

Collaborative Planning for Prosperity and Conservation

2020 Visions: The Future of Our Communities, Our Land, and Our Values
Silver City, New Mexico
March 22, 2005



Sonoran Institute

healthy landscapes • vibrant economies • livable communities

Rebecca Carter

Socioeconomics Project Manager

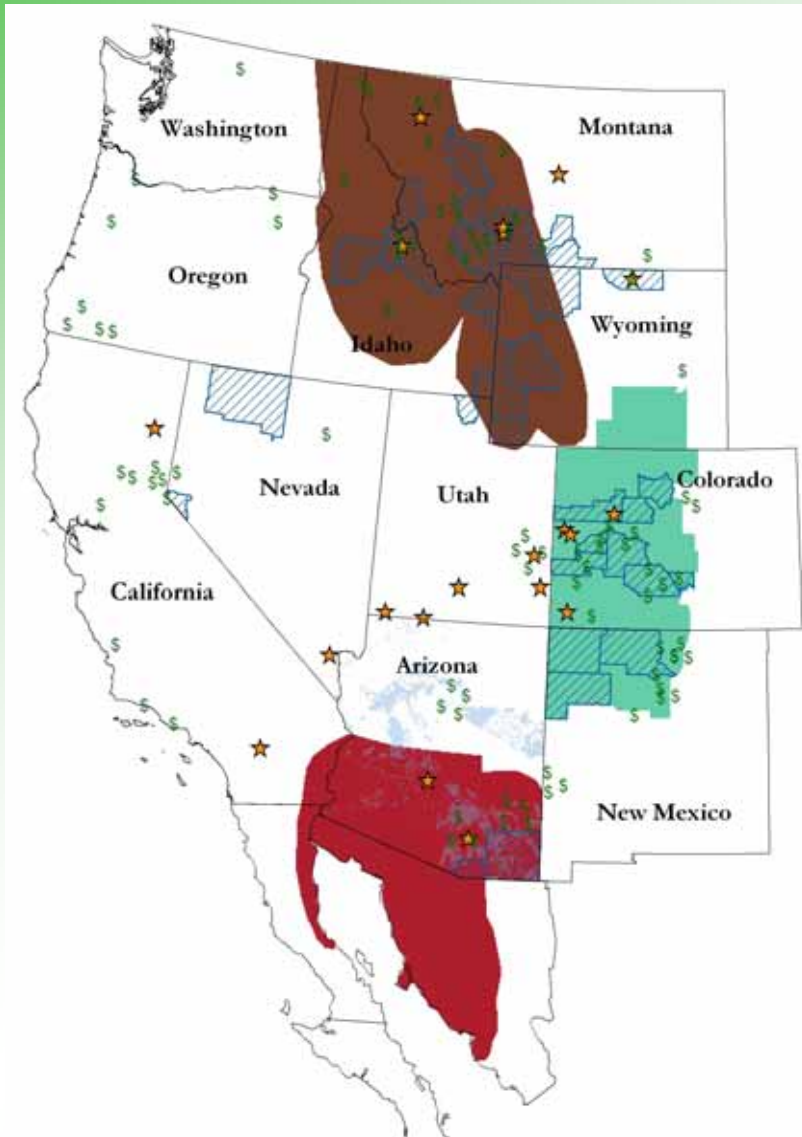
The Sonoran Institute

- International non-profit **conservation organization**
 - Founded in 1990
 - Offices in Tucson and Phoenix, Arizona and Bozeman, Montana
 - Works in U.S., Mexico, and Canada
- **Brings diverse people together to achieve their conservation goals.**



www.sonoran.org

Where We Work



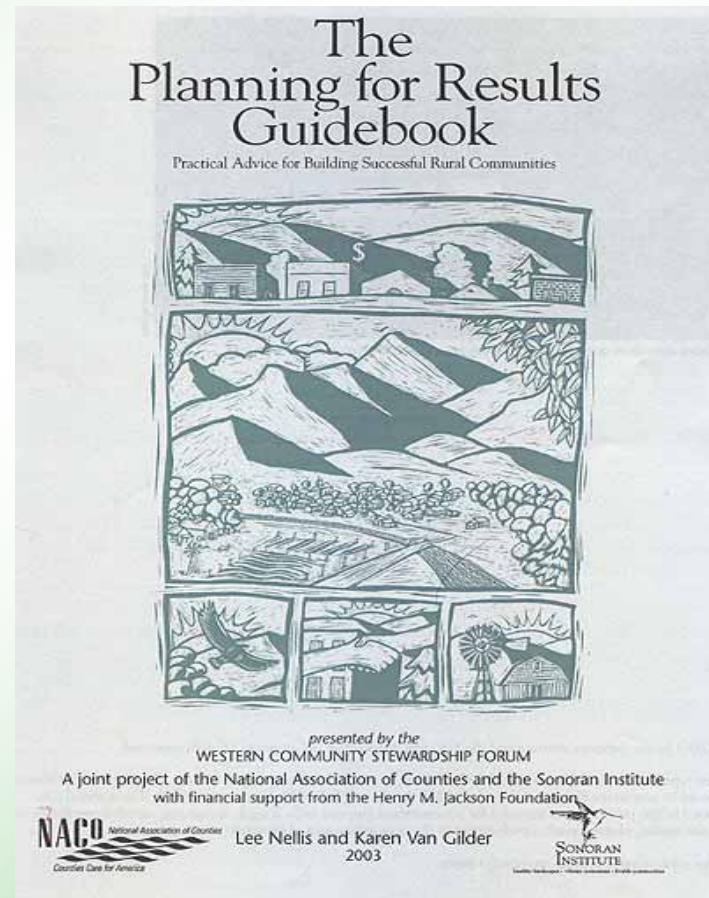
How We Work

The Sonoran Institute considers conservation issues within a broader social context to help communities achieve:

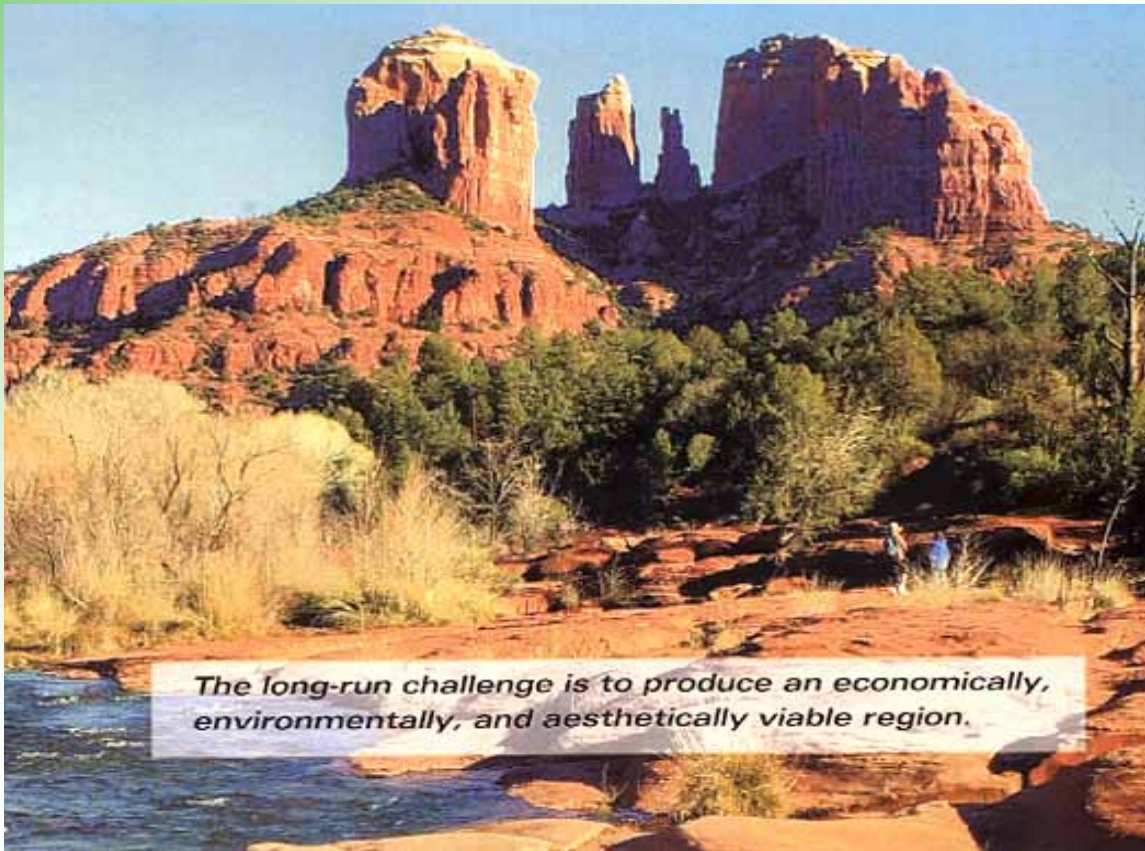
- healthy landscapes,
- vibrant economies,
- and livable communities.

