



In early October of 1993, residents of Gardiner, Silver Gate, Mammoth and Cooke City gathered to discuss the future of their communities. The discussions took place at the Northern Yellowstone Successful Communities Workshop sponsored by 97 local businesses, organizations and individuals. The workshop was organized by a steering committee representing the various interests of the four communities.

The day-and-a-half workshop began on Friday, October 2 with a discussion of the current and projected land use and economic trends that affect the area. The concept of "Successful Communities" was explained. On Saturday, October 3, participants spent the day identifying what they valued about their communities, threats to those values, what they wanted for the future and obstacles to achieving that future. Participants spent the afternoon brainstorming actions that could be taken to guide the area toward the desired future. One hundred and eight people participated in the event.

After the workshop the Steering Committee was expanded to include new volunteers. The expanded Steering Committee took the information generated at the event and developed a survey form that was distributed at a follow-up meeting on December 3, 1993, to gather additional input.

Following the meeting the survey forms were distributed by local businesses to gather more detailed information. In February the surveys were collected and a preliminary analysis done to determine what was learned. In total 140 people participated in some aspect of the project.

Comments fell into five general categories; natural environment, heritage, economy, recreation and people/community. When asked about the assets and values of the area, participants responded by placing high value on: the opportunity to enjoy nature, access to public land for recreation, the pristine environment (air, water, forests), the abundance of wildlife and open space and the quality of life (friendly, rural, peaceful, small town nature) of their communities and the lack of crime, noise and pollution. Also highly valued was the ability to participate and be involved, the quiet shoulder season and low population. Threats to those values were identified as: lack of land use and resource planning, uncontrolled development, lack of communication, apathy, the Church Universal and Triumphant, too many people, lack of a representative body (none of the four communities are incorporated and therefore have no elected body), big outside money and lack of investment capital.

When asked about their hopes for the future, respondents voiced a desire for the continuation of their quality of life and to maintain the rural character of their communities. They also voiced strong support for land use planning to balance growth with resource protection. They want to maintain the integrity of the natural resources by better understanding their relationship with nature. Many want a local governing body and more control over development. They want additional economic opportunities, but with a slow rate of change. They want to control their own destinies. Many voiced the desire for reduced polarization, greater tolerance and an atmosphere for creative problem-solving. A smaller percentage wanted improved infrastructure, a local newspaper, more stable economy, affordable housing, cultural and continuing education opportunities and improved transportation services.

Lack of a land use plan was cited most often as an obstacle to achieving the desired future. Uncontrolled development, complacency, lack of information on options, poor methods of communication, absentee ownership, misuse of resources, lack of leadership, lack of local governing body, lack of capital, entrenched attitudes, increasing population, lack of room to expand and zealots were also identified as obstacles.

A number of recommended actions were identified to overcome the obstacles/threats and achieve the desired future. Those actions are: an expanded community newsletter to provide more and timely information, better use of the Park cable TV channel to convey information, expansion of the Steering Committee to become a citizens' committee bringing together diverse interests, a land use plan, greater participation in federal land use decisions, better use of enterprise, a write-up of what was learned through Successful Communities project to be broadly distributed throughout the communities, development of a land use map of Park County and the establishment of a baseline database of economic, demographic and land use information.

The Steering Committee has taken to heart many of the recommendations. The Committee has expanded from 10 to 33 volunteers including members of the business community, life-long residents, newcomers, federal employees, industry representatives, conservation leaders and teachers. Many community organizations are represented on the Committee. A special subcommittee of the Steering Committee is investigating possibilities for better utilizing community newsletters. The possibility of a local newspaper is also being explored.

A second subcommittee has been formed to analyze the data generated from the meetings and write-up the findings. Many of the articles for the write-up have been written. The committee is waiting for the final analysis of the data before finishing the write-up.

The final analysis will be delayed because the Steering Committee recently decided to expand the database. The committee will approach the history classes of the High School about a cooperative project where students would canvas the communities to get the widest possible participation in the survey. When the canvass is completed, the subcommittee will publish the results. A deadline of early summer is anticipated.

