

Team Member Recommendations

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Introduction: Since the initial Community Assessment was completed in 2006, the Town of Star Valley Ranch has fully incorporated, continued to grow, and begun a process of project implementation to address its community needs. As a first time participant on the Assessment Team, I was impressed with the quality of the people, local leadership from Town officials, and the willingness of the Star Valley Ranch (SVR) Association leadership to forge mutual areas of collaboration on both Town and community needs.

Major Themes

INFRASTRUCTURE

Water and Sewer Infrastructure – a recurring challenge to the Town is the provision and maintenance of sufficient water and sewer infrastructure. Since the Town's incorporation, the leadership has pursued an aggressive effort to address current issues related to the Town's current aging water infrastructure, while simultaneously balancing the need to expand the current water system to better serve the needs of a more permanent year round population. An initial review of the demographic data of the Town reveals that while the overall Town population is slightly older (42.5 years in 2010) that the future population appears to be younger (41.8 years by 2015). These trends need to be examined in conjunction with the Town's future plans for the expansion of water and sewer services.

The age of the current water and sewer system also has an immediate impact on the costs of making the necessary repairs to ensure that current Town residents have access to culinary and sanitary water and sewer services year round. These repairs and costs should be articulated and communicated to residents in a transparent manner by Town officials. In addition, the proper marketing of the infrastructure expansion can aid the Town in ensuring residents that future costs will be spread out to minimize the impact on working families.

Road Infrastructure – a major challenge brought forth during the Community listening sessions are the changing needs and uses for the present system of roads within the Town. Town officials again are grappling with questions of how to best maintain the current roads from the elements in a cost-efficient and cost effective manner (from rain and winter snow), while also accounting for new demands placed on it by both year round residents, retired seasonal visitors, recreational vehicle use, and working families. Also important is the need for Town officials to address the competing needs and uses of the road system for normal traffic and develop an expansion plan.

Solution: Simply stated, road, water and sewer infrastructure costs continue to escalate. One asset that the Town has is visionary people who care about the future direction of the Town, and its ability to garner resources to meet the infrastructure needs of the population. Town officials can explore the following programs below to help address water and sewer infrastructure needs. An important first step will be to undertake an examination of the current demographic characteristics of the Town to identify more clearly who lives in Star Valley Ranch. This would focus on permanent versus seasonal residents, working families, recreational vehicle usage, and other visitors to the community.

Resources:

Contact(s) For Demographic and Related Community Studies:

Lincoln County Government Planning and Public Works Divisions
John Woodward, Planning Director
Office of Planning and Development
Phone (307) 885-3106
www.lcwy.org

Contact For Water and Sewer Infrastructure: USDA Rural Development Programs:

- (1) Water and Waste Disposal Direct and Guaranteed Loans
- (2) Water and Waste Water Grants

Ann Stoeger – USDA West Area Office Area Director
508 North Broadway, Riverton, WY 82501
Phone (307) 856-7524 Ext. 4
Ann.Stoeger@wy.usda.gov

Wyoming Water Development Commission (WWDC): The WWDC has grants available for Water supply projects including project construction and rehabilitation. Typical grants range from 50 percent to 75 percent of project costs. For further information contact:

Lawrence (Mike) Besson
122 W. 25th Street
Herschler Building, 4th Floor West
Cheyenne, WY 82002
Phone (307) 777-7626
lbesson@state.wy.us

The Drinking Water State Revolving Funds Program (SRF) is available to assist with water and wastewater system improvements. Loans through this program may be made for up to 20 years at an interest rate determined by the State Loan and Investment Board, which is currently established as 2.5%. A loan origination fee of one-half of one percent (0.5%) of the loan amount is collected.

For further information contact:
DEQ/WQD:
Brian Mark at 307-777-6371
bmark@state.wy.us

Road Infrastructure – Safe and well maintained roads infrastructure is also vital to the continued enhanced beauty of the Town. During the listening session, a repeated concern pertaining to road infrastructure was the need to keep the roads well maintained throughout the year, while also recognizing the need for multiple uses of existing roads. The determination of uses of the roads will require the Town officials to coordinate its efforts with county and state agencies to look at a broad comprehensive transportation plan for the Town. A component of the plan would look at immediate and future transportation needs with a primary focus on general safety and road maintenance, and recreational uses of the existing system of roads. A second component would examine future transportation needs closely linked to attracting seasonal visitors to the community as well as transportation needs related to commercial, business and economic development.

