

COMMUNITY REVIEW

Phase 1 Report

APRIL 2022

GILLETTE VISION



Presented by:



Table of Contents

01 page 3

The Community
Review

02 page 8

Results
Summary

03 page 16

Your 2022
Themes

04 page 41

Listening
Sessions Recap

05 page 45

Town Hall
Recap



Section 1: Community Review

Purpose

Phases

Process

Community Review

Purpose

The Wyoming Community Review is a program to make Wyoming communities stronger, healthier, and more prosperous. We work closely with community residents and leaders to cultivate solutions at a local and regional level by listening and observing, sharing perspectives, and exploring technical assistance and resources appropriate to each community. Ideally, review participants are better prepared to build on shared strengths and are working together to achieve common goals.

Community Reviews are a community-based planning and assessment process involving interviewing many people in the community, recording their thoughts and suggestions, and using the information to craft an action plan where community members work together to achieve their common goals.

While the first step of the review is imperative to better understanding the community, asking citizens to participate creates an unwritten contract that community leaders will use the information in a valuable and visible way. Therefore, communities must commit to, and communicate, the next step: Action.

Community Review Benefits

- Reach agreement about community priorities and economic development opportunities.
- Information and skills to improve community decision-making and leadership.
- More effective collaboration and coordination among key local organizations and residents.
- Stronger relationships between the community and agencies that provide funding and assistance.
- Identify sources of funding, technical assistance, and best practices
- Support future grant applications with objective, professional assessment of local conditions and opportunities. The monetary value of a community review (\$50,000+) can also be used as a soft match.
- Community-focused and inspired action steps to implement community driven initiatives.

Phases

Phase 1: Learn

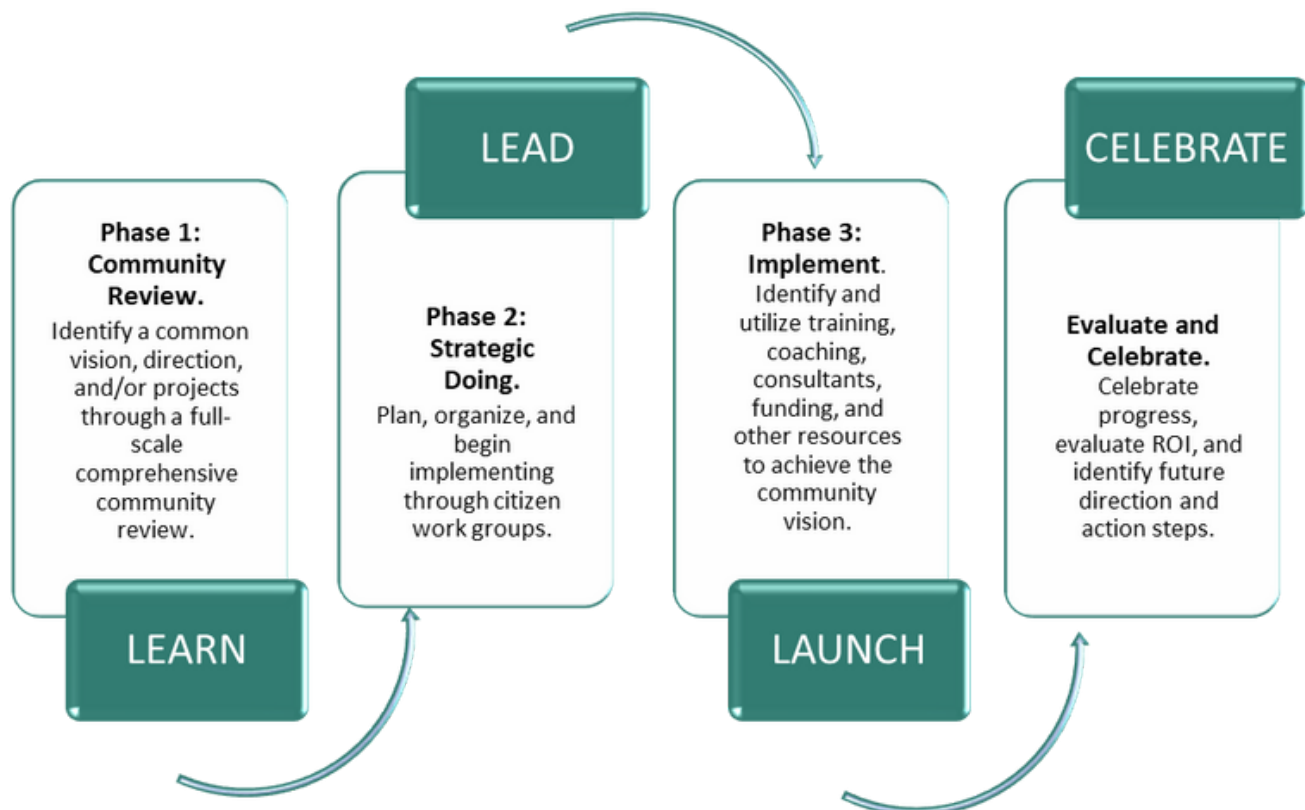
Communities recruit and encourage as many residents as possible to participate in a survey and WBC-facilitated listening sessions, all with the goal of identifying common themes that can be to inform community planning, projects or initiatives, and action steps, both small and large-scale. This phase culminates in a Town Hall meeting where the community prioritizes the themes, volunteers for working groups, and designs first steps to address them.

Phase 2: Leading

Communities, through their working groups, begin planning and implementing the vision, projects, and/or initiatives using the information from the Review. The WBC uses the Strategic Doing approach to provide coaching and support for communities to build or increase capacity to attain their vision.

Phase 3: Launch

Communities implement the planning and projects. The WBC provides project management through the process and connects them with potential funding, experts, technical assistance and other resources.



COMMUNITY REVIEW Process

Phase 1

Gather



Community Survey

The Community Home Team disseminates a survey to as many community members as possible one month prior to the Review.



Listening Sessions

The WBC Visiting Team hosts listening sessions with as many stakeholder groups as possible.



Work Session

The Visiting Team consolidates the results from all the listening sessions to identify key themes.



Town Hall

The WBC Visiting Team facilitates a Town Hall open to all community residents, businesses, organizations and other stakeholders. The Community will prioritize the themes and identify next steps.



Final Report

The WBC drafts a final report outlining all of the results gathered from Phase 1 of the Community Review.

Phase 2

Lead



Kick-Off

The community attends a Strategic Doing Kick-Off event and presentation of the Phase 1 results. Volunteers begin to plan next steps.



Leadership

Community Leadership commits to support and participate in the process as community volunteers work together on grassroots initiatives inspired by community input. WBC provides support, facilitation, and coaching throughout this phase.



Work Teams

Volunteers create and participate in work teams consisting of self-selecting community members specifically to address each of the themes.



Planning

Work Teams 1) research, 2) draft goals, 3) identify necessary resources, and 4) craft an action plan to address individual themes.

Phase 3

Launch



Implement, Measure

The community implements and tracks the outcomes, encouraging community participation. The WBC provides support and facilitates relationships and access to resources, such as project management, experts, and funding opportunities.



Celebrate

After one year, the community and WBC cohost a celebration highlighting the successes and continued progress.



Continue, Repeat

The community continues to implement the projects derived from the Review, and integrates the process into the formal planning structure.