NORTHERN YELLOWSTONE SUCCESSFUL COMMUNITIES WRITE-UP

CONTENTS

- * Residents' Vision for the Future --**Lill**
 - * Short Vision statement projecting 50 years ahead
- * The Successful Communities Concept --**Lill**
 - * Interview Luther
 - * How the Project got started
 - * Elements of a Successful Community
 - * Successful Communities Project
 - * Where its been done
- * The Successful Communities Effort in Northern Yellowstone--**Helene**
 - * How it got started
 - * Who was involved in Steering Committee
 - * How it was organized
 - * Purpose
 - * When it took place
 - * How many people participated
 - * Number of co-sponsors
- * The Area's History--**Julia**
 - * The past that has created the present
- * Park County's Economy & Demographics (Text & Graph)--**Debbie Vandersnick**
 - * Interview Kara Ricketts & Ray Rasker
 - * What are the elements of our economy
 - * Unemployment Rate
 - * Per Capita Income
 - * In and Out migration
 - * Population (Text & Graph)
- * Trends that Affect Our Area--**Debbie Vandersnick**
 - * Private Land Use Trends--**Mike McLean**
 - * Where & What Kind of Growth
 - * How Much Subdivision & What Kind
 - * Affect on Area's Quality of Life, Economy & Environment
 - * Yellowstone Park Trends--**Jeanne Nuetzel**
 - * Planned Activities
 - * Visitation Levels By Season
 - * Campground Expansion
 - * Housing Upgrade
 - * Road Systems
 - * Park Mandates
 - * Budget Constraints
 - * National Forest Trends --**Mary & Ed Kramer**
 - * Planned Activities
 - * Timber Sales
 - * Mineral Hill Expansion
 - * Noranda Mine Proposal
 - * Recreation Trends
 - * Forest Service Mandates
 - * Budget Constraints
- * Break Down of Input--**John Logan**
 - * What We Learned From the Participants
 - * What People Value & Threats to Those Values
 - * What People Want for the Future & Obstacles to Achieving that Future
- * Where We Go From Here--**Lill, John & Debbie**
 - * Proposed Actions short and long term
- * List of Steering Committee Members
- * List of Co-sponsors

#1 FUTURE

"I want to be rich
and I want everyone else to
Go Away." - - - someone in Montana

- A continued small community with assets intact
- To satisfy our concerns and demands without selling out our paradise
- A more stable economy
- Medical services/Vet./improved library - money kept in town
- Better streets and walkways/community pride
- Reduced polarization within the community
- Evolutionary growth vs revolutionary/radical growth
- Continued quiet shoulder season
- Promotion of conservation/land/wildlife protection
- A stable population/a process to calculate increase in children coming and needing our school system
- A slow rate of change vs no change - controlled growth

#1 ACTIONS

- Expanded newsletter - informational - addressing issues weekly (explore other options)
- Citizens committee <combining people from the community and all other established organizations>
- Exploration of land use planning boards
- Sacrifice individually to benefit the community

#1 NOT SO LONG-TERM GOALS

- Explore resort tax and options
- Go after local, county, state government
- 10 years Centennial of the Arch --> what we need to do to get there

#1 VALUES

- Physical assets/solid community infra-structure
- Wilderness/protected land/clean air/starry skies
- Rural atmosphere - knowing your neighbor/personable
- "A real town"/not a plastic tourist trap
- Low crime rate
- Low population <light=star-filled skies
- "Owner-occupied"
- Commitment to the place we live in - people who choose to live here for the place vs the "career"
- Freedom
- Abundant wildlife

#1 THREATS

- Lack of planning to shape our future
- Growth/potential for explosive growth
- Pressure on physical resources/extractive and impactive
- Unaffordable growth of property values/ i.e. rent
- Detracts from our physical assets --> lack of concern for our "physical appearance", "sloth"

#2 VALUES

1) Pristine, natural beauty

A) Forests, wildlife, water - opportunity to enjoy
threats yes

2) Ruralness

A) Removal from cities, urban areas, fast pace
B) Open spaces, undeveloped areas
C) Quietness, lighting, lack of billboards
D) Town's appearance/character (+ and -)
E) Quiet shoulder season
some yes, some no

3) Attitudes and values

A) Towards neighbors
B) Responsibility for individual actions
C) Friendliness and lack of
D) Variety of visitors
yes