Solution: The state of Wyoming has state programs that can provide funding alternatives to the Town in order to both maintain the current system of roads, while enabling Town officials to seek grant and/or low interest loan funding to expand the Town’s road system over the long term (next ten to twenty years). Any long term road infrastructure expansion for the Town should be considered in conjunction with working out amicable solutions with the surrounding Towns of Afton, Thayne along with assistance from Lincoln County.

Contacts for Road Infrastructure:

The Wyoming Business Council (WBC) administers the Community Development Block Grant Program. For further information contact

Elaine Zempel, Southwest Regional Director.
Wyoming Business Council
Phone: (307) 877-2203
e.z@wybusiness.org

The Office of State Lands and Investments: This agency provides grants and loans for infrastructure projects. Specifically, the agency features three programs that could assist the Town in maintaining and expanding its road infrastructure:

Office of State Lands & Investments
Mineral Royalty Grant Program
122 West 25th Street, Herschler Bldg. 3rd Floor West
Cheyenne, NY 82001
Phone (307) 777-7331

Office of State Lands & Investments
Transportation Enterprise Grant and Loan Program
122 West 25th Street, Herschler Bldg. 3rd Floor West
Cheyenne, NY 82001
Phone (307) 777-7331

Office of State Lands & Investments
Wyoming Joint Powers Act Loan Program
122 West 25th Street, Herschler Bldg. 3rd Floor West

Cheyenne, NY 82001
Phone (307) 777-7331

The Office of State Lands and Investments have several agency contacts within its Grants and Loan Division and Mineral Royalty Division.

Time Frame(s) for Implementation

Water and Sewer Infrastructure – The prioritization of minimizing the fiscal cost impacts of the existing water system repairs will need to continue over the next two years while Town officials continue to identify and secure grant and low interest loan funding to expand the current water and sewer systems over the next five to ten years.

Town officials will also want to take into consideration the comments provided during the listening sessions regarding the various types of projects desired by Town residents. This input can be used to obtain engineering expertise on much current and future capacity the Town's water and proposed sewer system would need to be. The proposed system of culinary water and sanitary sewer should feature engineering recommendations, time lines and preliminary cost and use estimates regarding how the system can operate on its own, as well as what the future costs to residents would be if a county or regional water and sewer system is proposed.

Road Infrastructure – The development of a sufficient road infrastructure for the Town of Star Valley Ranch is tied to current county and state planning and zoning regulations on one hand and the prioritization of road projects by types of use on the other. Both the Town of Star Valley Ranch and the Association leadership should work together to obtaining input from residents. Each side can use this information and feedback to give to transportation planners. This will help to determine how to best develop a system of roads to meet competing residential, recreational, commercial business and economic development needs.

In order to maintain the current beauty and property values of the Town's residential community, the Town officials and SVR Association should work to complete a comprehensive plan (with road, water and sewer infrastructure components) within the next two to three years. Input could be provided through the Lincoln County Planning Department and state Transportation Agency.

The chart below summarizes individual and joint roles and responsibilities pertaining to water, sewer, and road infrastructure project initiatives.