Section 2: Results Summary

Overview

The Teams and Sponsors

The Questions

The Themes

Prioritizing the Themes

General Recommendations

PHASE 1: LEARN

Results Summary

Overview

The City of Gillette and Campbell County partnered on an application to the Wyoming Business Council in 2019, requesting a Community Review. Gillette was the largest community in Wyoming to be awarded a Community Review. The Home Team developed an ambitious schedule to hold the review in April 2020, however the process was put on hold due to the Covid 19 virus outbreak. After nearly two years of planning, the Campbell County Chamber of Commerce Gillette Area Leadership Institute (GALI) group agreed to take on the process as their class project. The group agreed on the importance of a community driven, planning process to bring the voice of the residents to those in leadership.

This Report addresses Phase 1 of the three-phase process: Learning what the community 1) loves, 2) would like to improve, and 3) envisions for the future.

The Wyoming Business Council assembled a seven-person team in Gillette to tour the community and facilitate multiple sessions on April 18-22, 2022. The engagement process included 30 listening sessions hosting over 800 residents, an online survey, and other opportunities for citizens to provide feedback.



The community Town Hall was the Capstone for the Phase 1 Visit. It provided Gillette with a preview of this report, as well as identified common themes addressed during the many listening sessions. This report will outline the themes and provide general recommendations based on the community's input.

Gillette is now tasked with using this feedback in real and constructive ways, ideally integrating it into planning, and finally developing projects and initiatives reflective of the community's vision. The recommendations are starting points from which the community can begin the process of visioning, goal setting, and action planning.

The Home Team

Vision 2040 Steering Committee

- Jeremy Hayes (Chair)
- Shannon Stefanick (Co-Chair)

Gillette Area Leadership Institute

- Kyle Rogers
- Steve Yount
- Bobbie Engstrom
- Stefanie Crawford
- Cody Engstrom
- Megan Swords
- Cindy Lovelace
- Megan Spanyers
- Cooper Montague
- Quinn Goldhammer
- Savannah Mills
- Bryan Kaufmann
- Jared Dillinger
- Matthew Miller
- Adam Boothe
- Molly Wiesner
- Adanael Ruiz
- Amanda Leithauser
- Ashley Brintle

The Sponsors

Primary Sponsors



Secondary Sponsors



The Visiting Team

Wyoming Business Council

- Heather Tupper, SE Regional Director (Team Lead)
- Brandi Harlow, NE Regional Director (Home and Visiting Team Liaison)
- Kristin Fong, NW Regional Director
- Amy Quick, Strategic Communications
- Wendy Lopez, Business Recruitment Manager
- Jill Tregemba, Agribusiness Development Manager
- Kayla Kler, Main Street Program Manager



The Questions

Meeting with over 840 Gillette residents, representing 21 different stakeholder groups, the session facilitators asked three questions:

- What do you love about Gillette?
- What could make it better?
- What would you like to see in the future (10-20 years)?

The Themes

The visiting team consolidated the information, identified key themes and presented these to the community during a Town Hall meeting.

- Gillette College: degrees, programs, accessibility, growth
- Industrial Diversification
- Healthcare: access, facilities. Primarily Mental Health.
- Smart Growth: managed, strategic growth, communication and collaboration, values, infrastructure and quality of life.
- Transportation: public transportation, pedestrian traffic, and air transportation.
- Tourism Diversification: tourism destination, amenities and lodging, and sports tourism.

Several comments centered around social issues, desired amenities, and increased retail and restaurant options. All comments are incredibly important and should be considered in next steps. Social issues and amenities will overlap more than one of the themes, thus these are not categorized into themes of their own.

Retail and restaurant chain recruitment is often more complex and is determined by individual companies, typically hinging on the population size and other demographic factors in the community. For instance, Target looks for communities with an average population of approximately 500,000, a higher-than-average median income, and other demographics that are not typical of most Wyoming communities. The same is true of most chains that are found in larger market areas.

30

Listening Sessions

1122

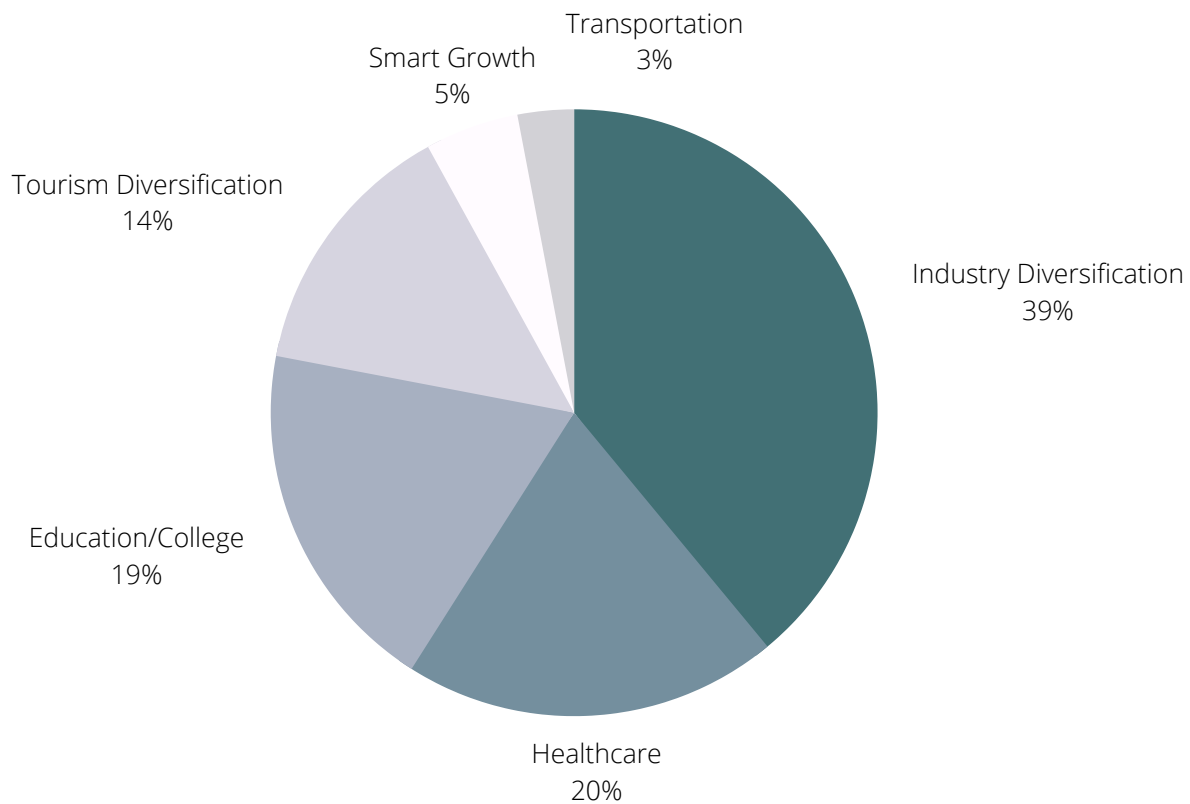
Gillette Resident
Participants

3.4%

Participation Rate

Prioritizing The Themes

After the Visiting Team presented the themes during the Town Hall, those in attendance prioritized these themes to help inform both a common direction and next steps. Using a simple voting process, community members selected their top priority. Industry and Business Diversification (39%) topped the list as the most important issue in Gillette, followed by Healthcare (20%) and Education (19%), Tourism Diversification (14%), Smart Growth (5%), and Transportation (3%).



General Recommendations

The recommendations in this document are based solely on the responses collected during the Community Review. The recommendations as provided by the Wyoming Business Council are intended to provide you with a starting point, give you options, and a possible direction, but it is up your community to determine where you go from here. Of course, the WBC has many programs and partners that can help provide resources and support.