4) Non-regulation

yes, but also seen as change

5) Opportunity to become involved in community

A) Opportunity to determine your future
yes and no

#2

WHAT TYPE OF FUTURE

- 1) Changes determined by people of area - balance of planning and growth and regulation
- 2) Common ground of different factions - open communications
- 3) Civic pride
- 4) Ability to control or plan growth
- 5) Continued or greater economic stability
- 6) Cleaner town, safer traffic
- 7) Better defined boundaries
- 8) **Retaining values of area
- 9) Long-range identified planning or balanced layout of town
 - A) Moderate-income housing
 - B) Common areas

OBSTACLES

- 1) Isolation from county decision-makers, apathy, large organizations, other outside interests
- 2) Lack of community involvement
- 3) Lack of interest
- 4) Uncontrolled and unplanned development - personal interests at odds with community groups
- 5) Limits of infra-structure or land
- 6) Poor attitude, education, enforcement
- 7) Land-locked
- 8) See page 1!
- 9) Land-locked, lack of organization and education

#2

1) Communication

- A) Expand newsletter, including input
- B) Solicit reports from local groups
- C) Upgrade quality of newsletter
- D) Participation of US Forest Service, National Park Service,
county government
- E) TV - student journ. cable
- F) Better use of enterprise

2) Establish credibility of this process

- A) Represent all groups
- B) Actively pursue every aspect of community

3) Summarize workshop in print - request another meeting

#3 ACTION TO BE TAKEN

- Everyone who was here to go back to their groups and convey what happened
- Written summary to be sent to everyone in surrounding community
 - list goals
 - missions statement
- Neighborhood meetings
- Education of the children
 - use natural resource
- Expanded Steering Committee to see follow-up is carried out
 - include representatives from all groups in community
- Communication
 - better use of Park Cable to inform community
 - newsletter
 - enhanced media coverage from Livingston Enterprise
- Existing land use map of Paradise Valley - or put it together
- Obtain economic/baseline/statistical data
- Assemble background information so can pursue future wants/development

#3 WHERE DO WE WANT TO BE IN THE FUTURE

- Maintain integrity of the community
 - a "real" town
 - not a staged town
 - rural character
 - low crime rate, i.e. Jackson/West Yellowstone
 - obstacle: absentee ownership

- More local control
 - planning
 - local governing body
 - obstacle: How does one empower the governing body?
How does one keep the GB credible?
Operating in a global society - national/world obligations.
How do you keep up?

- Improved infra-structure
 - obstacle: money, community involvement

- Localized communication system
 - cooperation between agencies, including county commissioners
 - newspaper
 - more community involvement
 - obstacle: apathy, rapid growth/amount of information

- Maintain integrity of environment
 - obstacle: increased population and usage
quantity/quality of water
things beyond our control - e.g. govt., weather

- Improve facilities to encourage people to stay, rather than just drive through

- Opportunities for people
 - employment
 - recreational
 - avenue for (suitable) economic development
 - obstacle: absentee ownership

- Affordable living
 - obstacle: lack of physical space

#3 WHERE DO WE WANT TO BE IN THE FUTURE (continued)

- Keep as much diversity as possible
 - agriculture
 - mining
 - timber
 - multiple/wise use of resources
 - obstacle: misuse of resources
 - special interest groups - zealots
 - every industry - boom/bust
 - law of diminishing return

- Multiple/improved cultural facilities/opportunities
 - library
 - theater
 - children's activities
 - sporting activities - adult, children
 - community center/convention center

- Improved transportation service
 - obstacle: independence

- Cooperation between all agencies
 - benefit of all the people
 - obstacle: different mandates
 - behave like special interest groups

- Keep a lot of open spaces
 - cluster development
 - development done in the right way/in keeping with the environment

#3 THREATS

- **Increase in number of people
 - passing through
 - staying
- Weather
- Lack of job opportunity
 - seasonality
 - skilled
 - income levels
- Diversity
 - individual interest groups
- Lack of a representative body
- Uncontrolled development
 - lack of opportunity for land use and resource planning
- Lack of communication
 - low awareness
- Apathy
- Independence