The Challenge: A Broadly Shared Vision

- Today's focus will be steps for envisioning and realizing a sustainable future:
a Grant County that works!
- Not discussing the specific tools and techniques...with one exception!



Challenges of Creating Communities that Work



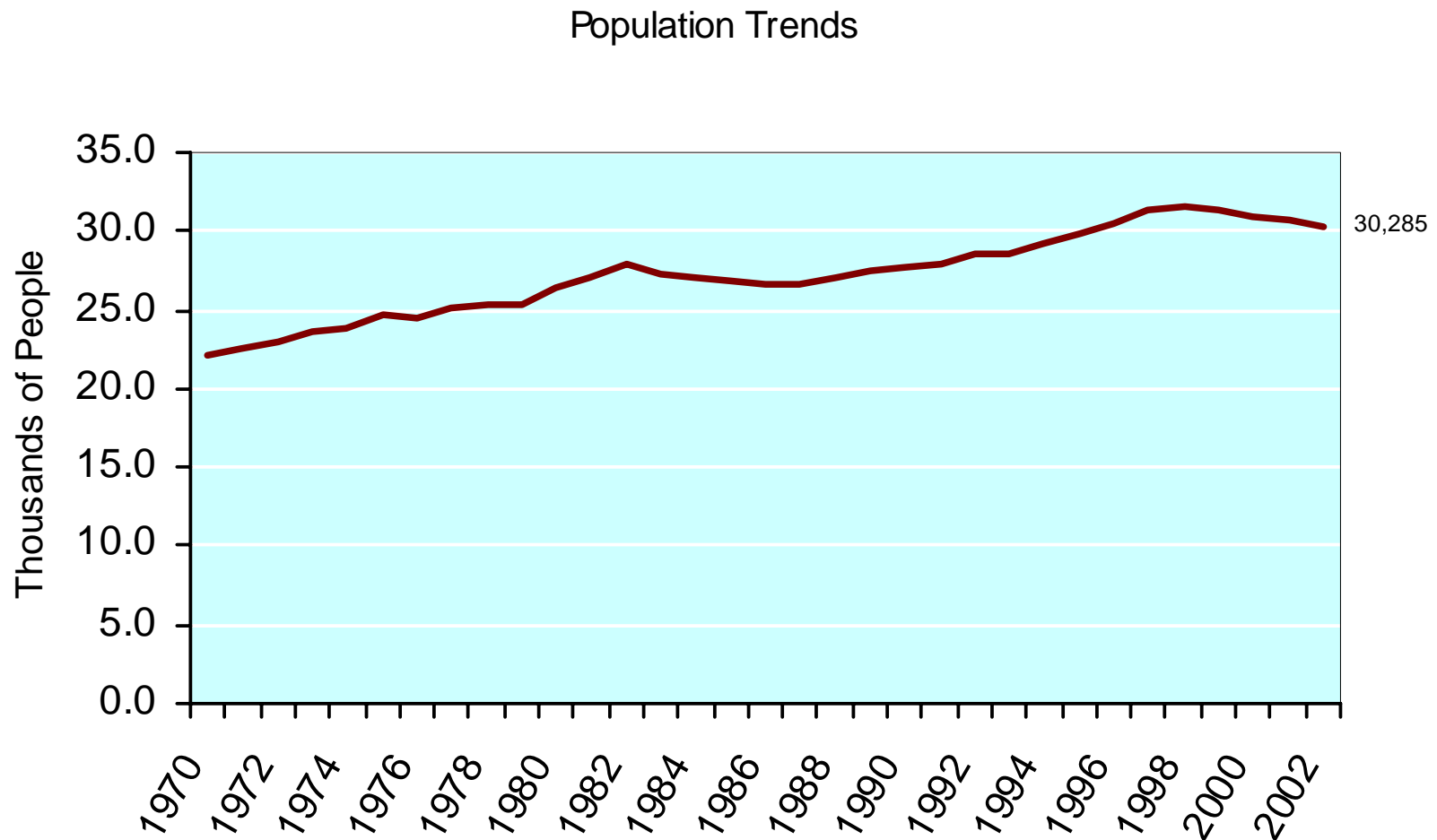
- Growing populations
- Sprawl, loss of open space
- Rapid economic change
- Limited water resources

Challenges of Creating Communities that Work

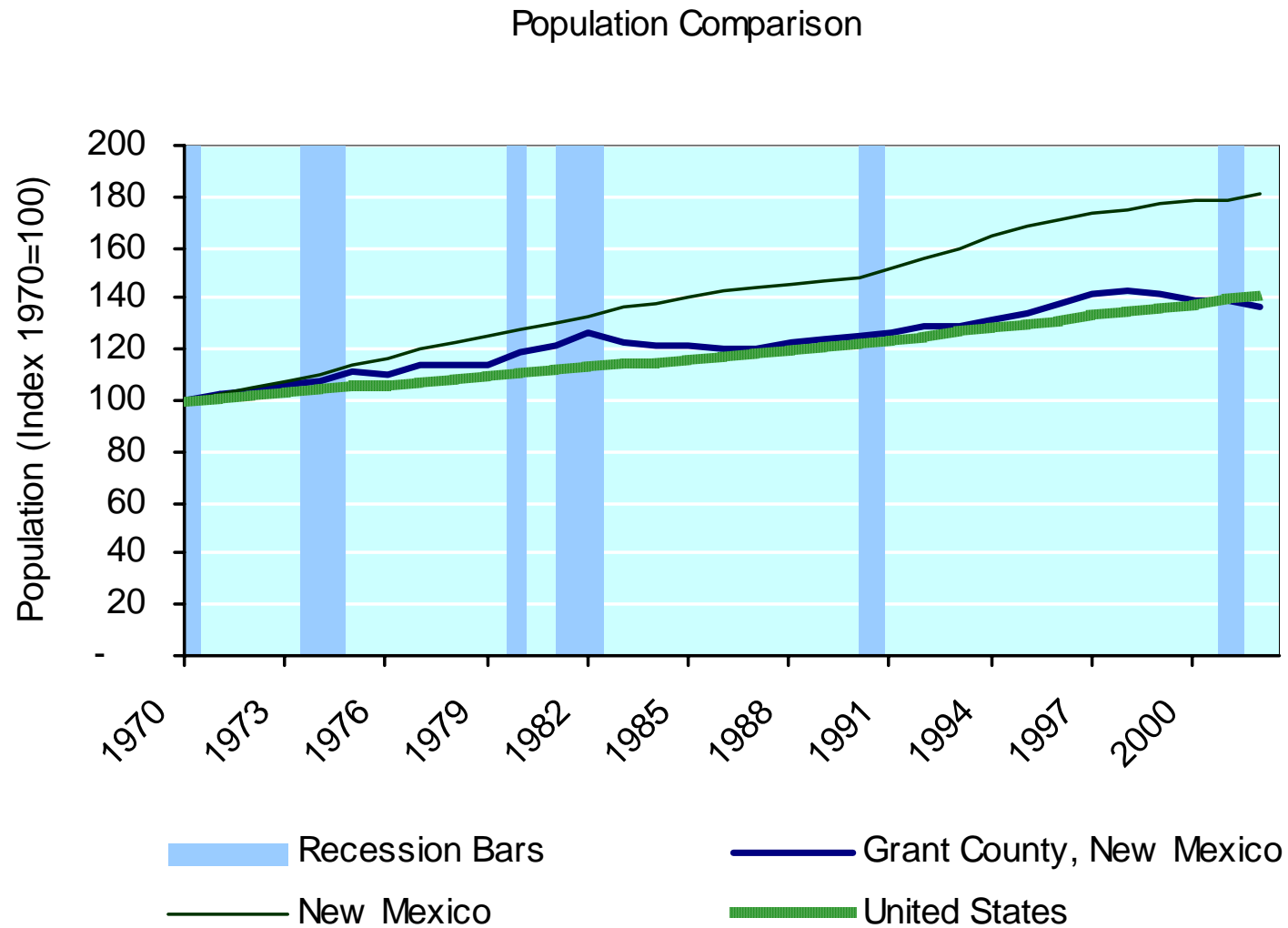


Many rural communities, especially in scenic, public land counties are experiencing rapid growth.