The following are general recommendations, but you will also find theme-specific recommendations at the end of each category. By embarking on the next Phases of the Community Review Process, including the creation of working groups representing all the sectors, Gillette will address the following recommendations:

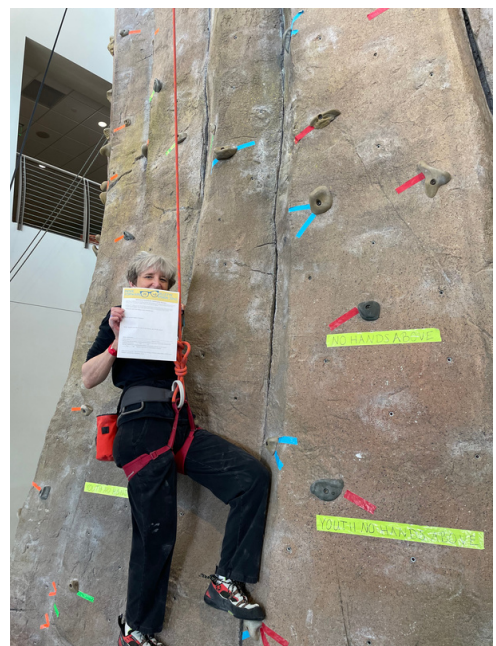
- Continue with Community Review, Phases 2-3 using Strategic Doing, focusing on the themes derived from the community comments, Phase 1.
- Develop a community-wide, community-driven planning and communication process.
- Foster collaboration, where you engage and encourage strategic and community participation.
- Provide, seek out, and use resources to implement projects and/or initiatives identified from working groups.
- Continue to focus on issues related to workforce and housing. This is a tough one, as there are no easy answers; however, both of these factors have massive impacts on the health and managed growth of Gillette's economy.
- Examine access and cost of childcare.

Contact the Wyoming Business Council for help moving forward, finding resources, creating partnerships, and uncovering best practices:

Wyoming Business Council
<https://wyomingbusiness.org/>

Northeast Regional Director:
Brandi Harlow – brandi.harlow@wyo.gov

Community Leadership and Engagement Manager:
Amber Power – amber.power@wyo.gov



Next Steps


Start.

Begin Phase 2. Figure out what you are going to do with the information and start Doing. Invite the community to contribute to direction and action steps in response to the themes identified in listening sessions.

Do.

Phase 3: Identify resources, craft partnerships, seek funding, and implement your community plans. Celebrate your successes. Begin again.





Section 3: Your Themes

Industrial Diversification

Healthcare

Gillette College

Tourism Diversification

Smart Growth

Transportation

PHASE 1: LEARN

Your 2022 Themes

1

Industrial Diversification

Diversity in the local economy, meaning less dependence on a few key industries. More job opportunities, higher wages, and more shopping options

2

Healthcare

Access to quality healthcare, most notably mental health providers and services. Includes addiction services, though there were many other suggestions revolving around mainstream health services.

3

Gillette College

Community comments centered around expanding course and degree offerings at Gillette College.

4

Tourism Diversification

Gillette as a destination for tourism, including but not limited to sports tourism. Increased venues, lodging, and activities to drive tourism.

5

Smart Growth

Deliberate, strategic, and long-term planning for growth, including developing the infrastructure, the systems, mobilizing, and outreach and communication.

6

Transportation

Air service and public transportation. Also includes suggestions to improve trail systems and pedestrian safety.

Theme 1

Industrial Diversification

Sub-Themes

Manufacturing

Advanced manufacturing is an opportunity to diversify existing Gillette businesses. Most of these companies already in Gillette have the space, equipment, workforce, and logistics to produce and transport products because they have been providing products for the extraction industry for years.

Technology

The future opportunities in technology are endless. The Campbell County School District, Gillette College and Area 59 are working to engage students in technology. Area 59 is a state-of-the-art makerspace that offers classes and camps teaching students how to make things and problem-solving skills. These efforts are building a workforce for the future.

Future opportunities for the Powder River Basin's vast minerals may also be an opportunity for technology-led efforts. Several research and development efforts are underway to identify new opportunities for carbon assets.

Sites & Assets

Available sites are needed to help local businesses expand and to attract new businesses to relocate to the area. Need for shovel-ready property was brought up at several sessions. An inventory of current and future site needs to be maintained.

% voting
this the
top
priority

39%

Take-Away

The need to diversify the economy was heard loud and clear. Most participants identified a diversified stable economy as a top priority. Gillette has survived the boom-and-bust cycle for decades. Residents voiced concerns about the future of Gillette, with stable jobs available and long-term opportunities for their children.

Who Needs to Be Involved:

- Local elected officials (City Council & County Commission)
- Economic Development
- Minerals Extraction companies
- Existing Manufacturing Companies
- Gillette College Representatives
- Real Estate owners/agents
- Wyoming Energy Authority
- University of Wyoming School of Energy Resources
- Integrated Test Center
- Others?

Recommendations

- Identify current assets and future opportunities through WBC asset-mapping and SOAR, or similar processes.
- Pursue WBC Competitive Site Analysis Program (see below).
- Schedule a Comprehensive Workforce Study
- Develop diversification strategy with an implementation plan, creating clear expectations and roles for each entity, stakeholder, and/or partner.
- Pinpoint small milestones, priorities, and celebrate small successes.
- Draft a public engagement plan and implement a strategic communication process.

Resources

Interagency Working Group on Coal & Power Plant Communities & Economic Revitalization. US Department of Commerce Economic Development Administration.
<https://www.eda.gov/coal/>

Business Ready Communities Grant & Loan Program. Wyoming Business Council
<https://wyomingbusiness.org/communities/business-ready-community/>
The WBC offers financial assistance for planning and infrastructure development for local governments.

Site Assessment Program

The Wyoming Business Council is launching and executing a 2022 Site/Industrial Park Readiness and Marketing Program. In partnership with InSite Consulting, the WBC will be championing this powerful State-wide Program, committed to developing and advancing the business prosperity and economic welfare of communities across the state. Gillette will have the opportunity to apply for this program, and if chosen, will have a full site readiness and analysis done on an industrial park.

Just Transition Fund

<https://www.justtransitionfund.org/blueprint>

The Just Transition Fund offers technical assistance and grants to coal impacted communities that are transitioning to net zero. A transition blueprint document is available to assist working through the process.

Examples

L&H Industrial

L&H Industrial, headquartered in Gillette, is a good example of a local business that started as a drilling rib repair shop in the 1960's expanding and diversifying. They identified their existing assets to diversify their markets into aerospace and defense contracts.

Next Frontier for L&H May be Space- Gillette News Record:

https://www.gillettenewsrecord.com/news/local/article_04be39e3-1aa6-54b7-9bfb-ac4a872811f5.html

Colstrip, Montana Diversification Strategy

Colstrip, Montana identified goals and strategies, after experiencing a series of coal fired power plant closures. They completed a diversification strategy in 2017. Since then, they have had some small wins.

<http://diversifyeconomies.org/2018/01/diversification-spotlight-colstrip-southeast-montana/>

<https://www.nado.org/wp-content/uploads/2017/12/Colstrip-Econ-Diversification-Report-Reduced-Size-1.pdf>

Becker, Minnesota

Becker, Minnesota area focused on regional planning efforts, when faced with closures of several coal fired power plants.

<https://www.justtransitionfund.org/blueprint-see/becker-mn>

Health Care

Sub-Themes

Access

Comments and feedback collected during many listening sessions and across many industries and audiences revealed challenges Gillette faces in access to healthcare, particularly behavioral healthcare.

