, WY 82325
(307) 327-5142

Theme: BEAUTIFICATION

Challenge: The entranceways into the community appear un-kept and a variety of old, abandoned businesses line the main street. Side streets, which are not paved, are difficult to navigate and do not have sidewalks. There appears to be a lack of enforcement of ordinances regarding old abandoned vehicles and appliances in the residential areas.

Solution: The addition of planters along the entranceways and main streets would greatly enhance the area and the impression provided to first time visitors. Several Wyoming cities and towns have incorporated this idea, including Lander, Green River and Rock Springs. Most communities purchase the planters out of municipal funds and have local businesses or families “adopt” them by planting flowers, which the city maintains. Other communities have been more resourceful. Gillette designated garden “spots” around town and local groups, families and businesses adopt them and plant and maintain the areas. Small signs designate the responsible party for each site. During the colder months of the year, pine boughs can be placed in the area for a nice, fragrant cover. During the winter, several committees decorate the trees on main streets with lights through an “adoption” process. Businesses pay a fee for the tree, provides the lights, a sign and the manpower, including removal after the holidays. In Green River, for example, sections of the main street did not have trees. The Chamber of Commerce purchased small artificial trees, which they then adopted out.

Resources:

City of Green River
Roger Moellendorf
Parks and Recreation Department Director
20 E N North
Green River, Wyoming 82935

Janet Hartford, Director Green River Chamber of Commerce
541 E. Flaming Gorge Way
(307) 875-5711

Saratoga-Platte Valley Chamber of Commerce
115 W Bridge Street Saratoga, WY
(307) 326-8855

Theme: BEAUTIFICATION

Challenge: The entranceways into the community appear un-kept and a variety of old, abandoned businesses line the main street. Side streets, which are not paved, are difficult to navigate and do not have sidewalks. There appears to be a lack of enforcement of ordinances regarding old abandoned vehicles and appliances in the residential areas.

Solution: The lack of sidewalks decreases the town's physical appearance and makes it difficult for visitors, residents, seniors, and physically challenged people to get around. In keeping with the historical strength of the area and the look of the Encampment Museum, wooden sidewalks would be a great asset. Given the reopening of the sawmill, the opportunity exists for some type of agreement to obtain lumber at a reduced rate to facilitate the construction of the sidewalks. Local communities groups could assist with the labor. Not only will this help the new owners of the sawmill feel like part of the community, but also it will promote their products as well as enhance the streets.

Resources: N/A

Theme: TOURISM

Challenge: Currently Encampment seems to be a well-kept secret to most of the state and the region. Limited information is available on the Internet, which is the preferred choice for information for a large majority of travelers these days. Limited signage from the interstate, the highway and upon entering town also limits opportunities to entice visitors. Though a variety of restaurants, motels, and Bed and Breakfast exist, there appears to be little cooperation and cross promotion of the accommodations and services in the area.

Solution: The school principal proudly told us of the vocational tech and art programs at the school, including the students' work in metal works. These students, and their talents, should be utilized in the design and construction of large, durable metal signs that should be placed along the highway welcoming people into town. Signage should also be utilized to direct visitors to the various attractions and facilities in town. Contact should be made with the Wyoming Department of Transportation about increased signage along the highway.

Resources: N/A

Theme: TOURISM

Challenge: Currently Encampment seems to be a well-kept secret to most of the state and the region. Limited information is available on the Internet, which is the preferred choice for information for a large majority of travelers these days. Limited signage from the interstate, the highway and upon entering town also limits opportunities to entice visitors. Though a variety of restaurants, motels, and Bed and Breakfast exist, there appears to be little cooperation and cross promotion of the accommodations and services in the area.

Solution: Establish a cooperative between the restaurants and hotels. It can be formal through the formation of a restaurant and lodging board, or informal. Keep an inventory of hotel rooms, restaurants hours, and menus so that businesses can cross-refer. Establish a phone tree for when hotels fill up and pass tourists on to the next property with available space. Contact each other when events, activities, etc., take place. Hospitality training should be provided to all employees in the area so they are informed about events, attractions and facilities. Make sure all events and attractions are communicated with the Platte Valley Chamber of Commerce, which is a tremendous resource to the area and well informed about the town.

Resources: N/A

Theme: TOURISM

Challenge: Currently Encampment seems to be a well-kept secret to most of the state and the region. Limited information is available on the Internet, which is the preferred choice for information for a large majority of travelers these days. Limited signage from the interstate, the highway and upon entering town also limits opportunities to entice visitors. Though a variety of restaurants, motels, and Bed and Breakfast exist, there appears to be little cooperation and cross promotion of the accommodations and services in the area.

Solution: Visibility on the Internet is vital to tourism promotion. When we did a search for Encampment, the resource team had to scroll down to the 32 web page listed to find information, and that was limited to the Museum. Most people will give up the search prior to that. The school has Internet access and students with the skill sets and interest to help solve this problem. Create a web page for the town utilizing school kids, with links to all businesses in the area with sites. (The art classes could also assist in providing design and photographs for the pages.) Links should also be made to the State Division of Tourism and all other tourism related pages that can be identified.

Resources:

There are a variety of free advertising opportunities through the Wyoming Division of Tourism, including events and accommodations. One such opportunity for restaurants is the ability to put online coupons on the state tourism web page. The Wyoming Visitor's Guide also provides free listings for all campgrounds, restaurants, hotels, and bed and breakfasts. The Division of Tourism also coordinates a variety of familiarization tours to

travel writers and tour operators. Encampment could participate in these opportunities to help familiarize outsiders with the community assets.

Dianne Shober
Director Wyoming Division of Tourism
214 W 1st Street
Cheyenne, Wyoming 82002

Theme: ECONOMIC DEVELOPMENT

Challenge: Once a Growth Management Plan has been completed, target markets for business expansion and recruitment should become apparent. The Wyoming Business Council completed a regional target market analysis about four years ago, which defined targets for recruitment. Communication between the Town and Encampment, Carbon County Economic Development (CCED), and the Regional Office of the Wyoming Business Council (WBC) is essential in determining a strategy for business expansion and requirement.

Solution: Contact the Wyoming Business Council for a copy of the Deloitte and Touche Target Market Analysis to review past strategies. Participate in the updated study, which should be completed before the end of the year.

Resources:

Den Costantino
Director of Business and Industry
Wyoming Business Council
214 W 15th Street
Cheyenne, Wyoming 82002
(307) 777-2842

Theme: ECONOMIC DEVELOPMENT

Challenge: Once a Growth Management Plan has been completed, target markets for business expansion and recruitment should become apparent. The Wyoming Business Council completed a regional target market analysis about four years ago, which defined targets for recruitment. Communication between the Town and Encampment, Carbon County Economic Development (CCED), and the Regional Office of the Wyoming Business Council (WBC) is essential in determining a strategy for business expansion and requirement.

Solution: Create a marketing strategy, including a web page and printed collateral to focus on target markets. Include an inventory of available space, labor pool and costs, and incentives available to businesses. Target markets should also include home-based computer jobs, small business, and retail. Once markets are determined, the CCED and the WBC can help promote Encampment through participation in trade shows, recruitment trips and cooperative advertising opportunities.

Resources:

Tom Johnson,
Regional Director
Wyoming Business Council
Laramie County Community College
1400 E College Drive
Cheyenne, Wyoming 82007
(307) 635-7735

Jay Grabo
Director Carbon County Economic Development
PO Box 487
Rawlins, Wyoming 82301
(307) 328-2651

Theme: INTELLECTUAL CAPITAL

Challenge: Encampment has a large pool of retirees, which is a huge source of business expertise and knowledge. Encampment also has a large percentage of school students who are committed to their community and have a variety of skills and talents, including knowledge of the Internet, but feel that they have no voice in their community. Finally, Encampment has an abundance of civic organizations that have a large volunteer base.

Solution: Develop a resource directory that identifies all the service and civic groups, school groups, religious groups and volunteer groups. The directory should include a contact name and phone number, as well as a list of needs. The needs lists will allow organizations to provide resources where needed. The directory will help groups with similar interests to collaborate and assist each other, as well as avoid duplication.

Resources: N/A

Theme: INTELLECTUAL CAPITAL

Challenge: Encampment has a large pool of retirees, which is a huge source of business expertise and knowledge. Encampment also has a large percentage of school students who are committed to their community and have a variety of skills and talents, including knowledge of the Internet, but feel that they have no voice in their community. Finally, Encampment has an abundance of civic organizations that have a large volunteer base.

Solution: Empower the youth in the community by placing them on committees. Provide them a voice in the future of Encampment, which will help them feel invested. This can be done by placing them on committees. Another great way to involve them is to help them take an active role in the Town government. The City of Green River has “Youth in Government Day” in which each City Council member and the department heads have a student spend the day with them and then site with them at a Council Meeting. This

provides them with an in-depth view of the role of City Government. The City of Rock Springs has students shadow the Council and department heads for one day a month and then join them for Council meetings.

Resources:

Barry Cook
City Administrator City of Green River
50 E 2 N
Green River, Wyoming
(307) 872-0500

Mayor Timothy Kaumo
City of Rock Springs
212 D Street
Rock Springs, Wyoming
(307) 352-1510

Theme: INTELLECTUAL CAPITAL

Challenge: Encampment has a large pool of retirees, which is a huge source of business expertise and knowledge. Encampment also has a large percentage of school students who are committed to their community and have a variety of skills and talents, including knowledge of the Internet, but feel that they have no voice in their community. Finally, Encampment has an abundance of civic organizations that have a large volunteer base.