Population Trends in Grant County



Population Trends in Grant County

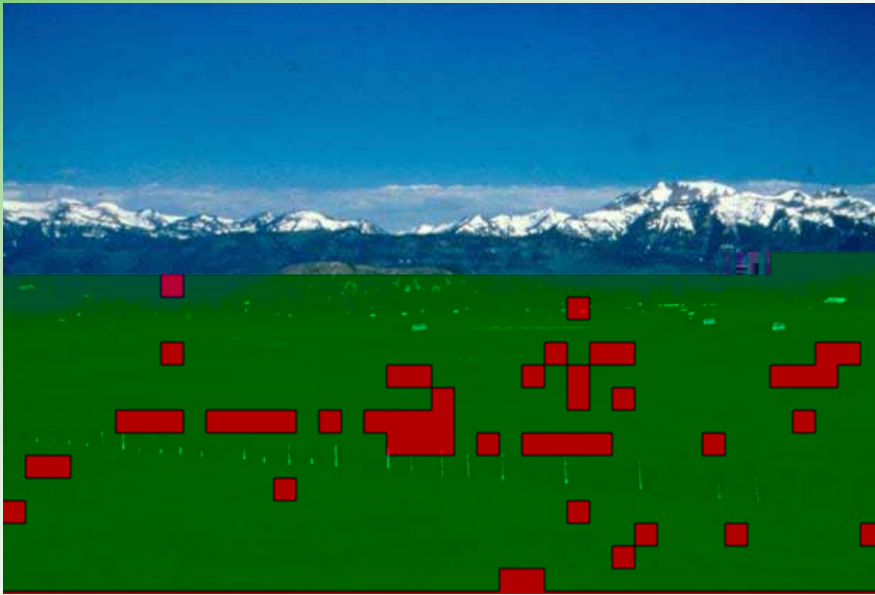


Challenges of Creating Communities that Work

- Pattern of population growth is the most significant challenge
- Rate of growth makes the challenge more acute



Challenges of Creating Communities that Work



*“Growing houses instead
of crops”*

Rapid Change



Challenges of Creating Communities that Work



Division of working ranches into “ranchettes” that break up rural landscapes

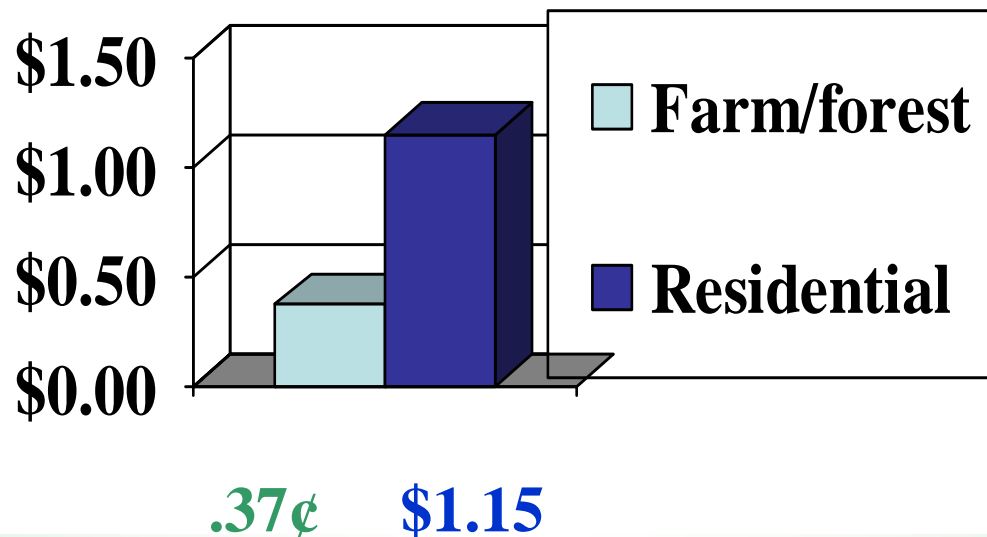
Challenges of Creating Communities that Work



Isolated rural subdivisions that are costly on many levels:

- Scenically
- Ecologically
- Fire & flood protection
- Fiscally

Challenges of Creating Communities that Work



Higher costs of community services (figures reflect the national median)

Median cost
(per dollar of revenue raised)
to provide public services like
fire and police protection

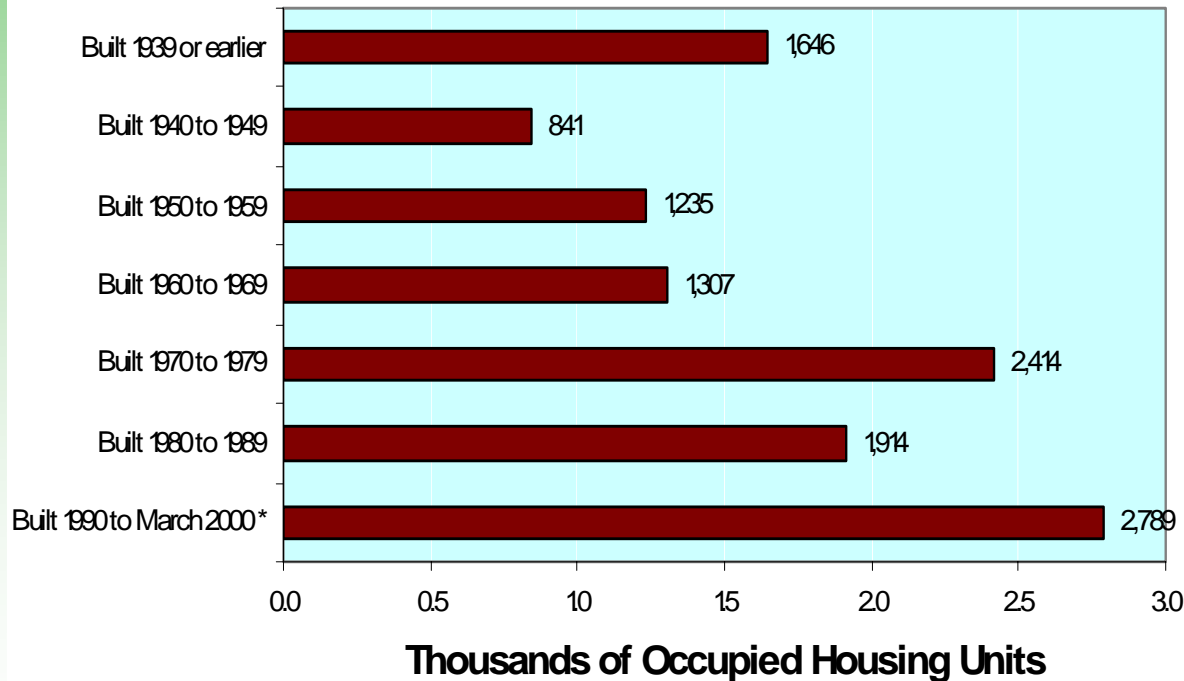
Challenges of Creating Communities that Work



Housing that local residents can no longer afford

Housing Construction & Affordability in Grant County, 2000

Home Construction by Decade



In Grant County:

- Median home value: 2000 - \$87,900; was \$65,876 in 1990
- Income required to buy median home: \$24,838
- Median household income: \$29,134

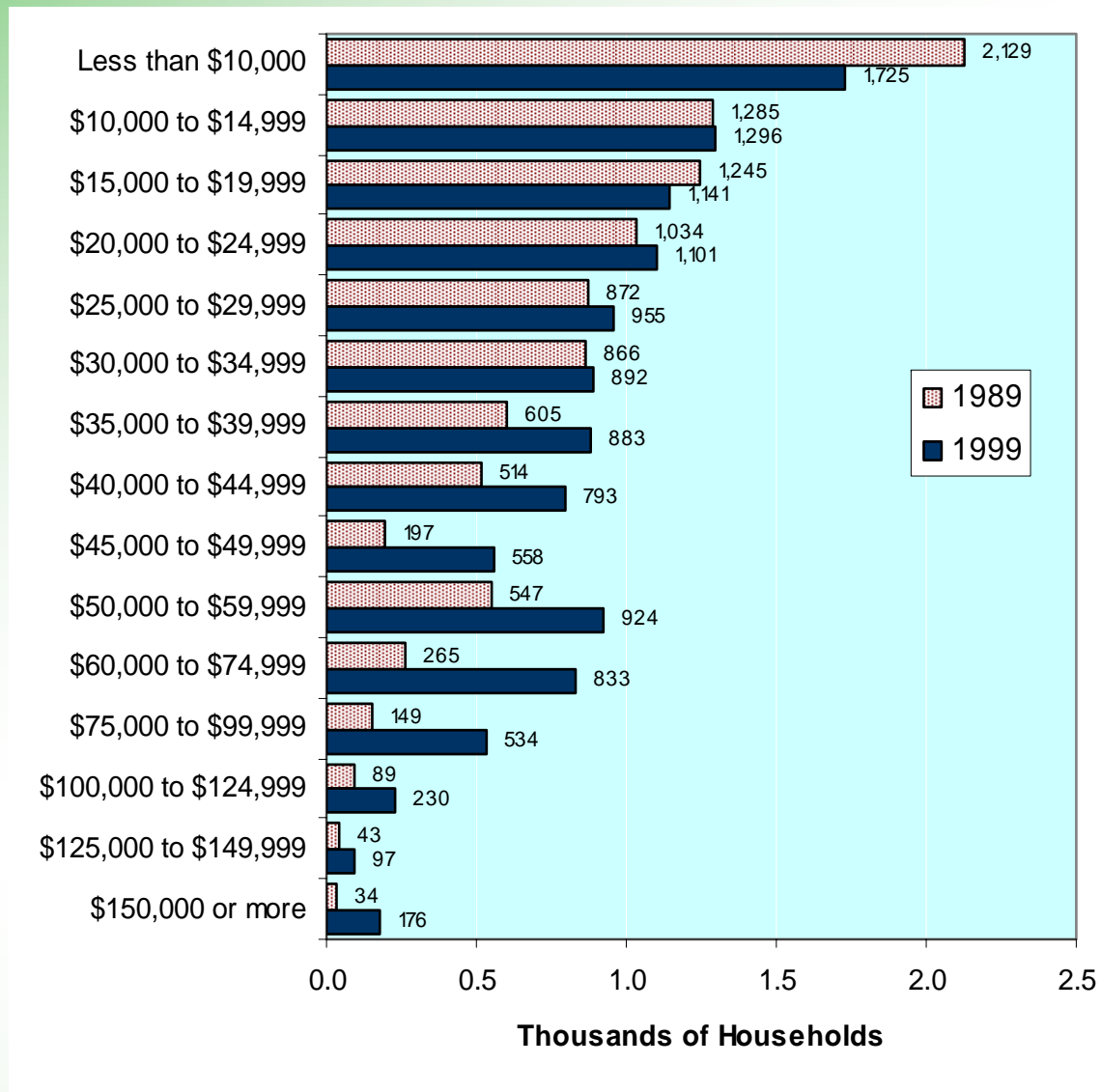
Challenges of Creating Communities that Work