Network

In conversation, interviews, and through anecdotal evidence there appears to be an excess of some types of providers and a lack of certain specialties within the community. Public awareness of a network of providers and alternative opportunities for care is lacking.

Take-Away

With more local providers available, there might be a shorter wait time to receive care. Patients will get seen faster, quality of service may improve with increased time and attention dedicated to patient care and transportation improvements might allow for broader access across all demographics. Likewise, a population that is aware of its existing network of providers and care givers might be empowered to access necessary services.

Who Needs to Be Involved:

- Local hospital and health care providers.
- Mental Health advocates
- Local elected officials (City Council & County Commission)
- Economic Development
- Local nonprofit organizations
- Others?

% voting
this the
top
priority

20%

Recommendations

Access

To increase access to physical and mental health care, we recommend the following:

- Identify and inventory the types of providers within a determined distance to population center. (Market Research Center at SBDC or a list of NAICS codes?)
- Assess and summarize existing & historic efforts to evaluate need across community.
 - Partnership/Affiliation with UCHealth
 - Campbell County Health Surveys/assessments
 - Wellness Screenings (is this a free service?)
 - Emergency Medical Services Community Perception Survey (expired 9/2021. Reinstate?) (Great incentives offered—do we know how many people took advantage of the incentives? Link from 2019 executive summary goes to 2017 report...?)
[Community Perception Survey | Campbell County Health \(cchwyo.org\)](https://www.cchwyo.org/about-us/community-health-needs-assessment/)
 - Community Health Needs Assessment (Appears to be active through 2024. What is plan once results are compiled? Is there a core team identified to follow-up with community members & advocates?)
<https://www.cchwyo.org/about-us/community-health-needs-assessment/>
- Work with guidance of local medical and professional organizations to retain the necessary quota of current providers as demand dictates and attract new or additional providers in targeted specialties by offering salary increases, incentives, or by other means.
- Consider all avenues to increase access to quality care, possibly in preventative medicine and primary care, in addition to behavioral health and alternative care options.
- Transportation or specifically, a lack of public transportation, is a concern that surfaced during conversations around healthcare as well. Improved access to transportation may improve access to healthcare.
- There may also be an opportunity to build on existing structure through organic collaboration.
- Explore telehealth opportunities.

Network

To increase public awareness of an existing and/or desired network of care providers, we recommend the following:

- Identify and inventory local agencies and organizations that assist with health and human services, including those that deal with insurance concerns, advise on complex cases, offer financial tools, advocacy groups and nonprofit organizations, as well as options for preventative or alternative/holistic care.
- Some surveys (including WBC's Community Review) are already out there. Re-engage, re-circulate, or add incentives to garner more feedback.
- Involve local, state-wide, or national professional organizations to capture complete picture of existing options and needs.
- Identify surpluses and gaps.
- Consider all avenues to increase access to all types of quality care, including the marginalized and underserved segments of the community.
- Communications and education campaign to increase awareness of existing network of providers and available assistance.
- Participate actively in the Comprehensive Workforce Study (see Industrial Diversification) – healthcare provider, workforce, and public services focus to identify the gaps, training opportunities, partnerships.

Resources

Gillette College to access EMSI/Lightcast re: Healthcare data

Centers for Rural Health, University of North Dakota School of Medicine

<https://ruralhealth.und.edu/projects/community-health-needs-assessment/innovative-ideas#mental>

Rural and Frontier Mental and Behavioral Health Care: Barriers, Effective Policy Strategies, Best Practices. Maine Rural Health Research Center.

https://digitalcommons.usm.maine.edu/behavioral_health/51/

Rural Health Information Hub

<https://www.ruralhealthinfo.org/topics/rural-health-recruitment-retention>

Examples

Wyoming Trauma Mental Health Telehealth Clinic

University of Wyoming psychology doctoral students provide psychotherapy via videoconferencing to crisis center clients to provide psychotherapy to survivors of domestic violence and sexual assault. There is currently a center in Gillette.

<https://www.ruralhealthinfo.org/project-examples/998>

Race to Health!

Race to Health! in Washington integrates mental health, substance use disorder treatment, and primary care for individuals with severe mental illness. This resulted in a reduction in emergency department visits, hospitalizations, and costs (a total savings of \$5,144,000 for Medicare patients).

<https://www.ruralhealthinfo.org/project-examples/973>

Rural Project Examples: Mental health

<https://www.ruralhealthinfo.org/project-examples/topics/mental-health>

Rural Recruitment Reimagined Workshop Presents the "Safe Sites" Model

A traveling one-day workshop was designed to share ideas and firsthand accounts on successful strategies on how to create "Safe Sites" for new recruits.

<https://www.ruralhealthinfo.org/project-examples/1080>

Rural Project Examples: Recruitment and retention of health professionals

<https://www.ruralhealthinfo.org/project-examples/topics/recruitment-and-retention-of-health-professionals>

Northern Colorado Health Sector Partnerships

<https://nocohealthsector.org/#:~:text=The%20Northern%20Colorado%20Health%20Sector,celebrate%20successes%20in%20the%20region.>

Theme 3

Education & Gillette College

Sub-Themes

Training

Local training opportunities to expand local wage and job opportunities, as well as increase and diversify workforce skills.

Expanded Degree Programs

Expanding degree programs, including energy-based curriculum. Increase local access to four-year degrees and potentially transition Gillette College into a four-year university.

Who Needs to Be Involved:

- Gillette College Representatives
- Student and Parent Groups
- Industry Leaders and Partners
- Economic Development Stakeholders and Partners
- Workforce Development
- Area 59
- Community College Commission
- University of Wyoming
- Others?

Take Away

At many sessions throughout the week Gillette College came up as an asset that participants love in the community. The pride in the establishment of the college as its own college district came through in many sessions. We also heard the desire for more. More partnerships, more training, more programs; the community wants to keep the momentum going. The ultimate goal that many have in mind? Gillette College as a 4-year institution.

% voting
this the
top
priority

19%

Recommendations

- Strengthen industry, non-profit and educational partnerships to better address and prepare students for success in the local workforce.
- Utilize Lightbox data...
- Participate in workforce studies...
- NextGen Sector Partnerships
- Work with industry partners to create advisory committees. and allow the committees to build upon and advocate for existing pipelines
- Further explore offering additional 4-year degrees through Gillette College. In 2019 the State passed legislation granting Wyoming's community colleges permission to begin the accreditation process to offer Bachelor of Applied Sciences degrees to students.

Resources

Association of Community College Trustees

<https://www.acct.org>

<https://www.acct.org/files/Strengthening%20Rural%20Community%20Colleges%202021.pdf>

Strengthening Community College Workforce Training, Community College Resource Center

<https://files.eric.ed.gov/fulltext/ED612792.pdf>

Rural Community College Alliance

<https://ruralccalliance.org>

National Center for Inquiry and Improvement

<https://ncii-improve.com/rural-community-college-leader-series/>

Examples

Anoka-Ramsey Community College

"Anoka-Ramsey Community College (ARCC) is an inspiring example of what a suburban community college can do to expand its ability to serve and reengage students with 'some college, but no degree.'"

<https://www.ihep.org/publication/arcc-case-study/>

University of Lynchburg

<https://digitalshowcase.lynchburg.edu/cgi/viewcontent.cgi?article=1038&context=etd>

Tourism Diversification

Sub-Themes

Gillette as a Destination

We heard a lot that Gillette is a pass-through for people coming from the Black Hills and headed to Yellowstone or vice versa. The interstate interchanges and other signage could be improved or enhanced to promote amenities and attractions in order to get people to stop and stay and play in Gillette more.