Solution: In order to ensure ongoing dialog between citizens in Encampment and the surrounding area, some type of scheduled organized meetings should be held. The Sweetwater Economic Development Association hosts a quarterly meeting with all of the elected officials in Sweetwater County. The no-host dinner provides an opportunity for an information session as well as a time for the groups to share interests and concerns and socialize.

Resources:

Patricia Robbins, Director Sweetwater Economic Development Association
1400 Dewar Drive
Suite 205 A
Rock Springs, Wyoming 82901
(307) 352-6874

Lorraine Werner

USDA Rural Development
1441 E. "M", Suite A
Torrington, WY 82240
(307) 532-4880, Ext 4
lorraine.werner@wy.usda.gov

Introduction: My name is Lorraine Werner, I work for USDA Rural Development as a Rural Development Loan Specialist. I have been in the Torrington Office for more than 3 years and with USDA for 9 years.

Theme: INFRASTRUCTURE

Challenge: Water and Sewer System in the Town needs to expand, and replacement of old sewer and water lines.

Solution: The first real area would be to have a water assessment for the town and to have the old lines inspected. You could then discuss the findings, and implementation of a updated water and wastewater system for the whole town.

Resources:

Rural Utilities Program can do project financing and tech assistance for water services.

Contact Name:

Billie Kirkham

508 N. Broadway

Riverton, WY 82501-3597

Phone (307)856-7524 ext. 4

Fax (307)856-2383.

Another source for water assessment and implementation is
Brian Mark, Wyoming Department of Environmental Quality, Water Planning and
Assessment

Herschler Bldg.,

4W, 112 W. 25th St.

Cheyenne, WY 82002,

(307)777-6371

Then we also have the Abandoned Mine Lands AML, Same Building (307)777-6145, I called and your area is eligible for their program.

Theme: INFRASTRUCTURE

Challenge: Several people discussed the natural gas issue, and felt the town needed to have natural gas, rather than propane

Solution: I called the Kinder Morgan folks out of Laramie, and was told that the town should contact them directly to discuss bringing it over from Saratoga to Encampment.

Resources:

Kinder Morgan
416 W. 3rd Street
Laramie, WY
(307)745-7076

Theme: AFFORDABLE HOUSING

Challenge: Affordable housing for seniors, and low income and very low income residents

Solution: There are many programs available to people to purchase homes with little or no money down. USDA Rural Development has several programs, including our 502 and 504 programs. 502 programs are for low and very low applicants to purchase homes based on income with a subsidized interest rate. We also have guarantee home loan programs to help low and moderate income applicants to purchase homes with no money down. Our 504 program makes loans to very low-income people at 1% interest to repairs homes they already own, and our 504-grant program has grant money for senior homeowners up to \$7500.00 to repairs health and safety features.

Resources:

For more information contact:
Billie Kirkham RDM
508 N. Broadway
Riverton, WY 82501-3597
(307)856-7524 ext 4.

In this office you may also contact Yvette Wilson, and Marilyn Komrs, RD Specialists

Theme: BEAUTIFICATION

Challenge: Challenge: The team heard time and time again that the community needs a general clean up. We were told vacant lots with overgrown weeds abound, junk and discarded cars are numerous, all giving the town an unsightly appearance. Also, animals run loose, particularly dogs, a condition that concerns many towns' people. People want something done about this situation.

Solution: Solution/Contact: The team understands a number of ordinances are on the books that could, if enforced, be used to solve these problems. Cost of enforcement as well as personnel may be an issue, however, there is, based on input from people at listening sessions, support in the community for enforcement. It is a matter of the town council deciding that the codes need to be enforced.

Resources: This must be addressed by the town

Theme: BEAUTIFICATION

Challenge: Challenge: The citizens of Encampment would like to see the town cleaned up and beautified. This would include the planting of trees, flowers on Main Street, removal of discarded vehicles and weeds from vacant lots. Older buildings need to be made more attractive, also.

Solution: Clean Up, Paint Up and Spruce Up Campaign. This could be accomplished by establishing one Saturday, i.e. third Saturday in May. Have a team leader for each category: Tree Planting -- Flowers on Main Street -- Vacant Lots -- Buildings Each team leader would contact citizens to be a member of their team, identify where trees are to be planted; which lots are to be cleaned; build and plant flower boxes for Main Street; and painting of buildings. Contact the owner of the respective building, vacant lot, or business to see if they will pay for the materials and the volunteers provide the labor. There could be a picnic in the park at the end of the day to celebrate working together.

Resources:

Trees are available from:
USDA Natural Resource Conservation District
1560 C. Johnston St.
Wheatland, WY 82201
307 322 4050

State of Wyoming Forestry Division
Mark Hughes
1100 W 22nd Street
Cheyenne, WY 82002
307 777-7586

The State of Wyoming Forestry Division has a grant program, which is designed as a cost share program with grants ranging from \$300 - \$3,000. This is an annual grant program with a deadline of February 1 and is designed for planting of larger trees. If a community has not received assistance or never applied, they have a higher priority when the grants are awarded.

Theme: ECONOMIC DEVELOPMENT AND DIVERSIFICATION

Challenge: With the exception of the sawmill reopening, Encampment has no real economic base, and although a large business with many jobs would be welcome a smaller diverse business base is recommended for an even steady rate of growth. This could be done in several ways.

Solution:

Solution 1. USDA Rural Development has a Business and Industry loan Guarantee Program. This program allows for higher loan amounts with less equity injection, lower interest rates and longer repayment terms. The benefits to Lenders are several. It allows the lender to expand their loan portfolio, improve rural communities, reduces concerns regarding collateral and appraisal issues, which often happen in smaller communities. These loans originate with your local lender, but for more information please contact the resource listed below.

Solution 2. Small Business Development Center (SBDC) provide services including Consulting to develop business plans, training programs, workshops to answer questions, resource library and referral programs to agencies, organizations and companies who may be able to assist you. You do not have to be in business to use the services; you only have to consider opening a business.

Solution 3. Wyoming Womens Business Center provides training, business counseling and marketing assistance to women who would like to start a business and to women who already own a business. WWBC has implemented a micro credit loan program to assist women in obtaining the financial assistance they need to start their own business.

Solution 4. Not only can these resources help with starting new businesses for adults; they could also work with young entrepreneurs. Kids start businesses every day. Hold meeting with your local businesses, school officials and your young people. Type of businesses could include cottage businesses run during summer months to attract tourists.

Resources:

Resource 1: Billie Kirkham, Community Development Manager USDA Rural Development 508 N. Broadway Riverton, WY 82501-3597

Resource 2: Bill Ellis, Regional Director P.O. Box 1168 1400 Dewar Dr., Suite 205 Rock Springs, WY 82902-1168 Comm: 307-352-6894 or 800-383-0371 Fax: 307-352-6876 E-mail: bellis@uwyo.edu

Solution 3: Wyoming Womens Business Center University of Wyoming Campus Wyoming Business & Technology Center P.O. Box 3661 Laramie, WY 82071 Comm: 307-76-3084 or 888-524-1947 Fax: 307-766-3085 E-mail: wwbc@uwyo.edu Comm: 307-856-7524 ext. 4 Fax: 307-856-2383 E-mail: billie.kirkham@usda.wy.gov

Resource 4: Rural Entrepreneurship Through Action Learning Rick Larson, REAL Director 115 Market Street, Suite 320 Lyman Assessment Report, March 2002 54 Durham, NC 27701 Comm: 919-688-7325

Theme: INTELLECTUAL CAPITAL AND COMMUNITY INVOLVEMENT

Challenge: Young entrepreneurs bring me to the issues of the young people of Encampment. Kids are the best assets your community has. Really, what is the point of

making your community a great place to live unless your children can raise their children in Encampment. We heard the “nothing to do” statement over and over, but when asked the majority of the kids in Encampment wanted to stay in Encampment after they finished school.

Solution: The best way to get the young people of Encampment involved in their community is through volunteerism. Powell High school has a program that requires a portfolio to be written for each student. This is not an option but a requirement for graduation. This includes community/family service. This service can include everything from sitting on the city council as a youth advisor, clean up work for the city, work at the senior center, to umpire work at the baseball diamonds. It would be up to the school board, students, and city as to what may be included. Powell High School tells me their students are eligible for more college scholarship money because of the volunteerism. Community service is only one part of the portfolio package Powell High requires. For more information, please contact:

Resources:

Powell High School
Attn: Joann Hirsig
160 N. Evarts
Powell, WY 82435-2730
Comm: 307-754-2215

Theme: TOURISM

Challenge: The need for tourism opportunities; specially, the need to capture more tourism from Saratoga traffic; was mentioned repeatedly. Currently, this traffic has not many reasons to stop in Encampment and spend time or money.

Solution: Form a local tourism task force that includes local community leaders, public officials, and your Regional Director from the Wyoming Business Council. Utilize this task force as a tool to work towards the deployment of tourism opportunities in Encampment. Then contact tourism expertise in the Travel and Tourism Department of the Wyoming Business Council to begin strategic planning.