#3 VALUES

- People
 - diversity
 - cultural diversity, talents
- Accepting of new people
 - new ideas
- Independence
- Physically active
- Communication with the "outside"
- Tourism
 - money into the community
- **Natural resources
 - clean air, water
 - no pollution
 - wildlife
- Small population
- Low crime
- Availability of support utilities
 - water, gas, electricity
 - *emergency services
 - medical/clinic/vet
- Park Service
- Public lands
 - access to
- Recreational activities
- The seasons
 - different recreational opportunities
- Relative accessibility to cultural
- **Volunteerism
 - the boards, clubs
- Chamber of Commerce

#3 VALUES

- The school
 - focal point for activities
 - focal "Community Center"
- "When the chips are down, the community pulls together"
- Number and diversity of businesses

#4 THREATS

- Excessive government
- Overzealous environmentalism
- Overzealous development
 - over development
 - development in Yellowstone National Park
 - too much promotion
- Tourism, excessive
- Lack of planning
- Lack of responsible resource development
- Too many people
- Big money
- True wealth
- Apathy
- Lack of communication
- Hostile camps, dogmatism
- Lack of creativity
- Burnout
- Church Universal and Triumphant
 - Royal Teton Ranch over-development
- Persecution of minority groups
- Persecution of majority groups

#4 ASSETS/VALUES

- Sense of Old West
 - open opportunity
 - rugged individualism
- Private property
 - rights and responsibilities
- Tourism
 - summer
 - hunting
 - state hunt
 - winter
- Business opportunity
- Property opportunity
- Intact ecosystem
- Access to outdoor recreation -- Wilderness, Yellowstone National Park (<-- Immediate access)), wildlife
- Clean water - Yellowstone River
- Surrounding wild public lands
- Desire to work together
- Natural resources
- Small town nature
 - safety (low crime rate)
 - ability to participate
 - quality of life
 - less formality
- People
 - volunteer service
 - honest nature
 - friendliness

#4 OBSTACLES

- Attitudes: lack of communication and cooperation, narrow view, selfishness
- Apathy, procrastination
- Lack of education
- Lack of capital (\$)
- Lack of information about options
- Lack of local government
- Lack of leadership, citizenship
- Entrenched attitudes
- Minority rule
- Lack of a plan
- Agency intransigence
- Agency accountability

#4 WHAT KIND OF FUTURE

- Without corridor of billboards
- Community growth adds strength
- Free to be individuals
- Become center for creative solutions - become model gateway community
 - to environmental concerns
 - to community concerns
- Where Gardiner understands its relationship with and responsibility towards natural resources
- Appreciation and center for cultural/historical resources of area
- With more local control
 - with less federal control
- Balance where developers take responsibility for impacts
- Less reliance on private transportation
- That allows senior citizens to live here
- A cleaner town
- Healthy and more vegetation (trees)
- (Expanded) improved airport
- Stable economic base
 - living wage
 - affordable housing
 - job opportunity
- Continued access to outdoor recreation (Wilderness, Yellowstone National Park)
- Social opportunities (besides bars)
 - youth activities
- Lower prices for locals
- Sense of belonging to a community
- Greater tolerance (less intolerance)
- Balanced community growth

#4 WHAT KIND OF FUTURE (continued)

- Maintain town's uniqueness, personality
 - stay about the same size
- Maintain integrity of natural resources
- More cooperation

#4 SOLUTIONS

- Commissioner from Gardiner
- Cultural/historical museum about Gardiner
- Public transportation Park with easy access
- Senior citizen facilities
- Community Block grants
- Positive follow-up mechanism
- Don't provide incentives for businesses that don't promote/further the community vision
- Community meeting to explore creative solutions toward options in planning
- Continuation of dialogue "vision committee"
 - planning
 - private property rights
 - broad-based community group
- Facility for cultural and natural history (bear exhibit)
- Local guild (crafts, art)
- Local option tax
- Face-to-face contact to involve more people

Received these four groups 10-7-92

GARDINER SUCCESSFUL COMMUNITIES WORKSHOP
OCTOBER 2-3, 1992

GROUP #1

#1 VALUES

- Physical assets/solid community infra-structure
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- Rural atmosphere - knowing your neighbor/personable
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#1 OBSTACLES