**Recommended Roles and Responsibilities:
Infrastructure for the Town of Star Valley Ranch, WY**

Town of Star Valley Ranch	Star Valley Ranch Association	Joint-Town of Star Valley Ranch and Star Valley Ranch Association
<ul style="list-style-type: none"> • Continue to seek grant and low interest loans for current water system expansion. • Work with Lincoln County Planning relevant WY state agencies on comprehensive plan with water and sewer components (2 to 5 years). • Identify short term grant funding list of projects for two to five years to maintain current and expand system. • Communicate costs plan to SVR Residents (in partnership with SVR Association Leadership). • Work with SVR Association and Town residents to develop short term (2-5 year), intermediate (6-10 year), and long term (11-20 year) infrastructure project list (based on Survey). 	<ul style="list-style-type: none"> • Work with Town Leadership on revising DCC&R's by 2011. • Examine how DCC&R's can impact expansion of infrastructure for intermediate and long term projects. • Administer survey to SVR Association members (and town residents) to identify short term (2 to 5 years), intermediate (6 to 10 years), and long term (11 to 20 years) projects that could impact infrastructure use (recreational roads), Barn and Silo other projects year (round). • Communicate survey results to permanent SVR Association members; assist town with marketing, communication to community residents. 	<ul style="list-style-type: none"> • Work with Town Leadership on revising DCC&R's by 2011. • Work together to prioritize infrastructure projects related to a comprehensive plan to install, maintain and expand road, water and sewer infrastructure projects. • Develop joint communication information on infrastructure uses and needs: Town-Municipal needs for town residents. • Star Valley Ranch Association – focus on needs specific to SRVA; recreational seasonal, tourism and other special events. • Disseminate and provide specific information to Town residents. • Develop mutually agreeable funding and in-kind services agreement(s) for funding match for roads, water and sewer projects to secure needed infrastructure projects.

Town officials and the SVR Association leadership may also want to jointly consider studying the impact that the update of the 2011 DCC&R's will have on the provisional development of property, allowable uses of the property, and how property restrictions could impact the expansion of road infrastructure to encompass future recreational, commercial and business development opportunities.

Equally important to expanding the road infrastructure is what rights of way, zoning changes and other impacts would need to occur in regards to the provision of water and sewer infrastructure. Input from residents on the need(s) pertaining to road infrastructure, water and sewer expansion can be obtained by way of surveys and information meetings. Findings can be presented to the residents as a part of the Town's (and SVR Association's) Communication Strategy. Road infrastructure expansion and maintenance projects can be shared with the community in public meetings with priorities and projects displayed by short term (2 to 5 years), intermediate (ten years) and long term (20 years), as well as information provided to residents on sources of funding and their share of the costs.

ECONOMIC, WORKFORCE AND BUSINESS DEVELOPMENT

Since the last Community Assessment was completed, the Town of Star Valley Ranch has continued to remain somewhat insulated from broad fluctuations and downturns in the national economy. Because the immediate SVR community has remained as a higher income retirement community in comparison to the surrounding Valley towns of Thayne, Afton, Etna, and less so, Alpine, it has yet to experience the full economic impact of the current recession.

The Town of Star Valley Ranch is presently at a point in time in which the Town leadership and the Star Valley Ranch Association will need to consider the development of a comprehensive economic development strategy. This strategy will need to incorporate a minimum of three components:

- (1) A workforce development, job training and entrepreneurial business strategy for newly arrived and year round existing working families.**
- (2) A commercial development, business recruitment and business retention strategy to [re-] capture local consumer and household expenditures and expand the Town's tax base, and**
- (3) An economic development strategy, which capitalizes off of the Town's natural resource amenities, seasonal recreational assets (golf, tennis), as well as the identification of spin-off activities which can bring in a mix of seasonal and permanent residents.**

Challenges: The Town of Star Valley Ranch's future economic viability and sustainability is tied to how well the leadership can capitalize off of its multiple assets of strong leaders, a multitude of talented individuals with former business, workforce, and economic development skills.

Town officials will need to work closely with the SVR Association leadership to establish a consensus on the Town and community's direction. A clear delineation of responsibilities and roles should be identified as the Town works together with the Association to build consensus on each of the three economic development components of workforce development, commercial business recruitment and retention, and the economic

development strategy. Communication of the strategy components to Town and Community residents will also be essential to the overall success of any strategy efforts.

Workforce Development and Working Families: Two of the problems and challenges facing the Town and the Association is the increase in number of working families with children and the lack of available, higher wage job and income earning opportunities within close proximity to the Town of Star Valley Ranch. A related issue of more importance to Town officials deserving future consideration is not only where families work, but also where do they make the majority of their consumption purchases.