Resources:

Travel and Tourism, Diane Shober, Director
Wyoming Business Council
214 W. 15th Street Cheyenne, WY 82002
Phone: 1-307-777-2808

Theme: TOURISM/HISTORICAL

Challenge: The biggest problem is getting people to stop in Encampment. People are driving past to get to Saratoga, but the road goes both ways.

Solution: Host events in Encampment. These could include family activities. Keep some of the events to single day projects to get people over from Saratoga. Remember people living in Saratoga want to get out of town too, even if it's a day event. The key to hosting an event is not the event itself but the advertising of the Event and the participation of the community to make sure the event is fun. If people have fun, they will come back. Take advantage of what you have. A shooting range was discussed. A call to the Wyoming NRA may get you information about development, grants, and hosting rifle shoots. You could have band concerts with amateur groups from all over Carbon County. I feel Historical value of Encampment is a strong selling point, but could be made even better. There are grants for beautification and construction of walking/jogging paths and restoration and preservation.

Resources:

David Young Wyoming Department of Transportation
5300 Bishop Blvd.
Cheyenne, WY 82009
Comm: 307-777-4384
E-mail: dyoung@state.wy.us

Or

Joann Buster
Grants Program Specialist
State Parks and Historic Sites
122 W. 25th Street
Cheyenne, WY 82202

Celeste Havener

94 Fox Creek Rd.
Laramie WY 82070
(307) 742-9204
celesteh@wyoming.com

Introduction: First let me say thank you to the wonderful folks in Encampment. The community is beautiful not just from a landscape point of view; there are a number of great people in the community. I want to thank you for wonderful hospitality and great food. I have driven by Encampment a good many times and often thought ‘I would like to know more about this town’. Now that I have spent some time with you, I know I want to come back and explore the area some more.

Theme: INFRASTRUCTURE

Challenge: Many residents expressed concerns about infrastructure issues in Encampment. Specifically the water and roads were mentioned. The city water in Encampment needs to be addressed. Residents in some areas have to leave water running all winter to keep the pipes from freezing. There are areas where the water pipes still have wooden gaskets.

Solution: Well designed, quality infrastructure is needed for both sustainability and growth in a community. Having a well-designed assessment of the community’s current and projected infrastructure will determine needs, concerns and priority of projects. The Midwest Assistance Program (MAP) is available to help the city with technical assistance to obtain or expand water or wastewater facilities. The agency will provide needs assessments, income surveys, financial packaging, application preparation, construction supervision, and other initial help necessary to put facilities into place.

Another valuable resource to help with infrastructure planning, specifically water engineering is the Wyoming Water Development Commission (WWDC). Funding once a need for water infrastructure projects is determined Funding is often available. The Midwest Assistance Program administers a Revolving Loan Fund (RLF) specifically for small communities. This funding can provide short and intermediate term financing for pre-development, construction and capital financing of community water and waste programs.

The Wyoming Office of State Lands and Investment operates two revolving loan funds specific to water and waste issues. The Drinking Water Revolving Loan Fund provides low interest loans for drinking water projects. Another potential source of funding would be The Clean Water Revolving Loan Fund. It provides low interest loans to governmental entities for wastewater, storm water and nonpoint pollution control projects.

A third resource for funding water and waste programs is the Wyoming Water Development Commission. The Wyoming Business Council provides Community

Development Block Grants to funding projects like water and waste initiatives. Encampment can work with the USDA Rural Development for assistance with water and waste problems. Encampments size is well within the parameters the USDA RD likes to work with. The Water and Waste Disposal Loans/Grants Program provides financing for the development of water and waste disposal systems, including storm drainage. Priority is given to public entities in with less than 5,500 people to restore a deteriorating water supply, or to improve, enlarge or modify a water facility or an inadequate waste facility. The program gives preference to projects that serving low-income facilities or merge small facilities.

Resources:

Midwest Assistance Program

Dan Coughlin

Box 1350

Casper WY 82601

307.265.0855

307.265.0824 (Fax)

danmap@qwest.net www.man-inc.org

Wyoming Water Development Commission

Lawrence (Mike) Besson

6920 Yellowtail Road

Cheyenne WY 82002

307.777.7626

307.777.6819 (Fax)

waterplan@state.wy.us.

wwdc.state.wy.us

Clean Water State Revolving Loan Fund

Marijean Stephen

Office of State Lands and Investments

122 West 25th Street

Cheyenne, WY 82002

307.777.7453

307.777.5400 (Fax)

jsteph@state.wy.us

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

Drinking Water State Revolving Loan Fund

Rebecca Webb

Office of State Lands and Investments

122 West 25th Street

Cheyenne WY 82002

307.777.6046

307.7777.5400 (Fax)

rwebb@state.wy.us

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

USDA Rural Development
Southeast office

CDBG Planning and Community Development
Steve Achter
Director Investment Ready Communities
Wyoming Business Council
214 West 15th St.
Cheyenne WY 82002
307.777-2811

Theme: INFRASTRUCTURE

Challenge: Affordable housing was a concern voiced at many listening sessions. The USDA RD provides many services to address these issues, with specific programs aimed at seniors.

Solution: The USDA Rural Development Contact for the Encampment area is Lorraine Harrison who was on the assessment team. The USDA has numerous programs for housing for low income. Work with Lorraine Harrison (Assessment Team Participant) to identify programs that will work for Encampment. Have information about these programs posted in the senior center, the library and the town hall to be visible to all who might participate in them. Another source of funding for these homes is the Wyoming Community Development Authority (WCDA). They have numerous programs including the HOME Investment Partnership Program, Community Development Block Grant Program, and the Low Income Housing Tax Credit Program. The Small Business Association also has a program for local builders to finance construction of homes. USDA Rural Development programs for affordable housing include; Guaranteed Rural Housing Loans Home Ownership Loans Section 504 Rural Home Repair Loans and Grants Rural Rental Housing Loan (Section 515) Rural Rental Housing Guaranteed Loans (Section 538) Housing Preservation Grants Self Help Housing

Resources:

WCDA
Cheryl Gillium
Housing Programs Director WCDA
155 N. Beech Street
Casper WY 82602

Small Business Administration
Dave Denke
100 East "B" Street
Casper WY 82601

307.261.6523

www.dave.denke@sba.gov

USDA Rural Development - Torrington Office

THEME: INFRASTRUCTURE

Challenge: Rehabilitate and utilize old and vacant buildings

Solution: Encampment has done a great job with plaques on historical buildings in town. By going the next step and identifying the buildings with potential for historical registry potential, the town can determine which buildings could be eligible for restoration funds. The town has a great number of people interested in its history, from the snowbirds to high school students. The community could form a historical committee specific to identifying and buildings eligible for the historical register. Once the identification is complete the committee could pursue the status for some of the buildings. This could be a great program for students to get hands on in the community; it could possibly serve as the basis for school credit. It would also give them excellent experience for college level class work. Professors look favorably on students who do this type of work when they consider scholarships, grants and hiring.

Resources: The high school! Identify young adults interested in working on this project, and then find some adults knowledgeable about the history of Encampment, who enjoys working with kids. Find a person comfortable with the paperwork necessary for this registration, or contact the Wyoming Department of State Parks and Cultural Resources for someone who will help.

State of Wyoming Department of State Parks and Cultural Resources

Nancy Weidel

State Historic Preservation Office

Barrett Building

3rd Floor

2301 Central Ave.

Cheyenne WY 82002

Phone 307.777.3481 Fax 307.777.6421

nweide@state.wy.us

Restoration of historic buildings Recreational Trail Fund Grant Program

Chelsey McManus Trails Planner

Division of State Parks and Historic Sites

307.777.8681

cmcman@state.wy.us

<http://wyotrailis.state.wy.us/trails/rtp.htm>

Theme: BEAUTIFICATION

Challenge: The community expressed a desire to clean up Encampment and improve the way it looks. Concerns that came up included; cleaning up the junk, cleaning up the entryway to Encampment, and cleaning up the vacant and abandoned buildings.

Solution: Numerous communities' deal with the issue of cleaning up junk and each one has various methods. One common low-cost practice is a community clean-up day. Combining the hard work with a picnic or a dance adds an air of celebration and helps the community reacquaint itself. This can be a community-building event and increase awareness of the towns groups, churches, and needs. Make sure the event is well advertised. The civic groups can help people who would like to move heavy items such as appliances and cars by having a contact phone number posted ahead of time. The Fort Collins/Laramie Thrifty Nickel newspaper has numerous phone numbers to call for people who would haul away junk cars. While they probably wouldn't come to Encampment for one or two cars, they might for a dozen. If not they may know someone who lives closer that would. Working in conjunction with the landfill, Encampment could offer a 'free dump day' on the clean-up day. Another aspect of civic pride is acknowledging people who are making a difference in the community in the way it looks. Rewarding people who are cleaning up an area or who have a nicely landscaped yard is one way to promote civic pride. Photographs and press releases for the paper are low cost ways to get the information out.

Resources: N/A

Theme: BEAUTIFICATION

Challenge: Many of the old buildings need some 'sprucing up'.

Solution: The Main Street Program is just the ticket for finding resources to help restore a downtown area. The community needs to determine the buildings it wants to focus on and then pursue funding. Thinking beyond the restoration Encampment should think about the end use, 'who will use these buildings?' If buildings are restored to house small businesses Encampment may be able to draw some small businesses.