Sports Tourism

Gillette has incredible sports facilities and could grow this market to attract more visitors/build upon the existing assets. Many families travel to the Gillette area for sports competitions and a lot of conversations focused on building upon those opportunities to attract and retain people to the community, including hosting the Wyoming High School Rodeo Finals

Facilities

Gillette has amazing facilities from the recreation center to trails and the sports complex to downtown/Main Street, museums, and local shops and restaurants, etc. How can these be promoted and expanded in order to attract and retain more activity?

Promotion

Promote Gillette as a tourism destination along with its many and varied amenities both locally, statewide, regionally and nationally. It was shocking to hear how many people (both residents and visitors) were not aware of Gillette Main Street and the amazing assets and work done in the downtown district.

% voting
this the
top
priority

14%

Take Away

Gillette has some remarkable assets from the Cam-Plex to the museum, sports facilities, a vibrant downtown, parks and other open spaces, etc. that could be promoted and marketed more and more broadly. This means taking advantage of the people and families that are coming to Gillette for other activities (i.e., team sports, rodeo, etc.) and marketing the other opportunities throughout the area (i.e. downtown/Main Street, other tourist attractions, etc.) so that they either want to spend more time or want to come back and see/do more. The first step to be able to capitalize on these assets and enhance promotion and tourism attraction would be to identify the various community assets, events, amenities, etc., and develop a coalition of diverse groups and individuals to work together on this issue from all sides.

Who Needs to Be Involved:

- First and foremost, this theme needs a driver to make it effective and successful.
- Local elected officials (City Council & County Commission)
- Economic Development
- Chamber of Commerce/Visitor' Center
- Gillette Main Street
- Local businesses
- Tourism partners
- Marketing professionals
- Event organizers and event spaces (i.e. Museum, Cam-Plex, Rec Center, etc.)
- Nonprofit organizations (arts and cultural activities)
- Local sports organizations
- Education (K-12 and College)
- Local citizenry
- Wyoming Office of Tourism

Recommendations

Sports Tourism

- Opportunity to market more to sports teams/families that are traveling to the area to get them to go downtown or visit other attractions in the area AND to stay in the area longer or come back to enjoy Gillette when they have more time (give them a teaser to want more!)
- A lot of people mentioned getting the National High School Rodeo finals to move to Gillette – what would that entail?

General Tourism Promotion/Attraction

- Identify your strengths and community assets to be able to promote and share them with community members as well as outside the community to attract visitors.
- “Go Deep” bus tours to the mines, make energy an attraction.
- Fund tourism activities and make tourism a financial/economic driver.
- Educate the public as well as visitors about the variety of attractions, amenities, history, etc. that Gillette has to offer. Engaging the public (“regular” people) - so they can be your ambassadors
- Consider starting an ambassador program if one doesn’t already exist.
- Shift mindset to a longer term focus with tourism as a financial/economic driver.
- Coordinate efforts of existing groups, attractions, etc. (i.e., Main Street, sports facilities, museums, energy, economic development, etc.).
- Build a coalition focused on tourism promotion and economic development.
- Communicate better.
 - Share resources.
 - Share calendars and events and coordinate/collaborate.
 - Cross promote.

Resources

Gillette area Tourism Strategic Plan

Wyoming Main Street (Gillette is a very active Main Street community).Placemaking and Strategic Doing opportunities as well as a number of helpful community development and downtown revitalization resources.

Wyoming Main Street Manager: Kayla Kler – kayla.kler@wyo.gov
wyomingbusiness.org

National Main Street Center offers a wide variety of resources and information for communities of all sizes and addresses a number of common issues.

www.mainstreet.org

Wyoming Office of Tourism (WOT) Partner/Industry Resources

- Co-Op Info, Toolkits, Presentations, Newsletters and more - industry.travelwyoming.com/resources/
- Creative campaigns, marketing, branding, toolkits, etc. - industry.travelwyoming.com/marketing-branding/
- Travel Impact reports and more - industry.travelwyoming.com/research/

Wyoming Outdoor Recreation

Outdoor Recreation Collaboratives (multiple throughout the state are in various stages of development, including the Big Horn Basin ORC which was the first one started in the state and the more recent Northeast Wyoming ORC)

wyooutdoorrecreation.wyo.gov/

Wyoming State Trails Program

Program partners with other land management agencies to maintain, create and provide funding and or labor and equipment for trails.

wyospcr.wyo.gov

Wyoming Pathways

Helps develop, advocate, and secure favorable policies, facilities, and investments in public trails, pathways and complete streets for people in all Wyoming communities

www.wyopath.org

Resources

Sports Events and Tourism Association (Sports ETA) - State of the Industry Report (2019)

www.sportseta.org

World Tourism Organization – Information/Resources on Sports Tourism
United Nations agency responsible for the promotion of responsible, sustainable and universally accessible tourism

www.unwto.org/sport-tourism

Global Sports Tourism Analysis and Forecast 2021-2030

Sports Tourism Market by Product, Type, Category, and Geography - Forecast and Analysis 2021-2025

www.alliedmarketresearch.com/sports-tourism-market-A13076

National Parks & Recreation Association: Measuring the Economic Impact of Park and Recreation Services, 2010

<https://www.nrpa.org/globalassets/research/crompton-research-paper.pdf>

Successful Sports Tourism Events

<https://sportsfacilities.com/examples-of-sports-tourism-successful-sports-tourism-events/>

Five Events that Spur Global Travel

<https://ftnnews.com/sports/40277-sports-tourism-5-events-that-spur-global-travel>

6 simple ideas to enhance a community's tourism business

https://www.canr.msu.edu/news/6_simple_ideas_to_enhance_a_communitys_tourism_business_part_1

5 Ways to Promote Your City or Town to Increase Tourism

<https://pivotpathdigital.com/2021/02/05/5-ways-to-promote-your-city-or-town-to-increase-tourism/>

How to Promote tourism in 5 strategic steps

<https://discoverplaces.travel/en/how-to-promote-tourism-in-5-strategic-steps-2/>

Examples

Rural Tourism: Five Community Plan.

University of Minnesota Extension

<https://extension.umn.edu/vital-connections/getting-real-rural-tourism>

<https://mnbump.com/>.

Laramie County Hospitality and Tourism partnership

<https://wyowdc.wyo.gov/county/laramie-county/>

Fremont County Wind River Tourism

<https://windriver.org/contact-us/about/>

Southwest Wyoming Tourism Map

<https://www.evanstonwy.org/DocumentCenter/View/5455/SW-Wyo-Map-Front-Side>

Placemaking

Project for Public Spaces: <https://www.pps.org/article/what-is-placemaking>

Wyoming Main Street/Placemaking: <https://wyomingbusiness.org/communities/community-development/placemaking/>

Smart Growth

Sub-Themes

Smart growth is essential in long and short term planning. We heard this in conjunction with a diversified economy. They go hand in hand according to many folks in the listening sessions. All the points sorted themselves into three main categories.

- Planning- Planning for the future so it is cohesive.
- Mobilizing- Bring groups together to work toward a common goal.
- Communication and Outreach- How are we communicating and who are we reaching?

There were many comments regarding maintaining current value structures, improving better communication, developing stronger collaborations, utilizing more strategic planning and decision-making, and providing and improving the infrastructure to support smart growth.