While Wyoming as a state and selected communities in Western Wyoming may fare well overall, the current economic downturn nationally has resulted in the availability of fewer higher wage job opportunities and longer term unemployment for individuals with lower levels of education or years of work experience. In addition, while not uncommon, those Star Valley Ranch residents who are currently employed often travel long distances (up to 50 miles or more) to work within Lincoln County or even the short distance into Idaho. Without securing job training, retraining and other related workforce development opportunities, working families may feel permanently trapped with limited employment options. More importantly, without current information, Town officials and the Star Valley Ranch Association leadership may experience some difficulty in documenting the extent of this problem and its impact on serving the needs of Community residents. Residents in turn, cannot contribute to the local tax base through consumption expenditures and other tax payments such as the Fifth (5th) Penny Tax.

Solution: The development of workforce development, job training, and job assistance solutions for Town residents will require some validation of the total number of working families in the Town (and surrounding community) their residence status (year round versus seasonal or other) and their specific training needs. As a part of the Town and Star Valley Ranch Association's communication efforts, the Town can develop and publish its own Residential or Community Directory. Included in this Directory is a returnable survey that identifies workforce skills, job training, as well as entrepreneurial interests. The Directory can be published once per year. [However] The survey can be administered twice yearly. This survey information can be returned locally by residents to the Town Hall Offices. The Association leaders may also want to use Community youth to help complete the Survey. Funding can be set aside by the Town and fees from the Association utilized to have youth conduct phone interviews or contact family members and friends who represent seasonal residents who live out of town. Information can be published and used by both Town officials and the SVR Leadership. Both can utilize the information to identify workforce training grants and eventual employment opportunities for residents.

Resources:

Training and Workforce Development assistance is available through Wyoming's Community College System of seven Community Colleges. For more information, contact:

Western Wyoming Community College (WWCC)

Professional Technical and Community Education Department

Phone (307) 875-2778 Ext. 326

www.wbcc.wy.edu/cont_ed/

Wyoming Business Council: Community Facilities Grant

USDA Loan Program Rural Development Community Facilities Program:

The USDA Community Facilities Grant and Loan Program enable units of government and non-profit entities to seek funding to construct facilities for multiple uses. The Town of Star Valley Ranch and the SVR Association should consider jointly applying to USDA to construct a Workforce and Business Development Training Center. An alternative project would be to apply jointly with the Town(s) of Afton (and Thayne) to convert the Elementary School or a portion of the School into a Workforce Development and Business Training Center.

Contact: USDA Rural Development – West Area Office
Ann Stoeger, Area Director
508 North Broadway
Riverton, WY 82501
Phone (307) 856-7524 Ext. 4
Ann.stoeger@wy.usda.gov

Contact: Wyoming Business Council
Community Facilities Grant and Loan Program
Phone: (307) 262-4326
Wyomingbusiness.org/community_assistance/
Wyomingbusiness.org

The Wyoming Business Council also has other community based programs geared toward enhancing the growth of the Town of Star Valley and the surrounding community in order to attract new businesses, or facilitate related types of development activities.

Commercial Development, Business Recruitment and Business Retention Strategy

Challenges: The leadership of the Town of Star Valley Ranch is faced with a key set of decisions. Do we want the Town to be only a retirement destination community? Do we or can we grow the Town and meet the current consumption and related need of residents through the attraction of new businesses to the Town? What will business attraction mean in regards to the provision of increased municipal services? What relationship and role can the Star Valley Ranch Association play in working together with the Town leaders in attracting businesses to the Town? What strategic alliances should be formed with neighboring municipalities? Each of these questions poses a challenge to Town, the SVR Association and its current leadership.

The challenges posed by each question however, provides a unique set of opportunities for both sets of leadership to focus individually and jointly on formulating a business attraction, recruitment and retention strategy.

Solution: The feedback from Community residents during the listening sessions identified two key types of businesses needed for the Town: (1) Commercial business to provide goods and services for year round residents and working families, and (2) New businesses in close proximity to the Town (and surrounding communities) which pay livable wages, and can employ residents close-by without lengthy out-commuting distances to work.