Resources:

Wyoming Rural Development Council
2219 Carey Ave.
Cheyenne WY 82002
307.777.6430
mrando@state.wy.us

Theme: BEAUTIFICATION

Challenge: The barrenness of the vacant buildings presents a dreary look to downtown Encampment according to some residents.

Solution: Visual Screening, paint the window with murals is an inexpensive way to spruce up abandoned buildings. Contact the High School or Grade school for students waiting to demonstrate their artistic abilities.

Resources: N/A

Theme: BEAUTIFICATION

Challenge: Some residents wanted to see sidewalks in Encampment.

Solution: Community Block Development Grants, available through the Wyoming Business Council are designed to help with projects like sidewalks and street paving.

Resources:

Wyoming Business Council
Tom Johnson 307-635-7735
tjohns@state.wy.us

Theme: BEAUTIFICATION

Challenge: Many listening sessions brought up the idea that Encampment is hard to find, that having better signage would help bring in more tourists. The assessment team heartily agrees. Two members of the assessment team had a hard time finding Encampment and a third who had driven by many times thought Encampment and Riverside were one and the same.

Solution: Signs should be posted letting people know about Encampment. Three ideal spots would be I-80, the Hwy 130 interchange and at the turn off to Encampment. The interstate sign could have information about camping and the festivals. The 130 sign should have something indicating tourists are 'just 15 minutes from more scenic mountains and camping' otherwise they may head to the interstate. The town itself should have a sign at the three-way intersection. Let people know you are there with a great museum, inexpensive camping and access to National Forest.

Resources: Work with the Wyoming Business Council, Department of Tourism to develop effective, eye-catching signs.

Wyoming Business Council Wyoming
Tom Johnson
307-635-7735
tjohns@state.wy.us

Theme: TOURISM

Challenge: Many residents would like to encourage tourism to Encampment and for good reason. The town is beautiful, has an incredible rich history and is situated in a beautiful location.

Solution: Numerous options exist to increase Encampment's visibility. First a web page, designed by local residents, but edited by a webmaster who knows how to get it to the first page of options in a search would be a good start. Many people planning vacations look on the web to plan stops. Although the Encampment Museum does have a web page, it is not on the first few pages of a 'Google' search. Most people don't want to have to look through many pages, they want it quick. The second option is to work with the Wyoming Business Council's tourism division. They have a web page that lists numerous events throughout the state. Encampment should be there.

Resources:

Wyoming Business Council Wyoming
Tom Johnson
307-635-7735
tjohns@state.wy.us

Theme: TOURISM

Challenge: Encampment would like to encourage more tourism in the area.

Solution: One way to increase tourism is to write the Newspapers on the Front Range, specifically in Denver. Invite one of their travel reporters up for a weekend, maybe one of the weekends with a festival. Pay their expenses and show them what Encampment has to offer. Their write is free advertising. Many people in the urban areas are looking for 'weekend family getaways', that's just the sort of thing Encampment can offer.

Resources: Contact the Rocky Mountain News or the Denver Post

Theme: TOURISM

Challenge: Encampment would like to encourage more tourism in the area.

Solution: Encampment has a great draw for horse people wanting to adventure into the backcountry. With the arena and camping Encampment could identify trails in the National Forest for equestrians who would like to ride in the open. Many new horsemen own horses but keep them at equestrian centers, with limited outside riding. These people have money and vehicles to travel elsewhere to ride; they just need to know there are other destinations. Developing tourism on this interest serves two purposes. First there are community members who would benefit from enhanced opportunities from horse

related activities and they would serve as a good source to help promote the activities. Having year round access to arena facilities would allow team roping and horsemanship workshops and clinics. These activities are small enough to not overtax the existing lodging but would bring money and visibility to the Encampment area. Many areas are seeing a new group of horse people emerging, wealthy professionals who keep horses at indoor arena but take them out to trail ride in other areas.

Resources:

Wyoming Back Country Horsemen
Ms. Judy Settlemyre
2335 Sky View Dr.
Laramie WY 82070
307.742.7963

Wyoming Quarter Horse Association
Ms. Pam Osborne
8788 N. US Hwy 14-16
Gillette WY 82716

Wyoming Paint Horse Club
Mr. Don Beard
300 North Star Loop
Cheyenne WY 82009
307.638.7727

Theme: ECONOMIC DEVELOPMENT AND DIVERSIFICATION

Challenge: Strengthening businesses that exist in the area is one solid way to build economic diversity. Determine the types of businesses that exist and bring in people from the Wyoming Small Business Development Center and the Wyoming Women's Business Center to host classes/seminars geared specifically for these small businesses. Post the information at the City hall, the Post Office and the High School as well as advertising in the newspaper. Don't wait for them to find these resources, make the resources visible and stress that they are free.

Resources:

Wyoming Small Business Development Center
Ms. Arlene Soto
1400 E. College Drive
Cheyenne WY 82007
1.800.348.5280
SWESBDC@wyoming.com

Wyoming Business Council (WBC)
Tom Johnson

Mid-America Manufacturing Technology Center (MAMTC)
George Twitchell SE Wyoming Contact
307-389-4856
gtwitch@uwyo.edu

Wyoming Small Business Development Center (WSBDC)
Bill Ellis, SE Wyoming Contact
800-348-5205
bellis@uwyo.edu

Wyoming Women's Business Center
Ms. Marybeth Baptist
Box 763
Laramie WY 82073
307.766.3084 307.776.3085 (Fax)
wwbc@uwyo.edu
www.wyomingwomen.org

Theme: INTELLECTUAL CAPITAL AND COMMUNITY INVOLVEMENT

Challenge: Many people expressed the need for Encampment to have better communication in regards to what is happening in the community. Having a local weekly newspaper (even just a page or two) would enhance communication between residents and government, announce upcoming events, and the community know more about itself.

Solution: The school or library could serve as a place where interested people could begin to collect information. Additionally I talked with Adelaide Myers at the Saratoga Sun. She would be willing to work with a group of residents from Encampment on a one-night class about writing press releases. She mentioned that often they use write-ups by residents as leads, but a well-written press release would be easier to incorporate into the newspaper.

Resources: Adelaide Myers Saratoga Sun

Theme: INTELLECTUAL CAPITAL AND COMMUNITY INVOLVEMENT

Challenge: Residents would like to promote educational opportunities for Encampment citizens.

Solution: The community has a number of gifted people. Having an inventory of residents, including the summer residents would help Encampment realize what talents people have and what they might be interested in teaching. Skills that to one person may seem ordinary, like basic horse care or computer skills, may be something another person would like to learn about but can't take a course out of town. Educating one another is an excellent way to build community.

Resources: N/A

Theme: INFRASTRUCTURE

Challenge: Encampment would like to have a recreation center for youth and seniors. The center could host a variety of activities from card games and therapy for seniors to weight training and after school tutoring for kids. There was interest in working with the owner of the Big R to use that building for such a purpose.

Solution: The first place to start is to determine what tax incentives the community and state could offer the owner. In addition the city could consider what costs they would cover (utilities, maintenance, taxes etc.). Then the city might establish a community group comprised of citizens, youth, city officials and seniors. This group can approach the landowner and the diversity will emphasize the entire community's desire to work with him. It is crucial to have all the information about what you can give him before you talk with him. Make the land deal a win-win situation, where the landowner is excited to be a part of the community and feel they are supporting people similar to themselves.

Resources: N/A

Theme: INFRASTRUCTURE

Challenge: The town mentioned that they were hoping to build a new community center.

Solution: The town of Kaycee has a great community center called the Harold Jarrard Park. The park has an arena, and a large building with basketball courts, showers and a kitchen. The town is about the same size and it would be a good contact for Encampment in regards to finding out about building and supporting a community center. Another area to investigate is the Community Development Block Grants offered by the Wyoming Business Council.

Resources:

Mr. Tom Knapp
Town of Kaycee
Box 265
Kaycee Wyoming 82639
307.738.2626

Community Development Block Grant CDBG Planning and Community Development
Steve Achter Director I
Investment Ready Communities
Wyoming Business Council
214 West 15th St.
Cheyenne WY 82002
307.777.2811 307.777.2838 (Fax)
sachte@state.wy.us

Theme: INFRASTRUCTURE

Challenge: Lack of safe, easily accessible walking paths in the area.

Solution: Identifying residents of Encampment, Riverside, Blackhall and Cherokee Meadows who would use a walking path would be a good first step. Then determine an area that would have easy access year round and work with funding agencies, using the number of residents who would use the path as an indication that it is needed.

Funds are available to help with construction of new trails or restoring old trails through the Recreational Trail Fund Grant Program, but a long-range plan for maintenance of the trail must be developed. The range of the funding for trails is \$2,500 to \$50,000 for non-motorized trails.

The Transportation Enhancement Activities program from Wyoming Department of Transportation provides grants to non-highway related projects like bike/walking paths and historic preservation. The grants in this program range from \$100,000.00 to \$200,000.00 and require a 20% match.

The Land and Water Conservation Fund grant program would be a likely source of funding for development of a walking path, especially if it is along the river or near areas of historic interest. They require a 50% match.