- No control over people visiting or moving here
- No control over growth
- No groups to help plan/lack of zoning/Planning vs Zoning
- Complacency among the community - Lack of involvement
- Lack of communication/Poor methods of communication
- "Having our cake and eating it too"
- Attitudes/People have to care

#1 ACTIONS

- Expanded newsletter - informational - addressing issues weekly (explore other options)
- Citizens committee <combining people from the community and all other established organizations>
- Exploration of land use planning boards
- Sacrifice individually to benefit the community

#1 NOT SO LONG-TERM GOALS

- Explore resort tax and options
- Go after local, county, state government
- 10 years Centennial of the Arch --> what we need to do to get there

GROUP #2

#2 VALUES

- 1) Pristine, natural beauty
 - A) Forests, wildlife, water - opportunity to enjoythreats yes
- 2) Ruralness
 - A) Removal from cities, urban areas, fast pace
 - B) Open spaces, undeveloped areas
 - C) Quietness, lighting, lack of billboards
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 - E) Quiet shoulder seasonsome yes, some no
- 3) Attitudes and values
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 - D) Variety of visitorsyes
- 4) Non-regulation
yes, but also seen as change
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A) Opportunity to determine your future
yes and no

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- 4) Uncontrolled and unplanned development - personal interests at odds with community groups
- 5) Limits of infra-structure or land
- 6) Poor attitude, education, enforcement
- 7) Land-locked
- 8) See page 1!
- 9) Land-locked, lack of organization and education

#2 Solutions

- 1) Communication
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 - E) TV - student journ. cable
 - F) Better use of enterprise
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 - A) Represent all groups
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GROUP #3

#3 VALUES

- People
 - diversity
 - cultural diversity, talents
- Accepting of new people
 - new ideas
- Independence
- Physically active
- Communication with the "outside"
- Tourism
 - money into the community
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- Park Service
- Public lands
 - access to
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- The seasons
 - different recreational opportunities
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 - the boards, clubs
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- The school
 - focal point for activities
 - focal "Community Center"
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 - rural character
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obstacle: absentee ownership
- More local control
 - planning
 - local governing body

**obstacle: How does one empower the governing body?
How does one keep the GB credible?
Operating in a global society - national/world obligations.
How do you keep up?**
- Improved infra-structure

obstacle: money, community involvement
- Localized communication system
 - cooperation between agencies, including county commissioners
 - newspaper
 - more community involvement

obstacle: apathy, rapid growth/amount of information
- Maintain integrity of environment

**obstacle: increased population and usage quantity/quality of water
things beyond our control - e.g. govt., weather**
- Improve facilities to encourage people to stay, rather than just drive through
- Opportunities for people
 - employment
 - recreational
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obstacle: absentee ownership
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obstacle: lack of physical space

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 - agriculture
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 - special interest groups - zealots
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GROUP #4

#4 ASSETS/VALUES

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 - rugged individualism
- Private property
 - rights and responsibilities
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- Social opportunities (besides bars)
 - youth activities
- Lower prices for locals
- Sense of belonging to a community
- Greater tolerance (less intolerance)
- Balanced community growth
- Maintain town's uniqueness, personality
- stay about the same size
- Maintain integrity of natural resources
- More cooperation

#4 OBSTACLES

- Attitudes: lack of communication and cooperation, narrow view, selfishness
- Apathy, procrastination
- Lack of education
- Lack of capital (\$)

- Lack of information about options
- Lack of local government
- Lack of leadership, citizenship
- Entrenched attitudes
- Minority rule
- Lack of a plan
- Agency intransigence
- Agency accountability

#4 SOLUTIONS

- Commissioner from Gardiner
- Cultural/historical museum about Gardiner
- Public transportation Park with easy access
- Senior citizen facilities
- Community Block grants
- Positive follow-up mechanism
- Don't provide incentives for businesses that don't promote/further the community vision
- Community meeting to explore creative solutions toward options in planning
- Continuation of dialogue "vision committee"
 - planning
 - private property rights
 - broad-based community group
- Facility for cultural and natural history (bear exhibit)
- Local guild (crafts, art)
- Local option tax
- Face-to-face contact to involve more people

WHAT FUTURE WOULD YOU CHOOSE FOR YOUR COMMUNITY?