Social and fiscal impacts of this “amenity boom”

- Challenge social fabric
- Undermine long-term economic prosperity
- Divide old-timers and newcomers



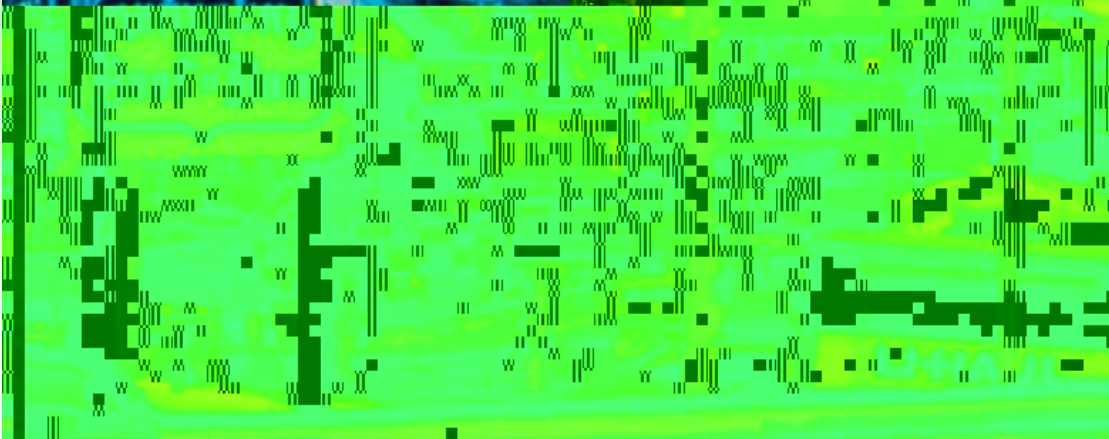
Household Income in Grant County, 1989 and 1999



Challenges of Creating Communities that Work



Loss of distinctive
culture and
heritage



Loss of “sense of
place” that makes
communities
unique and that
supports tourism

Challenges of Creating Communities that Work

Loss of the wide open spaces that are the heart of the West for many people



Challenges of Creating Communities that Work



Local land-use ordinances that may avoid the worst, but don't bring out the best in new development

Challenges of Creating Communities that Work

Development that is ugly and short lived



Challenges of Creating Communities that Work



Development
that caters to
automobiles
more than
people

Challenges of Creating Communities that Work



Ecological costs of this growth

- Fragmented wildlife habitat
- Degraded water quality
- Other “costs”

Challenges of Creating Communities that Work

Conflict over development that pits segments of the community against one another and leads to...



Challenges of Creating Communities that Work

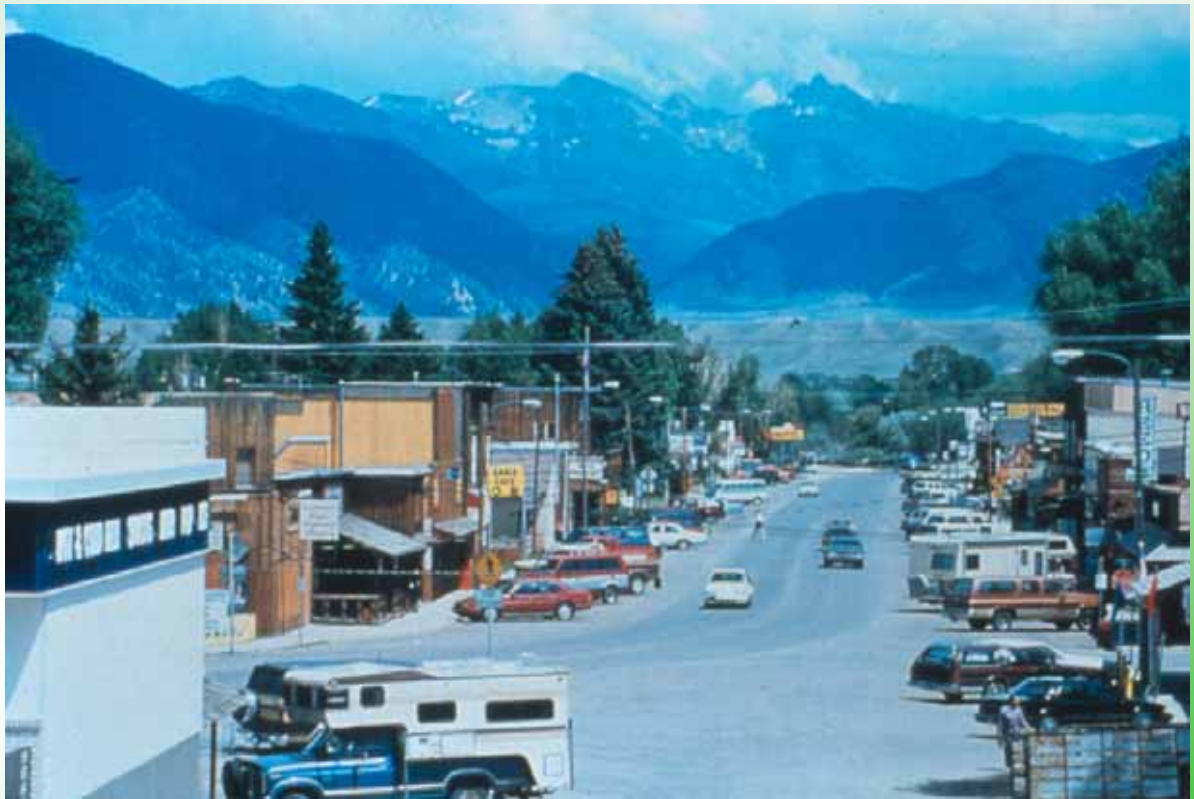


Whoa!

- Stop all change
- Policies that encourage any development promising tax revenues

How to Create Communities that Work

Throughout the West, many communities are trying to address these issues; overall goals are often similar



How to Create Communities that Work



Retain distinctive local character

How to Create Communities that Work



Encourage
a diverse
economy
balancing
new and old
activities

How to Create Communities that Work

Maintain an
affordable,
diverse,
compact town
surrounded by
open lands



How to Create Communities that Work



Preserve and restore historic districts

How to Create Communities that Work



Preserve distinctive vegetation

How to Create Communities that Work

Promote
locally-owned
businesses
downtown,
rather than
sprawling
national
franchises



How to Create Communities that Work

Create recreational opportunities for both local residents and tourists, such as trails for walking, bicycling, or horseback riding



How to Create Communities that Work



How do
successful
communities
deal with
rapid change?

How to Create Communities that Work

How do residents establish real dialogue that leads to development and conservation measures that are best-suited for their community?



How to Create Communities that Work



How do these communities avoid look-alike development?

How to Create Communities that Work

How do they influence development so that it fits in with local character?



How to Create Communities that Work

Or even...



...exceeds
community
expectations?