Resources:

Recreational Trail Fund Grant Program
Chelsey McManus Trails Planner
Division of State Parks and Historic Sites
307.7777.8681
cmcmman@state.wy.us
<http://wyotrailis.state.wy.us/trails/rtp.htm>

Transportation Enhancement Activities Local (TEAL)
Wyoming Department of Transportation
5300 Bishop Blvd.
Cheyenne WY 82009
307.777.4383 307.777.4275
wydotweb@dot.state.wy.us

Land and Water Conservation Fund Grant
Wyoming State Parks Department of Commerce
122 West 25th Street
Cheyenne WY 82002
307.777.6324
<http://wyoparks.state.wy.us/L&WCF.htm>

Theme: INFRASTRUCTURE

Solution: Following is a list of general references for many projects.

Resources:

www.natat.org/ncsc

The National Center for Small Communities: Contains a database of successful economic development strategies employed by communities across the country.

www.grants.gov

provides a comprehensive listing of all federal government grants searchable by agency, eligible recipients, type of funding, keyword. Etc. You can sign up to receive free notification of grant opportunities in your specific area of interest.

www.cfda.gov

Catalog of Federal Domestic Assistance lists all federal government technical and financial assistance programs (including grants, loans, insurance, direct payments, advisory services, consulting, etc.). Programs are searchable by agency, funding area, type of funding, eligible recipients etc.

www.nal.usda.gov/ric

The Rural Information Center provides a comprehensive list of web sites dealing with rural development by topic. www.racnline.org The Rural Assistance Center helps rural communities and other rural stakeholders access a full range of programs, funding and research in the area of rural health service.

www.cardi.cornell.edu/cd_toolbox_2/cdindex.cfm

is the Community and Economic Development Toolbox that will provide useful 'how to' information on areas of community planning, economic development, main street revitalization, community benchmarking, government policies, and agricultural development.

<http://ctb.ku.edu>

is the Community 'Health' Toolbox to provide information and support for community health and development. The Toolbox provides over 6,000 pages of practical skill building information on over 250 topics. Sections include step-by-step instructions, examples, checklist, and related resources in many areas including; grant writing, policy development, social marketing, leadership and strategic planning.

<http://communitydevelopment.uiuc.edu>

is the University of Illinois Community Development Toolbox with online interactive tools for assessing community issues such as; Community Development Capacity Index, Telecommunication Readiness inventory, eGovernment Readiness inventory, Strategic Planning, Tourism Capacity Index etc. www.afterschool.gov provides a comprehensive list of grant funding opportunities for youth after-school activities.

Theme: ECONOMIC DEVELOPMENT AND DIVERSIFICATION

Challenge: The community of Encampment would like to see more retail stores and small businesses.

Solution: The first place to look for potential businesses for Encampment is through the alumni of the High School. Begin contacting alumni to determine if they have, or are involved in a business that could be relocated to Encampment. These people are familiar with the area, its strengths and constraints, and many may be looking for a way to get out of the fast paced city life. They come to Encampment with an appreciation of what it has to offer.

Resources: The easiest resource for this would be a project at the junior high or high school. A history, civics or even computer skills class would be the perfect place to look for help. The high school students were looking for ways to get involved in the community, and by working side by side with the adults in the community they develop a sense of ownership and by in to the community.

WHAT WAS SAID IN THE INTERVIEWS

The Resource Team spent 2 days interviewing local residents to hear what they had to say. Those being interviewed were directed to answer three questions:

What are the major problems and challenges in your community?

What are the major strengths and assets of your community?

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

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

NOTE: xxxx indicate that the comment was dittoed, or repeated by another person – the number of “x”s indicate the times it was dittoed.

1. What are the major problems and challenges in your community?

- No bank ditto x
- Limited businesses
- Limited employment opportunities xx
- No grocery store x
- No jobs for young residents so the young people leave and don't come back
- Danger of losing high school students to Saratoga
- Side streets are in bad shape- not paved and muddy ditto x
- Low population—not growing
- Vacant buildings are overpriced with disinterested owners
- Poor signage on highways
- Poor cooperation between Encampment and Riverside
- Disenfranchised residents who live outside the town proper have no rights (Black Hawk or Cherokee Meadows) even if they own a business in town
- Lots of clutter- unfinished projects, junk, abandoned cars etc ditto x
- High real estate prices- too expensive for young families
- Challenges of Community
- Export of youth,
- Want to live in town with young people
- Grocery store ditto
- Housing limited and prices high ditto x
- Jobs
- No rental housing
- Maintain the character of the community ditto
- Transit community summer people ditto
- Everything stops in the winter
- First class restaurant ditto

- Lack of doctor, medical ditto
- Street maintenance ditto
- Not enough young people
- Less kids in school
- Need control of the change
- Need to recognize this is a retirement community
- Need to attach shopping and support services for snow birds and younger family
- Need teen center or community center for the young people ditto
- Infrastructure high speed internet
- Nothing for the kids to do –no skateboarding, only one pay phone ditto (x37)
Town is too small ditto
- No jobs for kids
- Not enough restaurants
- No place for the kids to gather ditto xx
- Roads in bad condition
- Not enough livable incomes in the area for families
- Not enough imitative to take advantage of the opportunities
- Lack of basic necessities including shopping, services, medical facilities ditto
xxx
- Lack of jobs for youth and adults
- Lack of cultural opportunities including theater, movies, swimming pool,
- Drugs and alcohol
- Lots of citizens live outside the town boundaries and have no say in government
- Seasonal nature of the employment here (agricultural, recreational, etc)
- Isolated location- roads into the area close in the winter
- Limited funding and declining youth population, are threatening the school's
future
- Not enough concerted efforts to promote the areas attractions and recreational
opportunity
- Not enough jobs in the area for the youth
- A declining number of young families in the area
- Dissention in the community when it comes to change
- Community is quick to criticize and to shut down need ideas
- No access to natural gas and phone service choice
- Visually unappealing, with a shabbiness in appearance—it often deters travelers
from staying to discover the jewels in the area
- Smoke from the mill is unattractive
- Need to gravel the streets
- Lack of signage for the town and its attractions
- Half of the Snowbirds don't buy into the community and support its functions, the
other half do
- No local surveyor in the area (the only one is in Rawlins)

- Need to replace water and sewer lines in the town of Encampment- need to update the infrastructure- water treatment plant is going to fail to meet standards next year
- Lack of information about Encampment- limited publications, internet information
- Drug and alcohol problem with both youth and adults
- New-comers have a hard time being accepted
- Poor economy with limited businesses, which leads to a shortage of jobs
- Community caters to the seasonal residents, who don't support the community during the times they are not in residence
- Poor appearance of area due to abandoned cars, run down buildings, etc—lack of pride in the appearance ditto xxx
- Lots of abandoned run down buildings, which need to be restored and utilized
- Limited economic opportunities, especially in the winter
- No jobs for young people with families ditto x
- Not any economic development in the area
- Limited shopping opportunities including the grocery store
- Lack of community energy
- Isolation of residents results in complacency
- Lack of communication among residents because there is no general meeting place
- Lots of local artistic talent but there is a lack of place to display and sell local crafts
- Limited Internet access, very slow and high priced
- The businesses that are here are small with limited employment opportunities- all really small employers
- Lack of a well stocked grocery store ditto xx
- Not enough lodging for winter tourists
- Under-developed tourist industry
- Inadequate water supply for growth, either residential or business
- Lack of a good restaurant
- Enticing Businesses to locate in Valley
- Keeping enough kids to keep high school open
- Lack of rentals
- Lack of affordable properties. There are many lots in town that are un-sellable because of lack of utilities, meaning your community is not expanding or growing.
- Money to maintain services we provide
- Water situation, we have old water rights but there are 2 or 3 ranches downstream with older rights. Basically 10 months out of the year when the water is down we don't have water rights. We are working on a feasibility study to combine with Riverside or another source besides surface water. Maybe drilling a well near Riverside and connecting with their distribution center. We have had to go door to door because the water was so low. We have never run out of water for drinking or showering. We don't have water ordinances, but we have put

- restrictions on. We have ordinances that say if the water runs off your property and down the street we can cite you. We have irrigation water (untreated) and potable water with two distribution systems.
- Closest mine is Ferris Haggerty, 16 miles away. Abandoned mine-land money available? Maybe money available for smelter site, museum owns site?
 - Nothing for the kids to do. The school is open with weights and walking track but they need a place to listen to music, play pool, play ping-pong and hang out with friends. Supervised 2-3 hours weekdays 6-8 hours Saturday and maybe some on Sunday. Maybe the Odd fellow hall. They would like to get out from underneath it, but it needs some work. It has a kitchen and open room and a room upstairs. We would like to find money and purchase/update it.
 - Emergency services
 - The average age here is getting older; we can't provide 24-hour coverage. We need more EMTS. We have a functioning ambulance, but not enough staff to run 24-7, a requirement by the county to have the ambulance. We go with Saratoga because they provide us with an ambulance but they will fill in the blanks when we have no one. They do this for a charge. The Saratoga ambulance will transport you to Cheyenne or Laramie. Carbon County has a good ER room but the hospital causes you to lose a little confidence. The ambulance is good, with good equipment. We have a class taking EMT training now. We have 1 maybe 2 intermediates. People taking the course are reimbursed for training. I can see the ambulance runs increasing each year. The emts have to constantly get training; it's a lot of hours to commit to keep your certification. The town doesn't pay for these classes. The town used to pay their water and sewer, but it didn't balance out.
 - I wish the kids had a place to go for activities; swim, games, etc.
 - Lack of utilities throughout town
 - Dust, streets need mag-chloride
 - Dogs running loose throughout the community. Dogs should be kept under the control of the owner or fines should be levied. Its only a matter of time before someone is seriously hurt or worse!
 - Funding for business. The state and county need to participate in rural community
 - Nothing for kids to really do, have to travel for recreation.
 - Lacks for jobs for teens
 - To keep our school, by keeping families with children, this may be a problem in a few years
 - We don't have the infrastructure for a big business
 - We need to look for people who want a good school for kids and can work out of the house.
 - Need to work with the lumber yard to curtail the smoke
 - Sidewalks, like Dayton it is attractive and the sidewalks make it look spruced up
 - Need to spruce up the town, need to be attractive to new people
 - Infrastructure
 - Lack of shopping and services