- What do you like most about living in the Northern Yellowstone Area (Gardiner, Jardine, Tom Miner, Cinnabar, Mammoth, Cooke City, Silver Gate or Cooke Pass)?
- As the region grows, what qualities and lifestyles do you feel should be protected or changed?
- How do you think growth should be directed?

YOU ARE INVITED
TO EXPLORE THESE AND OTHER QUESTIONS
WITH YOUR NEIGHBORS
AT A FREE TWO-DAY WORKSHOP ENTITLED

“SUCCESSFUL COMMUNITIES DIALOGUE”

FRIDAY EVENING, OCTOBER 2
AND ALL DAY SATURDAY, OCTOBER 3.

The idea behind **Successful Communities** is that an area can best direct its future by building on the perspectives and concerns shared by all its citizens instead of by the desires of a few.

Successful Communities workshops are facilitated by the Sonoran Institute, a non-profit organization from Tucson, Arizona. The Institute is dedicated to helping people establish cooperative approaches to community decision making. “We have no personal agenda,” explains Director, Luther Propst. “The sole function of the Institute is to be a facilitator and to help people with differing views establish visions based on common ground. The only way the process can work, adds Propst, is if everybody participates.”

The Institute has held similar workshops in several other areas throughout the Rocky Mountain states, including Red Lodge; Teton County, Idaho; Jackson, Wyoming and Gunnison, Colorado.

For more information contact your **Successful Communities** Steering Committee:

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✓WADE LAUBACH	848-7322	✓MIKE McLEAN	848-7207
✓JAN HUBBARD	848-7137	✓CAROL NASH	848-7251
✓KAREN HAYS	848-7904	✓JULIA PAGE	848-7571
✓CHUCK MAYNARD	848-7000	✓LILL ERICKSON	848-7686
BOYD BERNARD	838-2330	JOHN WHITMAN	344-7447

Co-Sponsorship Form

Yes, I believe that the SUCCESSFUL COMMUNITIES program is a promising step for my Community and therefore would like to lend my support.

- I am willing to attend the program and will encourage my family, friends, neighbors and co-workers to attend.
- I am interested in serving on the Steering Committee which is organizing the fall program.
- I cannot commit to serving on the Steering Committee but would like to help out.
- I personally, my business or organization would like to co-sponsor this program. (Co-sponsorship does not necessarily require a contribution of money.) Enclosed is a contribution to assist in supporting this program.
- \$5 \$10 \$15 \$25 \$50 \$100 Other
- I would like to contribute materials, food and/or services.

Name _____

Address _____

Telephone _____

Affiliation
or Business _____

Comments: _____

RETURN CO-SPONSORSHIP FORM BY SEPT. 19TH TO:
Successful Communities Steering Committee
Cinnabar Rd., Box 676
Gardiner, MT 59030

FACILITATORS' GUIDELINES*

1. Your job is to assist your group in staying on course and accomplishing their task in the time available.
2. It is helpful to group dynamics for you and for group members to introduce themselves including something of personal interest (occupation, interest in participating, etc.)
3. Ask for a volunteer to act as recorder for the group. That person should listen carefully to input from the group and reflect it back to them before writing summarizing statements on the large pad available.
4. You should have a resource person at your table to assist with background information or there will be one or two "floating" resource people.
5. Your job is to encourage interaction among the group members, not interaction with you: therefore:
 - * When someone is speaking, look at the other members of the group rather than at the speaker.
 - * Do not make a reply to each comment by a group member. Wait for someone else to do so. If necessary, ask the group, "Any reaction to that?"

Facilitators may query individuals or the group for clarification, but should avoid injecting their own opinion into the discussion.
7. If someone talks overly long, interrupt by saying, "I'm losing the point you are trying to make. Can you state it in twenty words or less?"
8. If someone disrupts with too much humor, jokes, and wisecracks, enjoy it for a while and then say, "Now let's get down to business."
9. When questions are asked directly of you, refer them back to the group: say, "Someone here must have a response to that."
10. Check with all members of the group to confirm agreement with group work (this may simply be through deliberate eye contact).
11. As points are well taken or agreed upon, make sure they are being noted by the recorder. This gives the group a sense of progress.
12. If there is disagreement, you may need to define it as part of the group report. Consensus may not be possible on every point, and it is not your job to insist on it..
13. If you think you have grasped a complex point someone has tried to express, clarify it for the group by saying, "Let's see, if I understand you, you are saying..."
14. Avoid making personal comments that may be taken as disapproval, condescension, sarcasm, or personal cross-examination.
15. Insist that people take personal ownership of opinions. Train the group members to say, "I think...", not "We think..."
16. Remember that everyone in your group should feel comfortable contributing and should be given a fair opportunity to do so. You may have to intervene if there is a domineering person in the group.
17. When brainstorming, every idea is o.k. and should be written down without judgment. Points can later be evaluated by the group. Do not show approval or disapproval of someone's contribution.