The recent Community Evaluation completed by Town Staff, and the SVR Association leadership provided an initial set of data relative to the availability and access by Town residents to needed goods and services provided by businesses. Feedback during the listening session by residents also gave some information on the types of businesses desired to meet immediate demands. This data can be used along with the general feedback on specific types of businesses requested by community residents to identify and target specific businesses. Business can be targeted by size of retail (or commercial) establishment or service provided for individuals and families, and services provided to serve various segments of the community (youth, seniors, working families, cultural and recreational). A strategy can be devised by both Town and SVR Association leadership to attract businesses to the area over a two to five year period.

Resources:

Contact: **Wyoming Business Council-Business Ready Community Programs.** The Wyoming Business Council has several programs under the Business Ready Community's Initiative. These include **(1) the Community Readiness, (2) Downtown Development, (3) Community Enhancement, and (4) Child Care/Senior Care Programs.**

Wyoming Business Council - Business Ready Community Programs

Phone: (307) 777-2800 or (800) 262-3425

www.wyomingbusiness.org/community/

In addition to the community assistance provided through the Wyoming Business Council, it is recommended that the Leadership of the Town and Association survey residents at least once yearly to identify what specific business and services they would like to see located in their community. This information can be used to formulate the Town and SVR Association joint business recruitment strategy. Where possible, Town officials may also want to work with county and regional officials of the Wyoming Business Council.

Community, Asset Based Economic Development Strategy

Challenges: The listening sessions provided the leadership of the Town and SVR Association with information on competing demands by Town residents for the enhanced growth of the community through commercial business and economic development. Feedback by residents, as well as admissions and comments from the leadership reiterated the abundance of natural and scenic beauty, enhanced recreational opportunities, and the challenges of recruiting business and economic development opportunities to the area. These opportunities can allow community residents, Association members and Town officials the opportunity to benefit from future development. This will require that leadership focus on a business and economic strategy. The business and economic development strategy should include these suggested components.

- (1) Infrastructure Growth and Maintenance Strategy – this would include a prioritized listing of infrastructure and tax base enhancing projects. Short term, intermediate and long term projects can be developed based on respective timelines of two to five year, ten year, and twenty year projects.**
- (2) Tourism Retirement Destination and Recreation Strategy – this would include a strategy and prioritized listing of project initiatives to target seasonal and year round residents with interests in golf, skiing, hunting and off road sports.**

- (3) **Family, Youth and Related Business Activities** – this would include any activities strategically targeting programs and business activities of working families, youth and seniors. It would also suggest business and entrepreneurial activities for these special populations.

Solution: The Wyoming Business Council (WBC) provides project assistance in two areas (1) Community Readiness – which aids communities in building the infrastructure to ready itself based on its strategy or action plan, and (2) Community Enhancement Projects – which assists the community in enhancing the community’s aesthetic characteristics.

Resources:

Contact:

Elaine Zempel – Southwest Regional Director
Wyoming Business Council
1100 Pine Avenue, Suite 3F
Kemmerer, WY 83101
Phone (307) 877-2203
www.wyomingbusiness.org
e.z@wybusiness.org

Typically, the development of a business and economic development strategy involves some strategic planning. The WBC, through the Community Development Block Grant Program provides Planning Only Grants, Job Training and Technical Assistance Grants for Economic Development purposes. The WBC also has the Main Street Program administered through the Wyoming Association of Municipalities. The state requires that a county government serve as the lead applicant. However, local municipal governments can serve as a joint applicant.

Contacts:

John Woodward – Planning Director
Lincoln County Government Phone: (307) 885-3106
www.lcwy.org

CDBG Economic Development Grant Program
CDBG Economic Development Program Manager
Phone: (307) 777-2821

Also, where possible, the leadership group from the Town of Star Valley Ranch and the Star Valley Ranch Association will want to continue to work with Wyoming Rural Development Council and the current Assessment Team.

Solution: Tourism, Retirement Destination and Recreation Strategy – In some cases, leaders may not view the incorporation of tourism and retirement as a viable economic development and business strategy. During the feedback obtained from the Community listening sessions, it was mentioned several times about the need to identify Star Valley Ranch as a tourism and retirement destination. A strategy with this focus can increase opportunities in growing the community. In this regard, some attention should be given by leadership to

approaches that can enhance the community as a vacation, tourist destination or retirement location. Technical assistance and marketing expertise can be provided through the Wyoming Department of Travel and Tourism.