How to Create Communities that Work



Hallmarks that distinguish communities that work:

- 1) Vision
- 2) Power of place
- 3) Tangible outcomes through collaborative partnerships

How to Create Communities that Work

#1 - Vision

Build local policies around a broadly shared vision of what the community can be



Case Study: Red Lodge

Red Lodge, Montana

- Shared community vision
 - Compact, pedestrian oriented town
 - Strong community life
 - Surrounded by working ranches and open land



Case Study: Red Lodge



Red Lodge, Montana

- Beartooth Front Community Forum
- Specific work plan
- First task: raise funds for youth center

Case Study: Red Lodge

Red Lodge, Montana

- Successfully protecting the downtown from “highway commercial” development



Case Study: Red Lodge



Red Lodge, Montana

- Preserving ranching and ranch lands with conservation easements

Case Study: Red Lodge

Red Lodge, Montana

- Keeping the Post Office downtown
- Vital center of communication in a small town



How to Create Communities that Work



#2 - Power of Place

- Tapping into the “sense of place” enables both conservation and local economic development

Case Study: Dubois



Dubois, Wyoming

- Mill closed
- Considered tourism
- Rejected high-volume tourism
- Capitalize on town resources

Case Study: Dubois

Dubois, Wyoming

- Home to the largest big horn sheep population in the continental U.S.



Case Study: Dubois



Dubois, Wyoming

- Town brought together diverse partners to develop the National Big Horn Sheep Center

Case Study: Dubois



Dubois, Wyoming

– The National Big Horn Sheep Center:

- operates a museum
- programs for schools
- research on the sheep population

Case Study: Dubois

Dubois, Wyoming:

- New development already reflects sensitivity to the area's wildlife



Sometimes with interesting results!

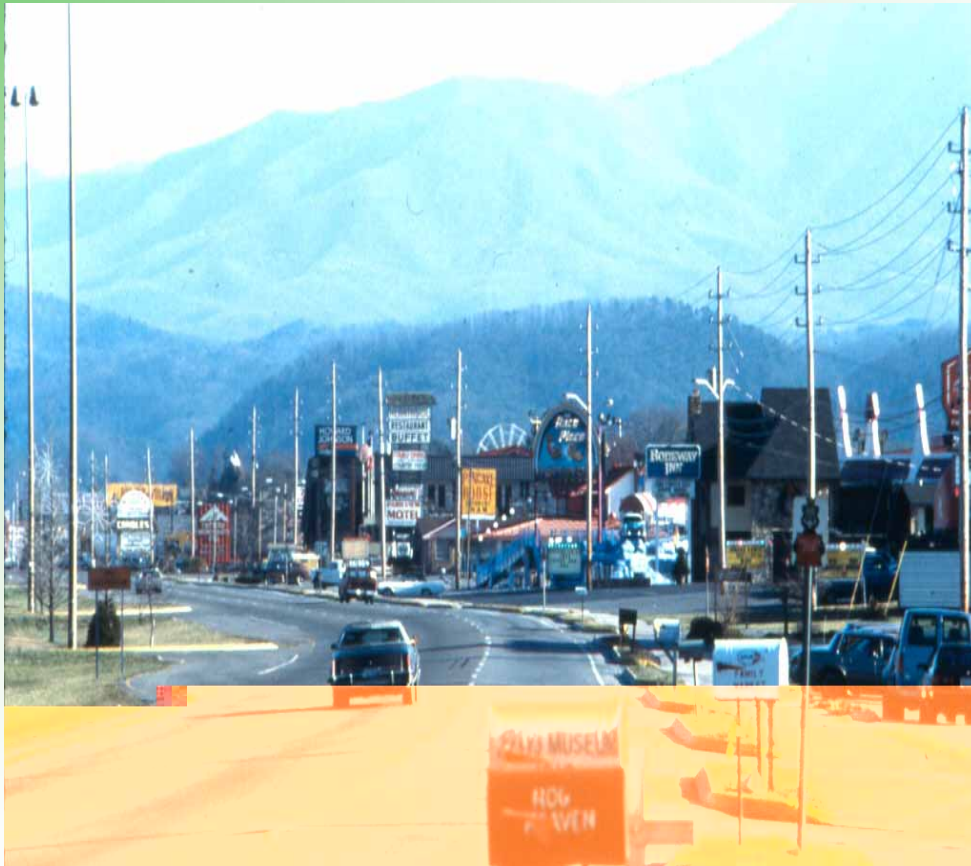
How to Create Communities that Work



#3 - Partnerships that create tangible outcomes

- World is complex
- Recognizing different points of view
- Search for simple solutions
- Landscape health complements economic health

Case Study: Pittman Center, Tennessee



Pittman Center, Tennessee

- Next to Great Smokey Mountains National Park
- Saw neighboring town (Pigeon Forge) become a social basket case

Case Study: Pittman Center, Tennessee



Pittman Center, Tennessee

- Followed a different path
- Set an example



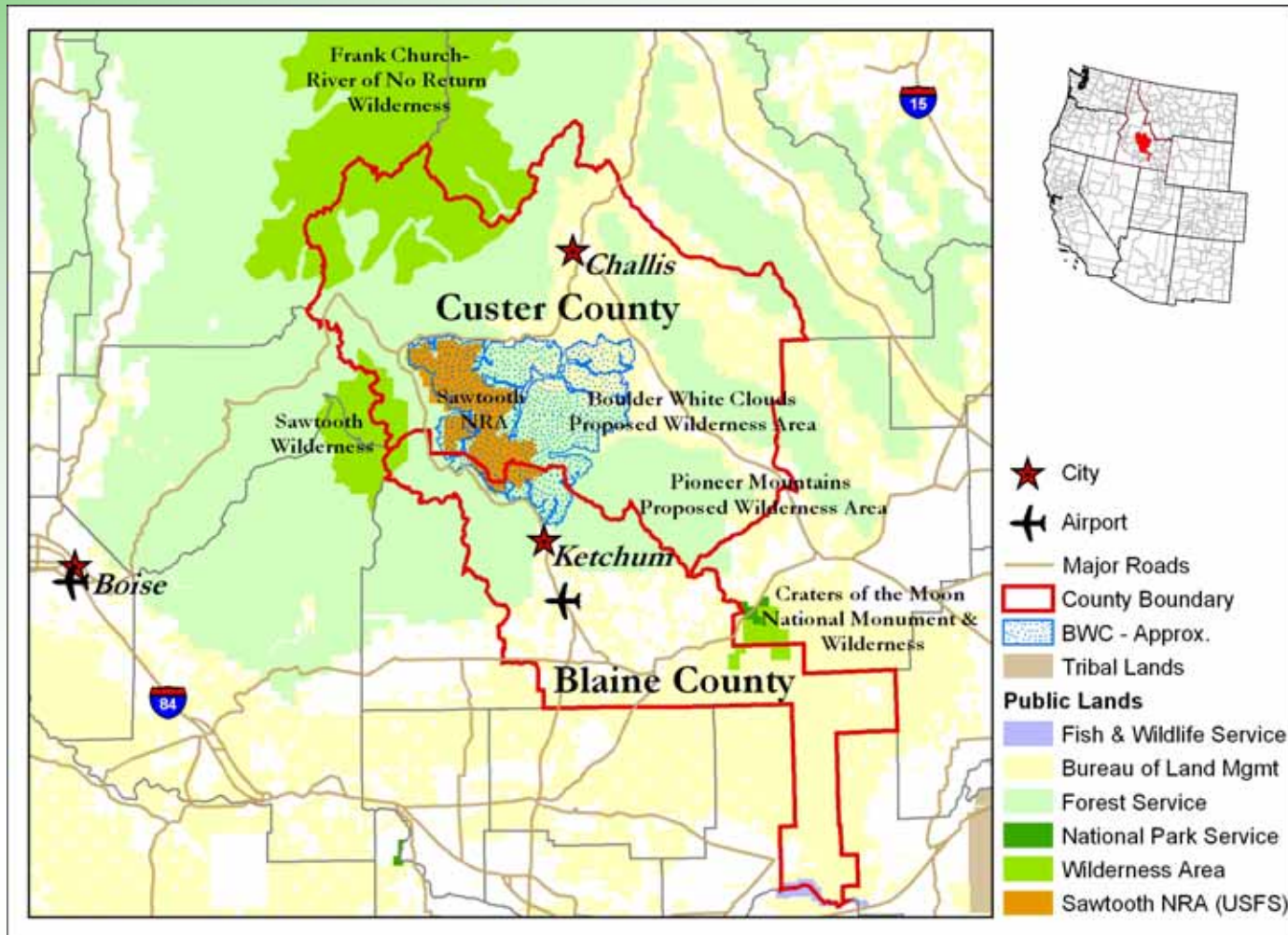
Case Study: Pittman Center, Tennessee



Pittman Center, Tennessee

- Private businesses have responded by protecting the area's lush vegetation and using modest signs

Case Study: Proposed Boulder White Clouds Wilderness, Idaho



- Which communities will benefit, and which may not, if the Boulder White Clouds is designated as a Wilderness?
- What conditions need to be in place for the designation to make a positive contribution to the economy for all communities?