- Pave the road, maybe find matching grant
- Need more water and backup supply but that's not the first thing people see. They see what their eyes see and we need to work on that
- More planning
- New planning ordinances
- Lack of jobs to keep young people
- Lack of indoor facilities swimming, and other indoor recreation
- Lack of motels for guests and visitors
- Lack of theatres and other entertainment
- Lack of rental property
- Too many retirees attracted to the area, not young working families
- Too much emphasis on recreation not enough on solid full time business.
- Economic Development aimed at nothing but "recreational corridor" business
- Grocery store
- Smoke from the mill
- Our current mayor is a joke. He is an absolute tyrant who thinks economic development means having a party every weekend. Our town money could be better spent doing things to help our entire community rather than hiring a band every weekend.
- We need an honest mayor
- Lack of involvement in major decisions of the town council
- Older and retired citizens resisting changes and improvements
- The aging population
- The diminished revenues to offer necessary services
- The diminished reservoir of able volunteers
- The diminished reservoir of skilled labor
- The low population of children
- State agencies to don't make known their resources and
- Lack of information about agencies resources
- Economic development, somewhere between reckless and hopeless and no risk is an area of enterprise that we should study more in Wyoming.
- Need a good grocery store ditto xxx
- Exodus of youth ditto xxx
- Nothing to bring kids back from college ditto xx
- No one can make a living for a family here ditto xx
- Economy based on natural resource and tourism. We have abundant resources, minerals, wood, but legislation is extremely regulatory
- Need a reservoir
- Not many jobs
- Gas station ditto xx
- Water and sewer ditto xx
- Lack of housing, single family
- Motel

- We have a lot of economic activity exported, our residents support out of town business. If there was more local buying we could resolve this
- Above ground gas tanks in Riverside
- Hardware store but has to be competitive ditto XX
- Lack of natural gas ditto XX
- Residential development, land stewardship, land ethic. The concern of citizens to control growth
- The streets
- Need long range planning based on what resources will be available to the communities. Need a longer term planning with respect to revenue sources. Communities need longer planning period from the government
- Maintenance of the arena area x
- Maintenance of the walking trail x
- Paved streets x
- Grocery store
- Employment men in town camping at jobs around state and coming home on days off.
- Want to shop locally, but can't. x
- Woodchopper event at the jamboree x
- Saw mill has agreed to supply the trees after 4 years of not having the event, but still trying to find away to keep the event going. x
- Not enough mosquito spraying x
- Don't treat standing water x
- No gas station x
- Town hall needs to be updated, rehab needed xxxx
- School closing x
- Beautifying the town xxxx
- Need an antique store
- BATHROOMS IN THE TOWN HALL xxxxxxxx
- Old and abandoned trailers
- Need some home repair business
- Hotel rooms during the winter
- Restaurants
- Lack of Chamber of commerce
- Price of land real estate
- Zoning or local regulation to ensure folks living in the community keep their property and city property adjacent to their property cleaned up of junk
- City could take the lead on this and set an example by cleaning up the property they manage (shop/garage area north of the ball field) and doing a complete job when doing maintenance work around town by rehabilitating grading seeding the sited they disturb
- City workers use a backhoe and leave the mess behind.
- Community is dependent and vulnerable to disturbance development in the North Fork of the Encampment River Watershed. This is the primary source o9 our

water. We must ensure that activities in this watershed will not have adverse effects on our water source.

- Few vicious dogs are allowed to roam freely around town, even after our local law enforcement has been notified.
- Highway to Encampment has junk cars, very ugly downtown
- Grocery store needs help
- No businesses
- Have to go to Saratoga or Rawlins daily to work
- Keeping and drawing young people to the community
- Trailers not occupied and deplorable condition
- Tunnel vision on the part of the groups and committees not looking at whole pictures
- Owner/operator of that store has done anything to convince this community that he wants to be here.
- No benefit to our infrastructure from someone who does not pay taxes or stay in contact with the public and at least attempt to meet their needs.
- I think a majority of the people will trade locally if the businesses support the community.
- More affordable housing
- Community wide cleanup and beautifying effort.
- Streets and drainage are major problems.
- Lack of community involvement in decisions made by the town council. Locals need to support and offer input to local businesses.
- Junky lots, need to be cleaned up condemned and burned
- Mobile homes needed are needed buy zoned for a specific area, not on the main road into town.
- Variances have been given in the past and mobile homes have ended up scattered all over town. Old buildings mobile and conventional unoccupied and unlivable should be condemned and burned.
- Workforce for new industries is pretty much blue collar, so the town is limited in the type of new employment that could be attracted here.
- Address we who live here full time.
- Have a choice in what we feel or needs of the people who lives here year round.
- Don't need signs sidewalks
- Energy prices keep going up Television violence is getting worse kids need a way to counteract that influence
- Social isolation
- Don't know our neighbors and don't get involved in our community
- Streets
- Speeding
- Street maintenance
- A few of the individuals do most of the work
- Lack of good jobs
- No place for the kids to hang out

- Lack of rentals
- Lack of families with children
- Most homes are only occupied in the summer
- No employment for the young people xxxxx
- Molding factory
- Something to keep kids here
- Winter tourism needs more
- Something to draw young people here
- Infrastructure
- Up keep on older buildings
- Roads in bad shape
- Keep a grocery store here xxx
- To much government control
- Government control on public lands
- To acknowledge that this is a retirement community and they need services xxx
- Retail, grocery store, hardware store
- No body spends their money here.
- More jobs for the young people that live here x
- Locale control schools
- Apartments for seniors
- Extended living apartments
- Planning committee needs to stop the teepee burner,
- Clean up the old businesses
- Abandoned houses
- Summer owned homes
- No rentals
- Can't walk around time
- No foundation town hall, timber in dirt
- Lack of involvement in major decisions of the town council
- Older and retired citizens resisting changes and improvements
- Some Children are not being supervised
- Need after school program for the lower grade level children
- Inappropriate sexual behavioral within the school system
- Mentor program for the kids
- No challenges for the youth in the community
- Conflicting desires and attitudes of residents, those who don't want any change vs. those who want more improvements/jobs
- Viable economic opportunities that won't cause a major upheaval of traditional/cultural way of life
- Lack of economic opportunities, which prevent families from making their homes here.
- Getting young people to return to the return to the community after graduation from high school/college

- Alternative activities for youth and children who don't necessarily participate in school extracurricular activities; a supervised participate in school extracurricular activities, a supervised hangout location w/computers, games music
- Water and sewer systems getting old
- Grocery store –under stocked and poorly run
- Need more jobs

2. What are the major strengths and assets in your community?

- Strong community support
- Great recreational opportunities, hiking, snowmobiling, skiing, hunting, etc ditto xxx
- Great museum xxxx
- Town's history
- Good school ditto x
- Small town atmosphere-- no traffic-- friendly
- Great library with good programs
- Quiet area
- Low population
- Good community choir
- Active senior center
- ditto
- Natural beauty of the valley and the surroundings
- Lots of opportunities for people to get involved in- clubs, organizations, etc
- Slow pace- good lifestyle
- Question 2 first
- 4 new people, 7 total
- Beauty of area, ditto
- People of area ditto
- Life style ditto
- Sense of commitment on the part of the community ditto
- Small town hope it stays that way
- Location
- Welcome and support of the veterans
- Winter festival
- First class schools
- Education of children ditto
- People support high school sports ditto xx
- Family like feeling
- Great recreational opportunities ditto xx
- Everyone knows everyone—look out for each other
- Good school, good teachers ditto

- Family is close ditto
- Great outdoors (scenery and recreation) ditto xxxxxxxxxxxx
- Community supports kids ditto xxxxxxxx
- Low crime rate
- Ranches
- Small town ditto xxxxxx
- Safe environment
- Everyone gets along ditto x
- Good location ditto xxx
- Great place to learn about agriculture
- No pollution
- Great snow
- Natural surroundings and recreational opportunity ditto xxxx
- Great family atmosphere in small community ditto xxx
- Safe place to raise your kids
- Great school with strong community support ditto xxx
- Traditional western lifestyle ditto xx
- Giving community in both time and money (they take care of each other) ditto
- Small town atmosphere
- Great school ditto x
- Great location (“it’s a gem”) beautiful scenery (air, water, mountains, wildlife, etc) xxx
- Wonderful lifestyle
- People are forming partnerships and relationships to accomplish goals ditto x
- Great history in the area
- An abundance of knowledge within the senior population
- Pleasant small town with no traffic, no crime and no stop-lights ditto x
- Great people (they help each other) ditto xxx
- Beautiful natural surroundings ditto xx
- The national forest and recreation area ditto xx
- The museum ditto
- Favorable taxes ditto
- Good police, fire, and search and rescue
- Proximity to Denver
- Citizen’s willingness to volunteer
- Residents value and take care of the area
- Good library and senior center
- Welcoming community to new comers
- Great school
- Good water supply
- Museum
- Access to National Forest and Recreation
- People
- Small town atmosphere