Resources:

Contact:

Alan Dubberly, Deputy Director
Wyoming Travel and Tourism (WTT)
Phone: (307) 777-8561
Alan.Dubberly@visitwyo.gov

Prior to contacting the Wyoming Travel and Tourism (WTT) Division, Town Officials and Star Valley Ranch Association may want to facilitate one or more meetings with community residents. These meetings could gather informal and survey input regarding the types of recreational and tourism activities viewed as important by community residents. This input and findings can be shared with WTT staff to obtain technical assistance, develop materials and receive marketing advice to promote the Town as a recreation and retirement destination.

Solution: Family, Youth and Related Business Activities – While the Town officials can work closely with the SVR Association leadership on a joint Economic Development and Business Strategy, another key area of activities can focus on the identification of programs and activities for each of the Towns major populations: youth, working families, and seniors.

The Wyoming Business Council provides local governments with a range of programs to build community infrastructure, provide incentives to attract businesses and potential industry, as well as train the existing labor force for new jobs.

Another untapped or sometimes overlooked resource within communities is local and Community Foundations. Community Foundations often provide funding for specific program activities, while also serving specialized needs at the community level.

Foundation funding can also help leverage existing federal and state funding dollars which normally are limited to traditional brick and mortar infrastructure and building facilities projects.

Information provided during the listening sessions highlighted the need for the Town and SVR Association leadership to provide more activities for youth and working families. Community and Business specific Foundations can help fill a specialized niche throughout the year. Foundation activities involving youth, working families and seniors focus in several areas including general and specialized job education, character education, workforce development, entrepreneurship, health, and public and community service.

Resources:

Contact:

Wyoming Community Foundations
Community Foundation of Jackson Hole
Katherine Conover, President
PO Box 554 – 225 East Simpson Street

Jackson, WY 83001-0574

Phone: (307) 739-1026

KConover@cfjacksonhole.org

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

Contact:

Wyoming Foundations, Grant and Funding Opportunities

Wyoming State Library

WYLD Library Consortium

www-wsl.state.wy.us/sls/grants

The Wyoming State Library System provides links to state grant funding sources. These include the Cooperating Foundation Center libraries (<http://fdncenter.org/collections.index.html>), and Wyoming's Foundation Directory. The Website also provides links to other website with grant and program information that can assist both the Town and Association Leadership with identifying grants programs for youth and working families as well as potential non-government funded business and entrepreneurship programs.

In addition to Community Foundations another major advantage that Town and Association officials have are access to state grant and loan programs closely linked to Wyoming's natural and mineral resources.

Contact:

Wyoming State Forestry Division

Community Forestry Program

1100 West 22nd Street

Cheyenne, WY 82002

Phone (307) 797-7586

The state of Wyoming Community Forestry Division has two small Forestry Education Grant programs that provide general education on Forestry, and tree planting to preserve and protect the community.

Resources:

Contact:

University of Wyoming Cooperative Extension

Lincoln County Extension Office

Afton Office

150 South Washington Street

PO Box 309

Afton, WY 83110-0309

Phone (307) 885-3132

In addition to the traditional youth and 4-H Development Programs, Cooperative Extension collaborates with communities on issues related to families, youth, households, nutrition, health and safety.

The Wyoming Business Council and the Wyoming Small Business Development Center also has several business assistance and loan programs for existing, as well as start-up, women's and veterans' businesses.

Contact: **WyomingEntrepreneur.Biz** – **WyomingEntrepreneur.Biz** consists of the Wyoming Small Business Development Center, the Procurement Technical Assistance Center, and the Wyoming Market Research Center. This consortium of small business entities can provide technical assistance to individuals interested in starting a new business, marketing an existing business or related technical assistance needs for individual companies, women and veterans.