A Tale of Two Towns:

Ketchum

- Ski resort in nearby Sun Valley
- Diversified and growing economy
- High-wage service growth in finance, engineering, etc.
- Educated workforce
- Relatively easy access to major population centers via air travel
- High cost of living
- Little affordable housing

Challis

- Former mining town
- Little economic diversification
- Service growth in low-wage jobs
- Low education rates
- Poor access to large population centers
- Affordable housing
- Traditional small-town

Ketchum and Sun Valley Support BWC Wilderness

"The proposed Boulder White Clouds Wilderness is a positive step. The quality of life offered by the experience of wild lands attract people who want to move to our community. It also attracts people who appreciate it so much they decide to relocate their businesses here, which then helps diversify our economy."



Carol Waller, Executive Director of the Sun Valley Chamber of Commerce and Visitor's Bureau. The Chamber has passed a resolution supporting the creation of the Boulder White Clouds Wilderness.

Economic Diversification – Pros & Cons

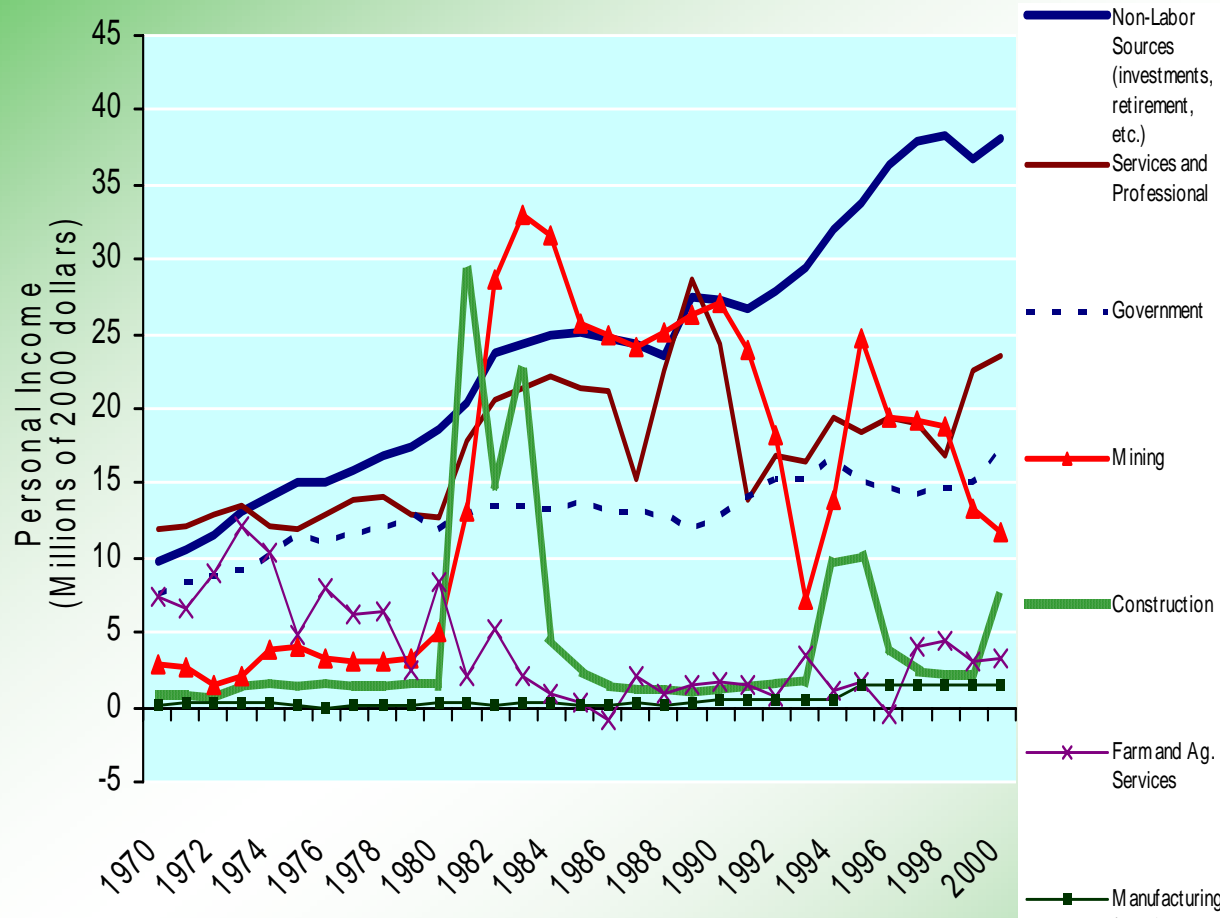
Pros

- Better paying jobs
- Wider range of opportunities
- More educated workforce
- May be less damaging to environment than traditional industries

Cons

- Population growth (traffic, housing starts)
- Higher cost of living
- Possible greater social stratification
- May lead to more pressure on natural areas, greater environmental damage

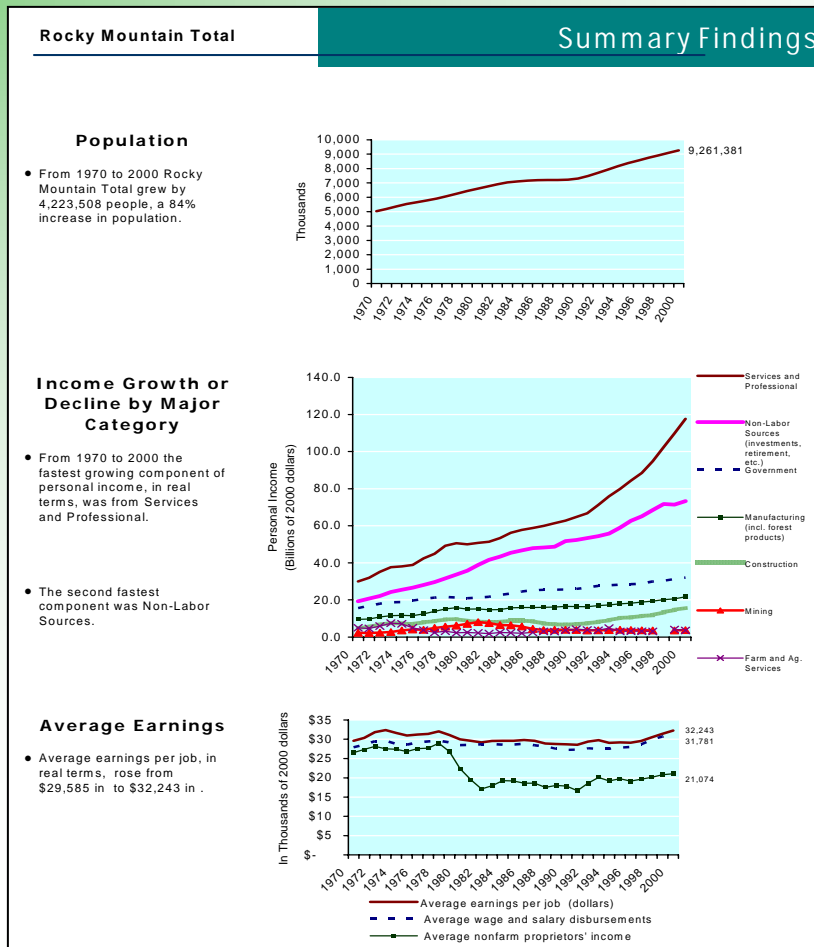
Challis isn't so sure, but is working to diversify its economy:



Focus on attributes:

- Developing a distance learning center to attract businesses
- Affordable housing – average home price \$73,500 vs. \$503,000
- Gateway to wilderness