Take Away

Many conversations centered around the desire to better plan and manage growth, and shifting focus from a more reactionary, "spend it while you have it" approach to a more proactive, long-term growth strategy. Much of this category encompasses comments directly specifying the desire for growth, but also those related to growing Gillette while honoring and incorporating both social and cultural components and the physical assets and attributes needed to grow.

% voting
this the
top
priority

5%

Who Needs to Be Involved:

- City Council
- Economic Development
- Chamber
- Pastoral Association
- Law Enforcement
- Road and Bridge
- Public
- Planning and Zoning
- Outdoor Rec
- Building Inspectors
- Architects
- Engineers
- Tourism
- Cattlewomen
- Woolgrowers
- S(illegible)growers
- Energy Capitol ECO Dev
- FUEL
- Health Department
- GALI

Recommendations

Planning

- Planning for the future so it is cohesive. There is concern that currently if you did an aerial view, the growth patterns are easily recognizable. In the future cohesion is necessary so the growth isn't recognizable over time.
- Planning to maintain infrastructure. Part of the planning process should include financial planning to ensure that projects can be maintained. An example was Cam-Plex and the need to be more diligent and proactive to the maintenance in order to continue to attract large events like the National High School Rodeo Finals. This event was mentioned numerous times as an economic driver, something citizens want to see in the future, and an event that culturally fits the community and has synergies with tourism.
- Filling in the downtown area. Recognizing the downtown is an asset and offers many opportunities to the community, citizens would like to see more planning and focus on vertical growth downtown and filling it in even more. There is an interest in making it a destination for visitors, recognizing some people that use Cam-Plex never even go downtown and that could be changed.
- Roadways and transportation. Not only should proper planning and zoning take place and maintenance be considered, other projects were proposed. A popular choice was putting in a four-lane highway from Gillette south to Douglas. The primary concern was safety. As with the theme "transportation", public needs should also be considered here. Walking options, bike paths, ride options, looping paths to increase tourism and a sense of community should be considered in all roadways and transportation.

Mobilizing

- Bring groups together to work toward a common goal.
- Allow non-traditional non-governmental groups to help find solutions. I.E. faith based organizations want to help with mental health and family activities. This could be in conjunction with hospitals and after school programs, and sports activities.
- Recognizing the enormous generosity of the community, mobilizing efforts to decrease overlap and make bigger change collectively for the good. This could be exhibited through art, feeding the hungry, beautification projects and so much more.

Communication and Outreach

- How are we communicating? What are the current methods of communication be it newspaper, social, billboards, flyers, schools, etc. Take a closer look at the audiences for the subject matter to be sure each medium is reaching the intended audience. What's missing?
- Who is missing? Take a closer look at the groups who are involved and see if there are any gaps. What people need to be involved, and where to get feedback on community wants and needs?

Resources

Wyoming Planners Association
Wyopass.org

Wyoming Zoning Toolkit. Interactive tool kits that will assist including a DIY code audit tool for your community.

http://cms9.revize.com/revize/wyomingplanning/planning_resources/zoning_toolkit.php

Putting Smart growth to Work in Rural Communities

<https://www.epa.gov/smartgrowth/putting-smart-growth-work-rural-communities>

Rural Economic Development Resources

<https://www.rd.usda.gov/programs-services/business-programs/rural-economic-development-loan-grant-program> ok hi

<https://evenbound.com/blog/7-steps-to-developing-a-growth-strategy>

Transportation

Sub-Themes

Motorized

Access to Public Transportation or other alternatives.

Non-motorized

Pedestrian access and safety, biking trails.

Air Service

Both access and flight options for local air service.

Who Needs to Be Involved:

- Local elected officials (City Council & County Commission)
- Economic Development
- Main Street (for downtown area implementation)
- Community service groups (public service organizations)

Take Away

Gillette has a great outdoor trail system running through the city and outdoor and transportation amenities that could use some further development to better serve residents through accessibility and transportation needs.

% voting
this the
top
priority

3%

Recommendations

Motorized

- Implement a public bus system for workers – targeting key residential areas and developing routes that travel between common employers in the community. Routes could be implemented from residential areas or neighborhoods to common retail corridors (like downtown or along Highway 59) in order to provide transportation options to workers without other modes of transport.
- Promote Uber or Lyft services to the community as an accessible mode of transportation for workers and as a source of jobs and/or revenue for the community.
- Transform Highway 59 into a four-lane road from Douglas to Gillette. This is a heavily trafficked route for industry, seasonal, and general traffic, and improvements to the lane system would enhance safety.

Non-Motorized

- Install audible pedestrian signals for citizens with sight loss to safely cross roads
- Extend crosswalk times for slower crossing, specifically for those that are mobility impaired to cross safely
- Implement regular maintenance schedule for existing paved trail system to improve the look and usability of paths
- Establish a community wide trail-system that takes into consideration the groups that use paths (i.e. for workers using the path to get back and forth to their place of employment, create paths from residential to retail corridors)

Air Service

Given the current state of the Air Service, it is difficult to provide simply and timely recommendations. Increasing the number of flights, times, and other options proves costly and logistically problematic. However, the State of Wyoming Department of Transportation's Air Service Development Program focuses on "promoting and developing commercial and general air service in the state".

Resources

Rural Public Transportation Systems, US Department of Transportation

<https://www.transportation.gov/mission/health/Rural-Public-Transportation-Systems>

National Rural Transit Assistance Program

<https://www.nationalrtap.org/Home>

Public Transportation's Impact on Rural and Small Towns. Community Transportation Association of America

<https://www.apta.com/wp-content/uploads/Resources/resources/reportsandpublications/Documents/APTA-Rural-Transit-2017.pdf>

Report of the Working Group On Improving Air Service to Small Communities. US Department of Transportation, May 9, 2017

<https://www.mdt.mt.gov/other/webdata/external/aero/Improving-Air-Service-to-Small-Comm.pdf>

Federal Highway Administration, "Local and Rural Road Safety Program: Training, Tools, Guidance and Countermeasures for Locals."

http://safety.fhwa.dot.gov/local_rural/training/

FHWA, "Pedestrian and Bicycle Safety" website.

http://safety.fhwa.dot.gov/ped_bike/

Transportation Research Board, NCHRP Report 500: Guidance for Implementation of the AASHTO Strategic Highway Safety Plan, Volume 18: A Guide for Reducing Collisions Involving Bicycles, National Cooperative Highway Research Program (Washington, DC: Transportation Research Board, 2008).

http://onlinepubs.trb.org/onlinepubs/nchrp/nchrp_rpt_500v18.pdf

Grants for Rural Airports. Small Community Air Service Development Program (SCASDP) US Department of Transportation.

<https://www.transportation.gov/policy/aviation-policy/small-community-rural-air-service/SCASDP>

Air Service Development Program, State of Wyoming Department of Transportation.

https://www.dot.state.wy.us/home/aeronautics/air_service.html

Air Service Development Program, State of Wyoming Department of Transportation

https://www.dot.state.wy.us/files/live/sites/wydot/files/shared/Aeronautics/Air%20Service/CommercialAirServiceImprovementPlanFinal_073018.pdf

Examples

Using Passive Pedestrian Detection for Trail and Roadway Crossings.

<http://ruraltransportation.org/using-passive-pedestrian-detection-for-trail-and-roadway-crossings/>

Trailblazers: Two Case Studies for Community Trails

https://uknowledge.uky.edu/cgi/viewcontent.cgi?article=1120&context=anr_reports

Cheyenne Greenway

<https://www.cheyennecity.org/Your-Government/Departments/Planning-and-Development-Department/Greater-Cheyenne-Greenway>



Section 4: Listening Session Results

What do you love?