Mark Atkinson – Regional Director
WyomingEntrepreneur.Biz
Small Business Development Center
1400 Dewar Drive – Suite 205B
Rock Springs, WY 82901
MAtkins2@uwyo.edu
<http://www.wyomingentrepreneur.biz>

Contact:
Elaine Zempel – Southwest Regional Director
Wyoming Business Council
1100 Pine Avenue, Suite 3F
Kemmerer, WY 83101
Phone (307) 877-2203
www.wyomingbusiness.org
e.z@wybusiness.org

Time Frame(s) for Implementation

Workforce Development and Job Training – the Town leadership of Star Valley Ranch should work closely with the Association to identify the total number of families who represent working families as well as some general characteristics of these families. Efforts could be made to conduct a focus group or other effective survey with year round residents over the next year. Information on seasonal or out-of-town residents who are property owners could take longer. For planning and economic development purposes, this effort should be completed within a two year period. Data findings could be communicated back to the residents as part of the Town Communication and Information plan. These findings can also help inform the process of development of local entrepreneurs that can add businesses and new jobs to the Town and community.

Commercial Development, Business Recruitment and Retention Strategy – Implementation of a business recruitment and retention strategy represents an on-going process with the nurturing and development of collaborations at the local, county and state levels. Given the Town and Association's current leadership, a minimum time frame of two to five years to develop and implement an initial strategy is possible. This strategy should focus on business recruitment and local leadership development. Where possible, citizens input will need to be an integral part of the process. Assistance from the Wyoming Business and Rural Development Council will need to be maintained on an on-going basis.

Economic Development Strategy – The implementation of the economic development strategy is equally important to the future development of the town as a recreation or retirement destination. This implementation

may require a longer period of time to refine and implement. Agreement by both leadership teams as to the future direction of Star Valley Ranch will need to be clearly worked on by both sides. This will require some strategic planning and visioning. This process will also need to incorporate clearly delineated roles and responsibilities to ensure that the Town, the Association and the surrounding community can attract its share of desired business and economic activities, while not creating misunderstanding with other towns in the County.

The chart on the next page summarizes individual and joint roles and responsibilities pertaining to economic and business development.

**Recommended Roles and Responsibilities:
Economic Development for the Town of Star Valley Ranch, WY**

Town of Star Valley Ranch	Star Valley Ranch Association	Joint-Town of Star Valley Ranch and Star Valley Ranch Association
<ul style="list-style-type: none"> • Develop a five to ten-year economic and business development strategy with a local leadership and youth component. • Develop priority list of economic development projects based on community input. Projects should focus in these areas: <ol style="list-style-type: none"> 1. Workforce Development 2. Small Business Development/Entrepreneurship 3. Recreational Retirement Location • Work with county, regional and state entities on an economic and business development strategy. Strategy would target business recruitment, retention and expansion (2 to 5 year strategy then on-going implementation). • Seek and apply for economic development and Business assistance grants to target businesses into or near the Town and community (2 to 5 years, then on-going). • Apply for grants to expand infrastructure and construct facilities based on the economic and business development strategy. 	<ul style="list-style-type: none"> • Survey Association members and the community twice annually to identify permanent versus seasonal residents and visitors. Include survey questions to identify needs of working families, youth and seniors: <ol style="list-style-type: none"> 1. Empowerment and training issues 2. Interest in starting own businesses 3. Business recruitment to the Town to meet consumer purchase needs • Where possible, examine ways to utilize Association fees to serve as matching funds for grants that target business development and job creation relative to areas of interest to the SVR Association (recreation, tourism, youth and senior programs). • Work with the Town Leadership to market the Town as a retirement, tourism and recreational destination. • Identify specific programs to serve youth, adults and seniors based on Survey of Association membership. 	<ul style="list-style-type: none"> • Work together to publish Town Directory. Communicate survey results on <ol style="list-style-type: none"> 1. Working families and training opportunities. 2. Town specific business recruitment efforts. • Develop joint marketing and branding of Town as a recreation and retirement destination. • Apply for foundation grants for programs to address community needs impacting working families, youth and seniors. <ol style="list-style-type: none"> 1. UWY Cooperative Extension 2. Wyoming Community Foundation 3. USDA 4. BLM/Forestry 5. Other Foundations • Work together to help recruit businesses and jobs to the community and Town. • Identify community based projects and work with surrounding Towns on mutually beneficial projects: <ol style="list-style-type: none"> 1. Youth and Seniors 2. Working Families