- Rules and ordinances on books but we occasionally bend these rules
- I love my job working for the town
- I know almost everyone in town
- I can't think of a better place to raise my kids
- Great school, most of the kids get scholarships to go to school
- A lot of recreational opportunities, fishing floating, hunting
- In 5 minutes I can be in the mountains, I can say this is my backyard
- People and location of town
- Location
- People
- Friendly People
- Quiet
- Close to mountains
- Your #1 business is the sawmill that can employ 70-80 people. The community is surrounded by timber and there is a market for it. If the mill is running at capacity it will support the school, USFS, the store, gas station etc. etc.
- Community support behind sports & everything
- Friendly people
- Quiet and space
- Beautiful setting
- Friendly people
- Recreational Opportunities
- Church community
- Excellent Schools
- Reasonable priced real estate
- Museum
- Historic legacy
- Community choir
- Several bed & breakfasts
- Our surroundings, beauty and recreational opportunities
- School, kids do well, dedicated instructors
- Our parks and museums
- People
- Major employer is Silver Spur ranch, with employees, 401 K, etc.
- Great historical and geographical area, prehistoric, mountain man to today's logger
- I suppose the major strength and asset of our community is its location
- The people
- Location of town and surrounding geography
- Local school
- Location
- Sawmill
- Museum
- School

- The populations: Dependable, predictable, unchanging and steadfast
- The watchful, concerned, protective attitude, one for another
- The recreational opportunities
- A mature population, who have been there and done that
- The sense of community
- Human resources and dedication to the community ditto XX
- Beauty and natural resources ditto XX
- People in this town pull together ditto XX
- Community government is dedicated and consistent
- Great school ditto XXX
- A group of concerned leaders
- Some entrepreneurial commitments here, with specific goals to enhance local economy
- Wyoming Business council has a large budget, but the funds are not getting funding to the public
- Teachers have great ability to draw out talents of students
- Married rancher, 45 years, no better place to live
- Mountains community xxxx
- Born and raised here, xxxxx
- School xxxx
- Valley xxxxx
- Museum xxxxxx
- Services and social services xxx
- Churches xxx
- Wildlife x
- Country living x
- Woodchoppers jamboree x
- Roping club, good activities, 4 major activities, rodeo, copperdays, snowmobilers, poets, Cowboys, xx
- 4-H, FFA xx
- Arenas woodchoppers arena, and rodeo arena
- Library
- Ball diamond
- Archery range
- Hunting lodges
- Teachers xxxxxxxx
- Principle x
- Living history day x
- Barn tour this summer x
- Sorority sponsors the reading is fundamental x
- Town buildings are shared by the whole town x
- Library/school/senior center/ requires a deposit/no fee and is used by everyone
- Health fair
- Community picnic after fair

- Auction held by the beef committee and money to a scholarship fund
- Encampment trail head
- Close proximity to public lands
- Land open spaces mountain safe
- Environment excellent
- Fire search and rescue workers
- Beautiful area
- Small town
- Town stands together for something they believe in
- Worthwhile cause presented to the public in the right manner they will respond
- Beautiful location near mountains and outdoor recreation
- Very nice people
- Wyoming has a very attractive tax structure
- Very pleasant small town
- No crime
- Not much disturbance.
- Pleasant to live in
- Museum
- School
- Grocery store
- Small town
- Laid back lifestyle
- Small amount of serious crimes
- Everyone knows everyone
- Excellent museum, close to nature
- Best school with teachers
- Everyone knows each other
- Friendly
- Beauty x
- No traffic xxxx
- Few people
- Off the beaten path x
- Small community xx
- Slower pace of living
- Open big spaces xxx
- Not too many people
- Community supports people xx
- It's home
- Never alone when any thing bad happens
- Good place to raise children
- Friendly xxx
- Close to the mountain x
- Senior center x
- Good place to live

- Southern Hospitality of people with western flavor
- Caring community
- Hunting and fishing
- Where nature waits to greet you
- Never alone, never by yourself
- Favorite barber lives here
- Not many problems you can't live with
- Location
- Sawmill
- Museum
- School
- Big family
- Small community
- Good spirit
- Center of town is school
- Sports
- Girls and boys have equal opportunity in schools
- Good place to raise children
- Physically beautiful environment
- Skiing, shedding, ice skating
- Ice fishing
- Gym use for the adults
- Church meets every month mariners
- Natural beauty mountains rivers vistas open space
- Proximity to Sierra Madre Mountains
- Proximity to Snowy Range Medicine Bow Forest
- Close to many recreational opportunities, including fishing camping hunting hiking snowmobiling cross country skiing rock climbing rock hunting bird watching Indian artifacts arrowheads hunting, etc.
- Historical significances copper mining rendezvous location, first town west of the Mississippi, to have electricity logging tie hack and history
- Encampment museum and adjacent park grounds Lions Rodeo Arena and Grounds
- Nearby ranches their viability ensures open space care of the land and a way of life
- Comforting country lifestyle
- A quiet place to live and vacation
- Good roads
- Good auto mechanic
- Good restaurants
- Good mini-mart type store
- Good home repair store

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

- Manufacturing facility in town ditto x
- Beautification including decorative lighting, cleaned up with a historical theme ditto x
- Natural gas in town
- Upgraded sewer and water in town
- Teen center with activities
- More employment opportunities that attract younger residents
- A bank in town ditto
- A Chamber of Commerce ditto x
- Extended hours for the library for better utilization (with local control) ditto
- Re-create the history with a smelter replica ditto
- A new identity with community-wide (whole valley) buy-in
- Paved streets
- Grocery store
- Bowling alley
- Beauty of area, ditto
- People of area ditto
- Life style ditto
- Sense of commitment on the part of the community ditto
- Small town hope it stays that way
- Location
- Welcome and support of the veterans
- Winter festival
- First class schools
- Education of children ditto
- Skate park in town
- Movie theater, bowling alley ditto xxxxxx
- Teen Center ditto xxxxxxxxxxxxxxxxxxxx
- Convenient Store open 24 hours
- Book Store/ video store
- Larger population
- School still here with more funding ditto xx
- More shopping and restaurants and fast food ditto xxxxx
- More designated recreation areas such as skiing, trails, etc
- Outdoor gun range ditto
- Indoor and outdoor riding arena and trails
- More events
- Pave the roads
- Pool hall and arcades
- Better track and outdoor field, baseball field, paint ball, moto cross

- Fix up the rodeo grounds
- Our own football team and stadium ditto xxxx
- Moto-cross track both indoor and out ditto xxx
- A grocery store
- More population stability with younger people
- Jobs for younger people ditto
- More full time residents instead of snow birds
- Recreation Center with track, pool, arcade, meeting facilities, etc
- Paved roads
- Beautification including cleaning up junk and trees and flowers
- Main Street cleaned up including old empty buildings
- A local newspaper
- Community center
- Teen center
- A developed main street- clean, thriving businesses, beautification projects, etc
- Have the mill meet air quality standards through the elimination of the “TeePee” burner
- Narrow the public roads by giving 20 feet on each side to the property owners for lawns, yards, gardens, etc with new water lines down the middle, have them all paved and sidewalked
- Revamping the City lot size, which would mean the highway department would have to relinquish some of the street
- Fill the Big R building, restore it and utilize all the space ditto xxx
- Have a well-stocked grocery store, perhaps through a coop
- What signage there is (radar controlled traffic) sends a negative message to visitors
- A full time ambulance for Encampment through the creation of a Rural Health District for the valley
- Have home health care
- Have an appraiser living here
- Assisted living facility or senior housing
- Youth forums in the school to discuss their problems and issues (especially morals)
- A Growth plan that includes realistic and viable economic development
- A stronger economy in the valley
- More economic opportunities in the valley to keep young families here
- Need a surveyor in the valley
- More things to do such as a bowling alley, summer concerts, etc
- Regional projects such as water, health care, phone access, utilities- joint cooperation can overcome the obstacles
- Sidewalks in the downtown to facilitate walking in the area – it could lead to private investment in the beautification
- Restore the downtown buildings
- Public transportation system to get people to other areas for services

- Paved roads
- Car wash
- Towing service
- Need nice, safe, areas for walking such as trails and sidewalks (for example cleaning up and repairing the old trail by the baseball field) ditto xx
- Citizens proud and invested in community (both in time and resources) ditto
- Better phone service ditto xx
- Good restaurant
- More events and opportunities for local artists
- Cooperation and partnership such as Joint Powers Boards to solve problems such as water, sewer and health care
- Updated zoning ordinances that are enforced
- The high School is still in Encampment ditto
- A community center with activities, classes, events and functions to bring the community together ditto
- No loose dogs in town- enforce the leash law
- Organized support system to check on neighbors that are in the outgoing area
- Ongoing town meetings to discuss problems and ideas
- In 5 years have at least 2 businesses that will hire at least 10 employees each.
- Expansion of water and sewer lines. Suggest allowing septic tanks. Maybe charge a \$1000.00 septic permit to property owners; put that money aside into an account that is used to expand the system from the existing lines. Also make it mandatory when the city system of sewer lines/water lines reach the property the owner is required to hook into the city system. Other requirements are that the septic meet all DEQ requirements.
- Building purchased for kids to hang out
- Get Riverside to tie in with us for the water center, mainly on an emergency bases. Our surface water costs more in testing than Riverside's underground
- Nice to see the sawmill running, it's still a little rocky but the longer they stay with it the better off they will be.
- Community Recreation Center
- Water and Sewer Improvements
- Pave Streets
- Put in sidewalks
- Attract new business
- John Kinney can write grants
- Paul McCarthy writes grants for infrastructure for community
- Street improvement and after that sidewalks at least in main areas for school children and businesses. Streets need to be crushed stone or paved within the sewer and water district.
- Scholl consolidation with Saratoga utilizing the asses of both by putting Senior High at one location and grade 1-8 at the other end.
- The town and its old buildings need a face-lift. It's time to clean up the community.
- Fix for basketball court