What could make Gillette
better?

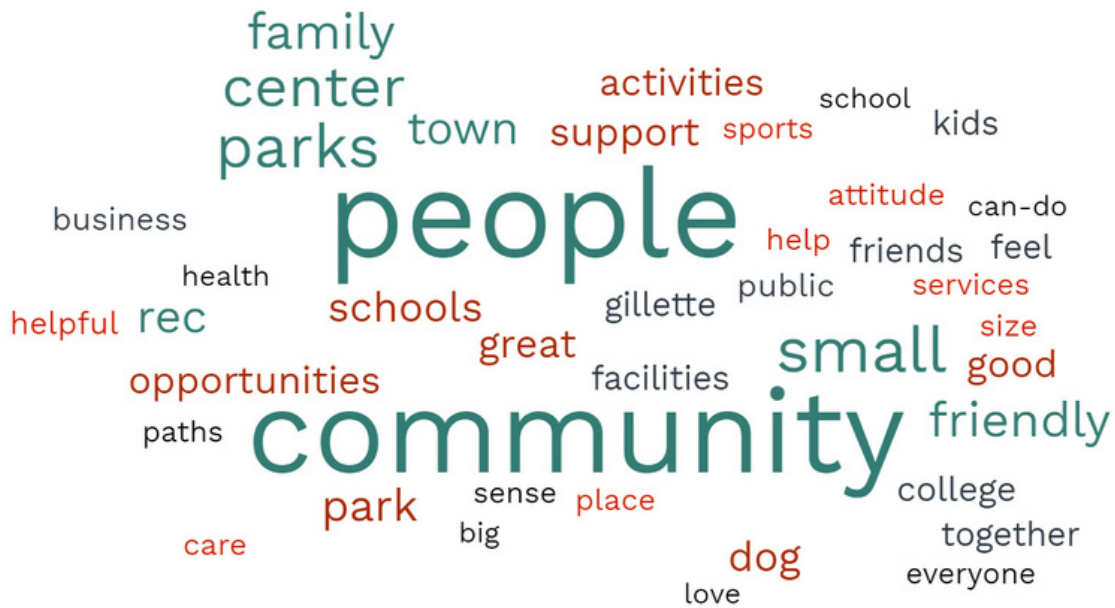
Where do you want to be in
15-20 years?

PHASE 1: LEARN

Listening Sessions

What do you love?

In response to the question, "What do you love about Gillette?", the community overwhelmingly cited the people, the sense of community, and the small town, family feel. Other quality of life factors, such as the parks, recreation center, schools, and other amenities were also high on the list.



What could make Gillette better?

The most common comments, in no particular order, included:

- Diversify the economy - make it more resilient.
- Increase and diversify jobs, and training
- Increase wages.
- Increase and improve government communication, education, cooperation with public.
- Increase community involvement.
- Increase and improve cooperation between institutions and organizations, including churches and nonprofits.
- Ensure diversity and inclusion.
- Ensure affordable housing.
- Increase funding, access, and support for health care, specifically mental health and addiction services.
- Increase access to child care and preschool opportunities.
- Increase opportunities for degrees and training, including four-year degrees.
- Expand, improve the dog park.
- Plant trees.
- Offer more diverse activities for all ages.
- Increase and improve indoor and outdoor spaces, such as the Cam-Plex, skate parks, play areas, bike parks, and event spaces.
- Offer more and expand the trail systems.
- "Visitor's Center"
- Increase air service options.
- Increase availability and access to public transportation.



Where do you want to be in 15-20 years?

The 2040 Vision of Gillette, per the Listening Sessions, is as follows:

- Gillette is a safe, clean, and prosperous community with many trees.
- Community leaders are deliberate, strategic, and forward thinking in their planning.
- Gillette has good paying jobs, a diverse economy, with many new opportunities for growth and prosperity.
- There is a spirit of collaboration, communication, and teamwork between county and city government and among other organizations and the community.
- There are many new things to do, lots of amenities, including an upgraded dog park, museums and other indoor and outdoor event spaces for a variety of activities.
- There are new and growing businesses, providing more diverse shopping options.
- There is a public transportation system.
- The airport has expanded air service.
- Gillette College is now a four-year college with wide-range of degree options.
- Everyone has access to quality healthcare, especially mental health care.
- There is affordable housing and cheap gas.
- The infrastructure is improved: roads, broadband, water, are updated, clean, and useable.
- Gillette is a tourist destination.



Town Hall Meeting

Section 5: Town Hall Results

PHASE 1: LEARN

Town Hall

THEME	WHO SHOULD BE INVOLVED?	PARTICIPANT COMMENTS
Industry and Business Diversity	<ul style="list-style-type: none"> • Mines, Energy, Utilities • Greenhouse & Agribusiness • UW-SER • WEA • Land/Availability Zones • MFGs • City-County, Legislators • Land Board • Zoning and Planning • Chamber • College 	<ul style="list-style-type: none"> • How do we better utilize roads, rails, air? • How do we develop workforce? New skills. • How do we better support entrepreneurs? • Embrace diversity. • Welcoming to different people and ideas. • Education - connect HS and College/UW. • Trades and specialized training • How will we address larger power needs and renewables • How do we retain people and avoid "brain drain"? • Well-paying jobs to replace mining • Helping existing biz with new markets like L&H w/ aerospace and nuclear. • Earth works solutions doing similar pivots • Promoting Diversity and Inclusivity. • Connecting tech and innovation and invention. • Area 59 TEC Center • Agriculture Development • Meat packing, technology, blockchain, w Ag • Bridge tech and training from UW to Gillette. • Federal Gov't & County Commission • How? • Communication • Determining Workforce, Skill sets and Training • Be more inviting. • How do you model? Cheyenne LEADS

PHASE 1: LEARN

Town Hall

THEME	WHO SHOULD BE INVOLVED?	PARTICIPANT COMMENTS
Healthcare		<ul style="list-style-type: none"> • CCH operating on deficit - billing system unreliable/inefficient • Mental Health Providers - need more! <ul style="list-style-type: none"> ◦ Therapists ◦ Psychiatrists ◦ Psychologists • Long waits to get into door • Suicide is a major issue • Kid Clinic is a great resource thru school district • Telehealth option • Transportation available • Boys&Girls Club • Personal Frontiers struggling financially right now • BHS - CCH • Emergency Services are great! • Gillette Reproductive Services • Women's' Resource Center • T... S.... (illegible) • Campbellcountyesrouces.com • update as a facility or provider • Behavioral Health at CCH • Coroner • Communication with CCH • CCH rooted and could be open to change • CCH could collaborate (ion) • Board more receptive to public feedback • More specialists needed <ul style="list-style-type: none"> ◦ pulmonologists ◦ short-term providers ◦ inconsistent providers • Good comfort care • Funding for Hospice • Raise provider & nurse healthcare salaries/wages.