How to Create Communities that Work

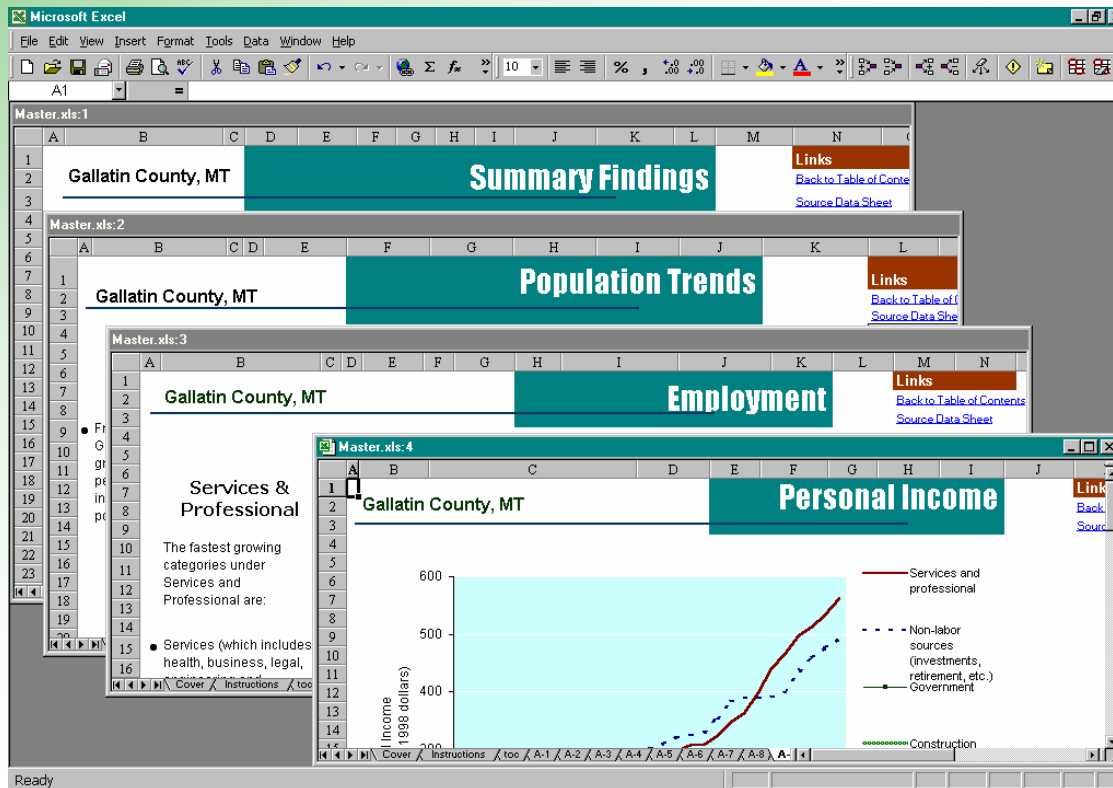


Successful communities understand their own economy in the context of a rapidly-changing global market

www.sonoran.org/eps

Economic Profile System (EPS) – Socioeconomic data from many sources

Census, County Business Patterns, Bureau of Labor Statistics, Bureau of Economic Analysis, Regional Economic Information System (REIS)

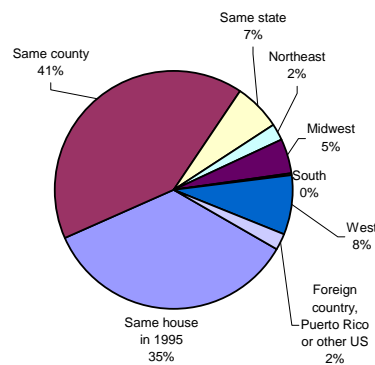


- US
- Regions
- States
- Counties
- In most cases, data over the past 30 years

EPSC (C for Community) – Profiles based on 2000 Census

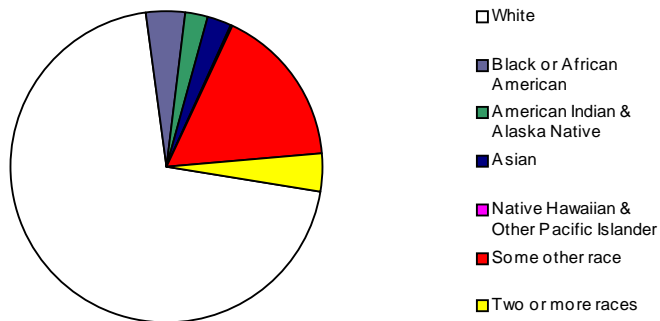
New Residents Since 1995		
Same house in 1995	707	35%
Different house in 1995:	1,307	65%
In United States in 1995:		
Same county	826	41%
Different county:	435	22%
Same state		
Different state:	304	15%
Northeast	45	2%
Midwest	95	5%
South	3	0%
West	161	8%
In Puerto Rico or other US Island		
Foreign country or at sea	46	2%
Total:	2,014	100%

Universe: Population 5 years and over SF3 - P24



- US
- Regions
- States
- Counties
- Communities
- Indian Reservations
- Data only available for 2000 (in some cases, 1990 comparisons)

2000 Race Breakout



How to Produce A Detailed SocioEconomic Profile:

Go to

www.sonoran.org/eps

Follow download instructions

Install EPS and/or EPSC on your computer

Open Excel, then open *eps.xls*



Follow instructions on Main Menu

The screenshot displays the Microsoft Excel application window titled "Microsoft Excel - PJeffer_MT". The main content area shows the "Economic Profile" interface, which includes the U.S. Department of the Interior logo and the Sonoran Institute logo. A "Main Instructions" dialog box is overlaid on the interface, containing the following sections:

- Open Existing Profile**: Opens an existing Excel file. A button labeled "Open Existing Profile" is visible.
- Create New Profile**: Retrieves new data in a fresh profile. Select a geography (e.g. state, region, county). A button labeled "Create New Profile" is highlighted with a red arrow.
- Estimate Disclosures**: Start the help wizards that will help you to estimate the disclosures. Estimate the Employment Gaps first.
- See Output - TOC**: Go to the hyperlinked Table of Contents or go to: [Dropdown menu with "Cover" selected] [Go button]
- Configure Graphs for Color or B&W**: Add or delete markers to graphs for printing in black and white.
- Print Entire Profile**: Click on the button to print all the sheets to create the book.
- Updates and Troubleshooting**: Download the Newest Version or View the User's Manual for (Acrobat .pdf files).
- Help?**: Need Help? Click on the yellow buttons to get more information about each of the steps.

At the bottom of the dialog box, there are several buttons: "Employ Gaps", "Income Gaps", "TOC", "B&W", "Color", "Print All", "Preview", "Go To Web Site", and "Close Menu". The "TOC", "B&W", "Color", and "Preview" buttons have yellow question mark icons next to them. The status bar at the bottom of the Excel window shows "Ready" and the taskbar includes "Microsoft PowerP...", "Start", "system", "PJeffer_MT", and "eps".

Select the nation, state, region, or county, including metro and non-metro portions

Main Instructions [?] [X]

Retrieve New Data

Select a County

First: Choose a State
First choose a state, then it will prompt you for the counties available in that state.

Montana

Second: Choose a County

Jefferson

Get County Data

OR

State or Region

Choose a Region or State
First choose a region or state, then it will prompt you for metro, non-metro, or total.

United States	US
Southwest	AZ,NM,OK,TX
Rocky Mountain	CO,UT,WY
Far West	AK,CA,HI,NV
Alaska	AK
Arizona	AZ
California	CA
Colorado	CO
Hawaii	HI
Idaho	ID
Montana	MT
Nevada	NV
Oregon	OR

OR

BEA Region

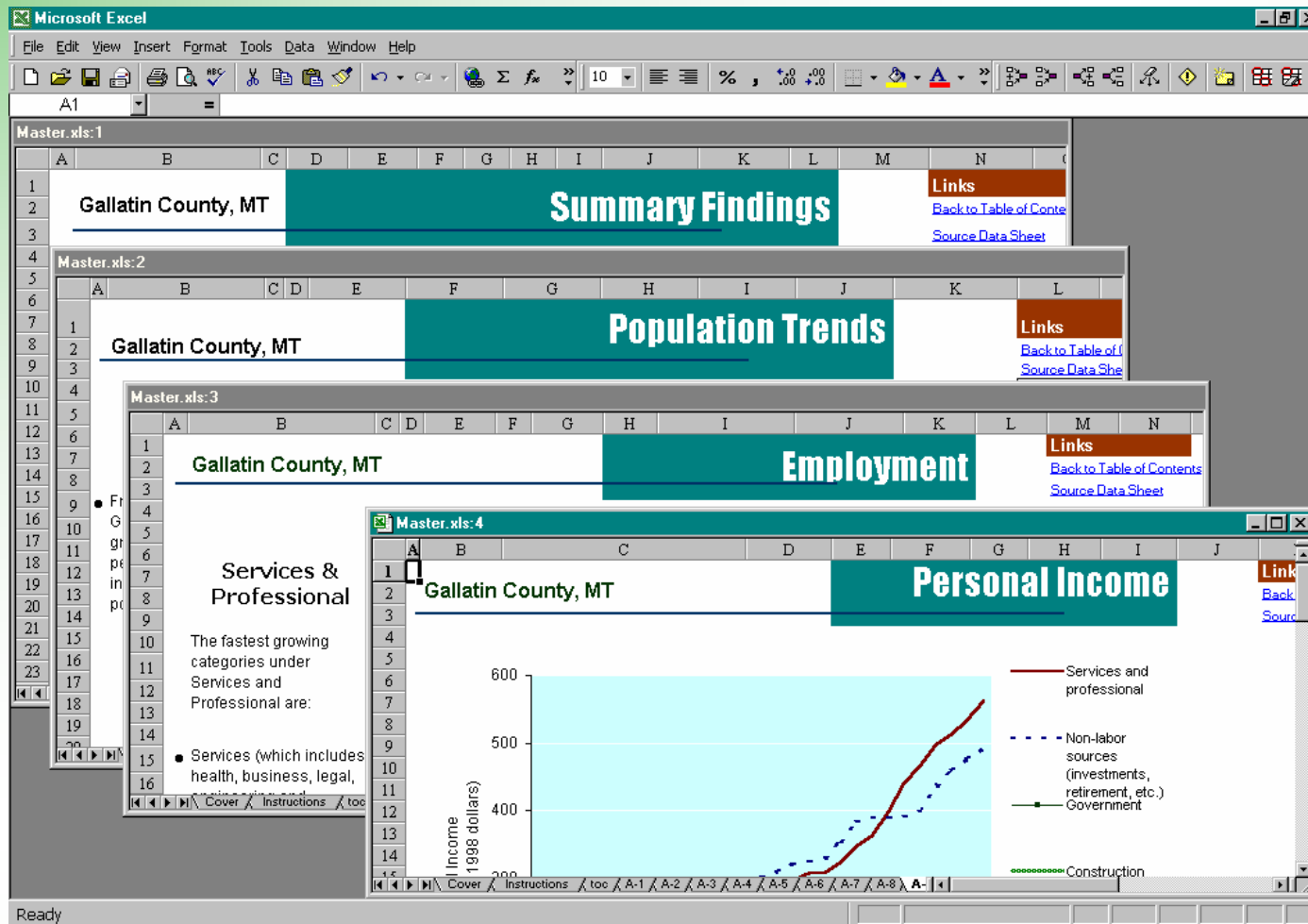
Choose a BEA Region
BEA regions can span multiple states.