18. Watch for platitudes or generalizations that sound good but do not further an understanding of the topic. Ask, "Can you go further into that?" or "What do you mean?"
19. If there is a debate about the meaning of words, probe for the feelings behind them. Do not permit an inference or conjecture to pass as fact. Utilize your resource people.
20. Summarize periodically, or ask someone else to do so. Sometimes this can be done by asking, "Where are we at this pint?"
21. Try to minimize rambling discussions and personal wandrings if they don't contribute to the task at hand.
22. Attempt to have reporters be people familiar with the issues. The written notes are very important to the process and are to be turned in. Please have a member of the group make the oral report rather than yourself if possible.
23. If legal questions come up, note them and move on. Do not spend alot of time on what may or may not be legal unless you have an expert in your group.
24. Do not insist on having the last word.
25. Purpose of the roundtables is:
 - To encourage everyone to have involvement and ownership in the process.
 - To achieve consensus and give instruction from the community to the decision makers on issues being discussed.

THANK YOU SO MUCH FOR YOUR HELP!

* Part of these guidelines were adapted without permission from "ACTIVITIES FOR TRAINERS" by Cyril R. Mill, University Associates, San Diego, CA, 1980, p. 97.

Here's an interesting statistic. From 1872 until 1972, Yellowstone was visited by the same number of people that have visited the park from 1972 to 1992. Think about it! In the last 20 years, Yellowstone Park has been host to approximately 50 million visitors, the same number of people that visited the park during its first 100 years.

Because of these burgeoning visitor numbers, the staffs of Grand Teton and Yellowstone Parks have undertaken to discuss the proposed development of a Visitor Use Management (VUM) Plan. Already, there has been a meeting to introduce the concept of preparing a VUM, and staffs of both parks met April 14, 15, and 16 to develop a task directive. This VUM will initially speak to Yellowstone's winter season, however, this task directive might also lead into the preparation of a VUM to cover year-round visitor use management.

Yellowstone is this country's and the world's oldest park; in its 121st year. Unfortunately, that translates into an outdated infrastructure. For instance, the park has 330 miles of paved road, 191 miles of which have been identified as needing attention. In an endeavor to upgrade these roads, the park has entered into a multi-million dollar construction program with the Federal Highway Administration. The work is costly and slow, but reconstruction has and will take place over the next 25 years. The East Entrance is scheduled for reconstruction this fall with overlays scheduled for the Madison to West Entrance road (May) and the Norris to Canyon road (August, September, and October).

Employee housing is also sub-standard. More than two-thirds of existing employee housing fails to meet basic health, safety, sanitary, electrical, and building codes. The HUDAT document outlines current housing and support facilities needs, both rehabilitative and replacement (building housing to replace trailers, for example); incorporates sociological and architectural details for each area into the housing plans in order to provide a sense of community for residents; and attempt to accommodate reasonably foreseeable needed increased in staff.

Planning will be underway this summer to replace the 310 sites at Fishing Bridge Campground (closed after the 1989 camping season). Emphasis should be placed on the word *replacement*. There is no planned campground *development or expansion* in the park.

As part of the Intermodal Surface Transportation Efficiency Act of 1991 (ISTEA), Congress authorized a study of the feasibility of alternative modes of transportation in Denali, Yellowstone, and Yosemite National Parks. The study was contracted to a nationwide transportation consulting firm, and results are expected to be submitted to Congress by summer 1993. The study will consider the technical feasibility, environmental impacts, effects on surrounding communities, and costs and benefits for various systems. At this time, it is not known what the recommendations will be nor whether or not Congress will act on them.