- Sand volleyball
- Merge Riverside and Encampment. Riverside has no room to expand. We share the library, the police, and the post office. Sales tax, gasoline tax in Riverside, lodging facilities, two convenience stores. 50 people in Riverside and it is the retail hub.
- Resolve Riverside and Encampment antagonism
- Grocery store, you need to have stuff to sell.
- If you're not attractive, you don't become a destination
- 5 years more jobs for families
- 5 years larger school population
- 5 years motel for guests and visitors
- 5 years theatre
- 5 years more rental property
- 10 years light manufacturing
- 10 years value added to ag products
- 10 years maybe processing, like light mail order
- 10 years senior assisted living facilities
- 10 years bowling alley
- 10 years convention center
- Good planning, good infrastructure in place
- 2 years, Kuntzmans put on solid footing w/ remodels and operating capital. Other business funding
- 5 years solid business for full time residents. Business that will benefit all of the community, all the time.
- 10 years well developed full time business with part time recreational opportunities. More beyond a bar being the only attraction in town.
- Rezoning to accommodate of business buildings large than 25X115 ft.
- 20 years well known for its business variety and recreation opportunities. Good schools and clean crime free atmosphere. Well rounded, balance small town, if its no longer 'small'.
- We need the mill here. It is our only employer of any consequence. The smoke problem should be dealt with. Many people are having allergy and sinus problems and eye irritations. Can't we have some kind of public meeting with EPA/DEQ and mill owners to put a time frame on this?
- Sidewalks downtown.
- Planning commission enforces regulations and clean up cars and messes we have here.
- Ski area at Green Mountain
- New water treatment plant
- Looping of water mains, new water and sewer mains
- Real streets instead of the wagon ruts we now drive on
- Better drainage and sidewalks
- Incentives for new business i.e. sewer and water tap fee reductions
- Paved streets ditto XXX

- A general cleanup, we have a day in may but we need more concerted effort ditto XXX
- Rundown buildings fixed up and occupied ditto XX
- Water and sewer joint powers with Riverside ditto XX
- Grocery store ditto XX
- Gas station ditto XX
- The landfill would let people bring in appliances once a month
- Something to bring economy in
- Joint powers board
- The area work together, Riverside Encampment, Cherokee Meadows Blackhall Road
- Need a good restaurant
- A good motel that would attract snowmobilers, skiers, hunters ditto XX
- Keep the town just like it is
- A winter recreation, community center
- High tech industry, like the slot machine business
- A little growth but not like Jackson
- Medical care, home health care
- Small senior apartments without outside maintenance, almost assisted living, little kitchens, lines to emergency services
- Operating ambulance, staffed with EMTs
- Marketing the town at a business fair
- Two years: a culture committee to expand the museum and outreach education, plus to maintain the facilities needed to have performances by the small amateur groups such as the choir or instrumental groups, both local and invited from other areas. Zoning changes to accommodate low cost housing for the residents
- 5years: continued focus on education of the population who can or will use the opportunity. Development of a business incubator for small, in-home businesses. Development of a market for the services or products from these business people. A mini-bank for these people, particularly women, to be able to make small business loans. Encouragement to investors to build low-income housing as rentals for residents who cannot or do not wish to own their own home. This could serve some elderly and pre-retirees.
- 10 years: An assisted living facility on site to care for the aging population and attract more elderly to the area. With enough elderly, then, medical services and other care for the aging could become business opportunities. The outreach education could be focusing on the skills to offer services to the elderly.
- 20 years: A revolving lifestyle of educated, cultured people with career people with career direction, probably in elder care, being able to work every day, serve the community and pay their bills. Because they are stable, they will be able to invest in and maintain capital facilities in their community such as desired recreation and/or convention facilities. Twenty years seems like a long way out and it will be for some of the population, but these items require the foundation and stability of good economic static.

- 2 years: road city street easements in Encampment are “huge”. I’d like to see them limited in width to what one would normally expect. This additional easement would change title to the adjacent land/home owners (even if they had to purchase it from the city).
- 5 years: I’d like to see natural gas available in Encampment
- 10 years Streets paved and downtown development (i.e. Stores, shops)
- Down town Development
- Would like to see businesses or industry to bring some jobs here.
- Grocery store,
- Restaurant
- Motels open for snowmobile
- Rec room and grill for kids in town
- More businesses.
- Motel with meeting facilities so that more snowmobilers and hunters that could stay locally.
- Market like Saratoga markets theirs.
- A Rec center with a pool xx
- Youth future, offer more to our people
- Clean up the community
- Controlled growth
- Sidewalks
- Signs on I- 80 bringing tourists to the area, signs in conjunction with Centennial and Saratoga could be placed westbound before Laramie to encourage travel over Snowy and to these three communities. A Westbound sign before Walcott could attract some traffic Eastbound traffic on 1-80 has already been on vacation, spent their money and are headed home to go back to work.
- So many of us don’t get flooded, we need gravel to alleviate mud.
- Sidewalks
- Help Butch at the Grocery Store
- Develop wind energy
- Community Center
- Institute Youth Forums
- Make Town Meeting Planning Permanent
- Speed zone signs
- Highway closure sign in Riverside instead of 5 miles up the highway on 7 in the winter
- Business District sidewalks
- Manufacturing company that employ people that can support a family
- Preservation of the historic opera house/town hall
- Businesses that are open evenings somewhere you can get a soda or gallon of milk past 6:00 at night
- Grocery Store xxxx full service
- Paved streets xx
- Hardware store xx

- Shopping center
- Make the empty lot across from store a park
- Gas station
- Car wash
- Active healthy garden Club
- Make the assets available to make the town growth
- Making info available for grants
- Grants
- Grant for show barn and/or sales barn for the FFA 4-H
- Clean up town, good clean defined business area
- Signs saying Encampment
- Good volunteerism
- Streets improvements
- More senior services
- Approved facility for town hall people xxxxx
- Help with weeding gardening
- Home health care
- Civic pride
- Closeness of community
- Capitalization of vermiculite and feldspar mining x
- 9 hole golf course x
- Tennis court x
- Shooting range x
- Casino x
- Multi-plex x
- Paved street xx
- Bingo x
- Dust control
- Something in the building by the hardware store (Big R) xxxxxxxx
- Indoor pool xxxx
- Community Center with stage/kitchen
- Senior center would be happy to share pool table with kids
- Clean up Junk in the town
- Willing to volunteer/ 50%
- Newspaper 70%
- Need Blood drive place
- Real streets instead of the wagon ruts we now drive on
- Better drainage and sidewalks
- Incentives for new business ie...sewer and water tap fee reductions
- Social worker, SIG State Incentive grant Sally Patten, Loretta Wees
- After school program
- Youth things to do providing things knowledge outside the valley
- Vocational things for the kids career fair
- Inventory vacant lots buildings and assess potential uses

- Improve residential roads
- Water improvement project to assure town's safe water supply
- Maintenance/improvement of other infrastructure facilities
- Including wastewater treatment plant
- Multi use event site, with cafeteria area so events can be held in winter
- Assist lions in improving rodeo arena and grounds, Town could acquire adjacent lands if available, or purchase from Lions so they could take over maintenance and seek available.
- Establish a youth center with paid staff; and or provide transportation to available in other communities
- Update and expand the water and sewer systems
- Come up with a plan to have a well supplied and well operated grocery store
- Any new business that will create jobs
- A downhill ski area

APPENDIX

20 CLUES TO RURAL COMMUNITY SURVIVAL

1. Evidence of Community Pride:

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

2. Emphasis on Quality in Business and Community Life:

People believe that something worth doing is worth doing right.

3. Willingness to Invest in the Future:

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

4. Participatory Approach to Community Decision Making:

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

5. Cooperative Community Spirit:

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

6. Realistic Appraisal of Future Opportunities:

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

7. Awareness of Competitive Positioning:

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

8. Knowledge of the Physical Environment:

Relative location and available natural resources underscore decision-making.

9. Active Economic Development Program:

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

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

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

11. Acceptance of Women in Leadership Roles:

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

12. Strong Belief in and Support for Education:

Good schools are the norm and centers of community activity.

13. Problem-Solving Approach to Providing Health Care:

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

14. Strong Multi-Generational Family Orientation:

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

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

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

16. Sound and Well-Maintained Infrastructure:

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

17. Careful Use of Fiscal Resources:

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

18. Sophisticated Use of Information Resources:

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

19. Willingness to Seek Help from the Outside:

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

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

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

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