PHASE 1: LEARN

Town Hall

THEME	WHO SHOULD BE INVOLVED?	PARTICIPANT COMMENTS
Education and Gillette College		<p>College</p> <ul style="list-style-type: none"> • Black Hills State - transfer credits • College -What do we have to [do to] woo the student from nearby states? • Outreach and communication with local community • Non-traditional students • Connection to industry • Financial Support • Scholarship • Talent pipeline • Program Development • Coordination with UW & comm & other colleges • SER • State Leadership • Link to Diversification - what do we need? <ul style="list-style-type: none"> ◦ Local Employers <ul style="list-style-type: none"> ▪ Workforce ▪ \$ support ▪ Industry • Students <ul style="list-style-type: none"> ◦ High School ◦ Teacher -to- Guidance -to- Jr High -to- Elementary
Tourism Diversification	<ul style="list-style-type: none"> • City Council • Visitors Center • CAMPLEX • Local biz owners • County Commissioners • Hospitality Industry • Marketing professionals • K-12 and College • Community/"regular" people • WY Office of Tourism 	<ul style="list-style-type: none"> • Tourism Strategic Plan • Cam-Plex Feasibility Study • Engage the "regular" people. • Promote the community . <ul style="list-style-type: none"> ◦ "Go Deep" bus tours. • Fund tourism activities. • Education the people. • Make tourism a financial/economic driver. • Shift to longer-term focus. • Coordinate efforts • Communicate better.

PHASE 1: LEARN

Town Hall

THEME	WHO SHOULD BE INVOLVED?	PARTICIPANT COMMENTS
Smart Growth	<p>Planning</p> <ul style="list-style-type: none"> • City Council • Chamber • Pastoral Association • Law Enforcement • Road and Bridge <p>Mobilizing</p> <ul style="list-style-type: none"> • Planning and Zoning • Outdoor Rec • Building Inspectors • Architects • Engineers • Tourism • Cattlewomen • Woolgrowers • S(illegible)growers <p>Communicating</p> <ul style="list-style-type: none"> • Energy Capitol ECO Dev • FUEL • Health Department • GALI 	<ul style="list-style-type: none"> • Radio • Social Media <ul style="list-style-type: none"> ◦ Facebook ◦ Snapchat
Transportation		<ul style="list-style-type: none"> • Motorized <ul style="list-style-type: none"> ◦ Short-term ◦ Long-term • Non-Motorized <ul style="list-style-type: none"> ◦ Short-term ◦ Long-term • Air Service

25
votes

Diversified Economy "Industrial"

How do we better
utilize roads, rail,
air?
How do we develop
workforce? New skills?
How do we better
support entrepreneurs?
Embrace diversity
Welcoming to different
people + ideas

Mines / Energy (UW)
Greenhouse / Agribusiness
UW-SER
WEA
Land / Availability
MFGs -
City + County
Legislature
and Board
Planning + Planning
number
single

Federal Govt
County Commission

How
Communication
Determining workforce
Skill set + training
Be more inviting
How do you model
chessman + LEAD

Promoting diversity
+ inclusivity
Connecting tech +
innovation + invention
Area 59 TEC Center
Agriculture development
meat packing, technology
Blockchain v1.0
Bridge tech + training
From UW to Gillette

Promoting diversity
+ inclusivity
Connecting tech
innovation + invention
Area 59 TEC Center
Agriculture development
meat packing, technology
Blockchain v1.0
Bridge tech + training
From UW to Gillette

Education - connect
HS + College / UW
Trade + specialized
training
How will we address
larger power needs +
renewable
How do we retain people
+ avoid "brain drain"
Well-paying jobs to
mining

Helping existing biz
w/ new markets like
L+H w/ aerospace + nuclear
Earth Work Solutions
doing similar projects

13
votes

Healthcare

CCH operating on deficit
↳ Billing system unreliable/
inefficient,
Mental Health Providers
need more!
Therapists
Psychiatrists
Psychologists

Cambell county resources ^{com}
update as a facility
or a provider
Cambell county prevention
coalition
Behavioral Health @CCH
Carener
Communication w/ CCH
CCH rooted and could be open
to change

CCH could collaboration
Board more receptive to
public feedback
More specialists needed
pulmonologists
short term providers
Inconsistent providers
Good comfort care
Funding for Hospice
raise provider & nurse healthcare
salary/wages

- Gillette Reproductive
Services
- Women's Resource Center
Torsh Schanson

Long waits to get into door
Suicide is a major issue
Kid Clinic is a great resource
In school district
telehealth option
transportation available
Boys & Girls Club
Personal Frontiers struggling
financially right now
BHS - CCH

Emergency Services are great!

12
votes

Education, Gillette College

college

Black Hills State

↳ Transfer Credits

college

Black Hills State

↳ Transfer Credits

college

Students

High School Teacher Guidance

↳ Jr High

↳ Elementary!

college

What do we have to lose the students from & nearby states

College

Education

degrees

we

port

ing

do we

college

Non-Traditional Students

College

Coordination w/ UW + other colleges

SER

Connection to Industry

- Financial Support
- Scholarships
- Talent Pipeline
- Prog Develop

w/ local community

college

State Leadership

College

Link to Diversification Local Employers

- workforce
- support
- ↳ Industry
- ↳ what do we need

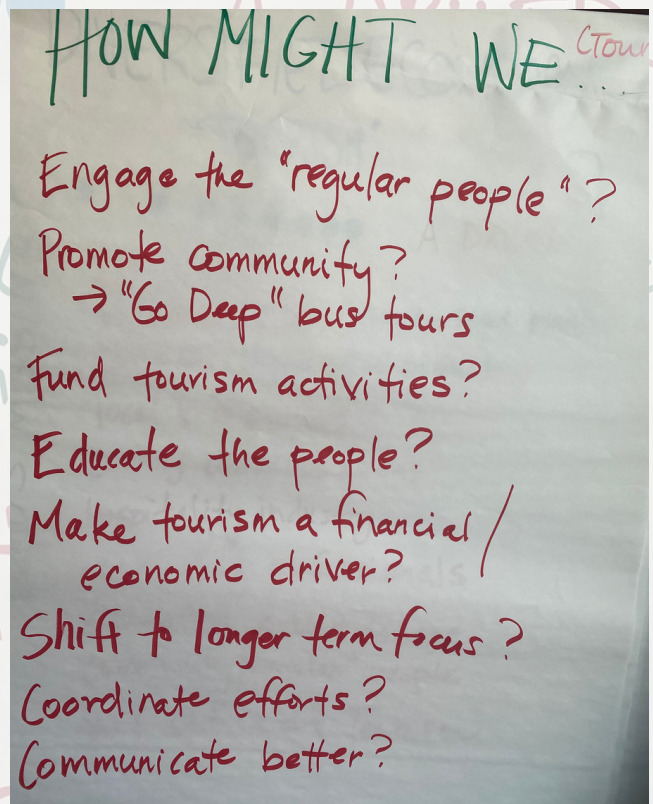
college

Outreach + communication

w/ local community

9
votes

Tourism Diversification



3
votes

Smart Growth

City Council
County Commissioners
Chamber
Pastoral Association
Law enforcement
Road & Bridge

City Council
County Commissioners
Chamber
Pastoral Association
Law enforcement
Road & Bridge

Planning & Zoning
Newspaper
Outdoor Rec

Building Inspectors
Architects
Engineers
Tourism
Cattlewomen
Woolgrowers
Sheepgrowers

Radio
Social Media
Facebook
Snapchat

Energy Capital Eco Dump
FUEL
Health Department
GALI

2
votes

Transportation

TRANSPORTATION

- Motorized

- Short term ●
- Long term ●

- Non-Motorized

- Short term
- Long term

- Air Service

2

85

Wyoming
Community Reviews



We thank you for your participation in Phase 1 of the WBC Community Review Program.

For more information about the Community Review Program, please contact
Amber Power
amber.power@wyo.gov
307.287.9886

Acknowledgements

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This report is comprised of information provided by members of the Gillette community and assimilated by the Wyoming Business Council Visiting Team of Heather Tupper, Brandi Harlow, Kristin Fong, Amy Quick, Wendy Lopez, Jill Tregemba, and Kayla Kler.



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