View Map

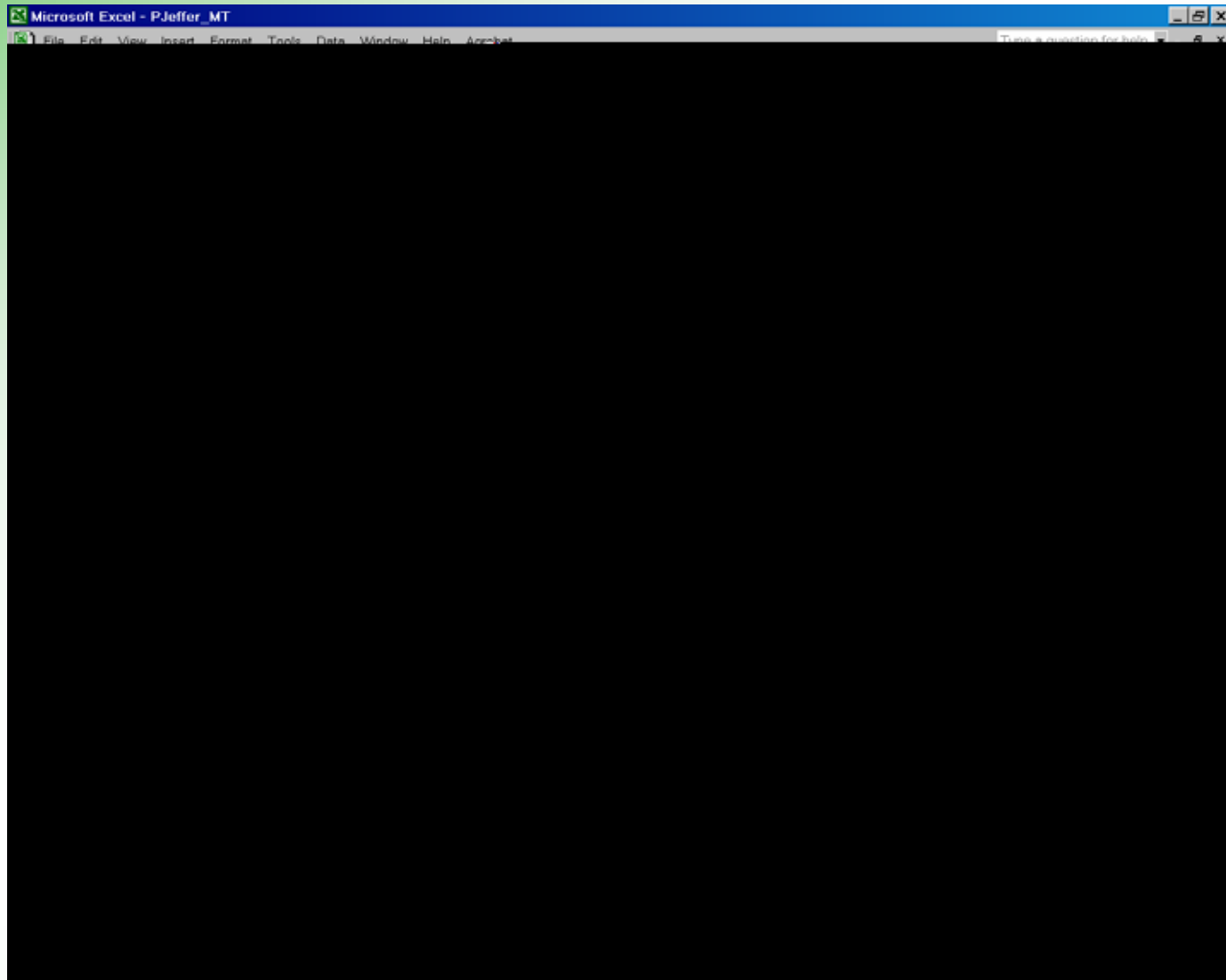
Tucson

Get BEA Regional Data

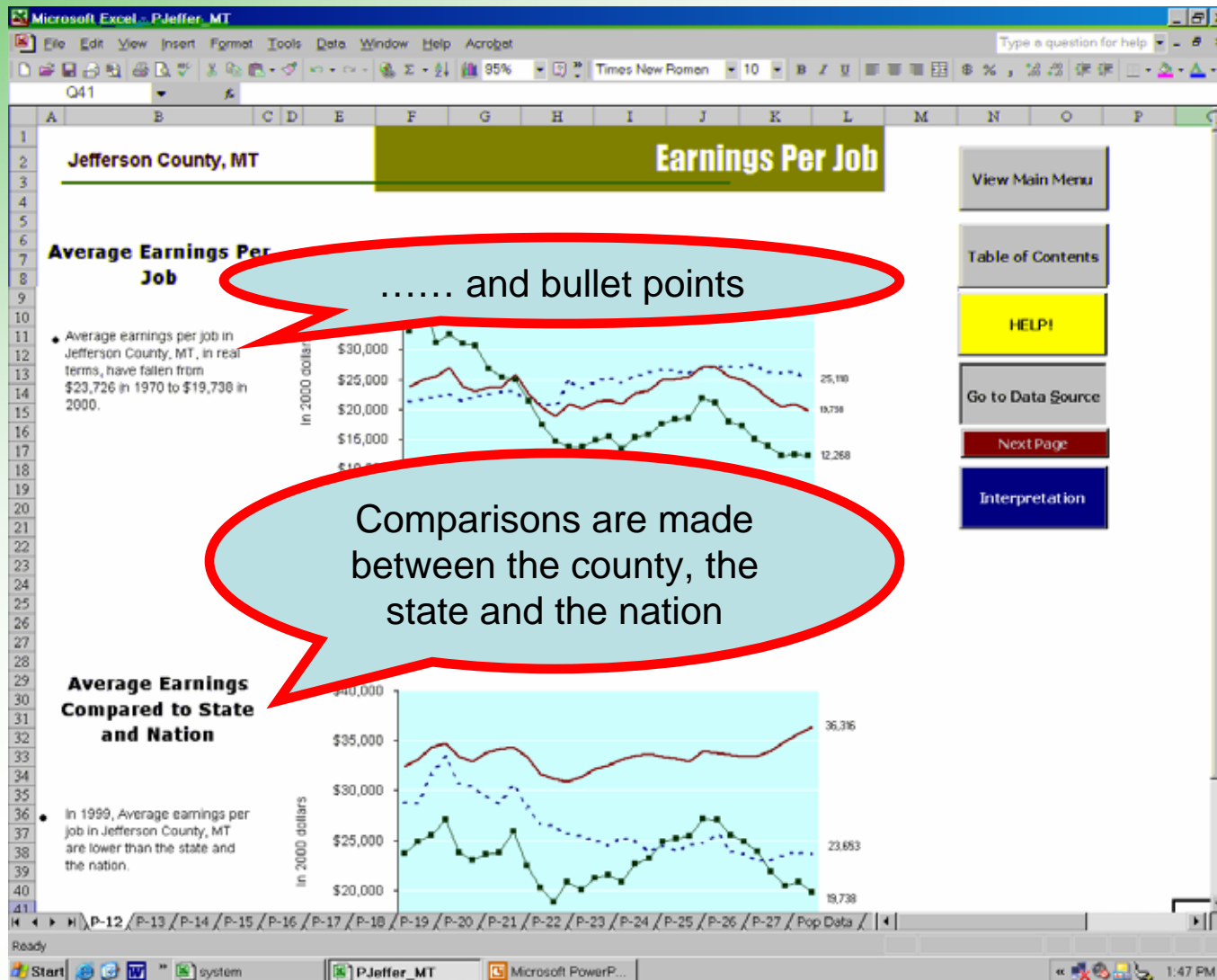
A detailed socio-economic profile is automatically produced



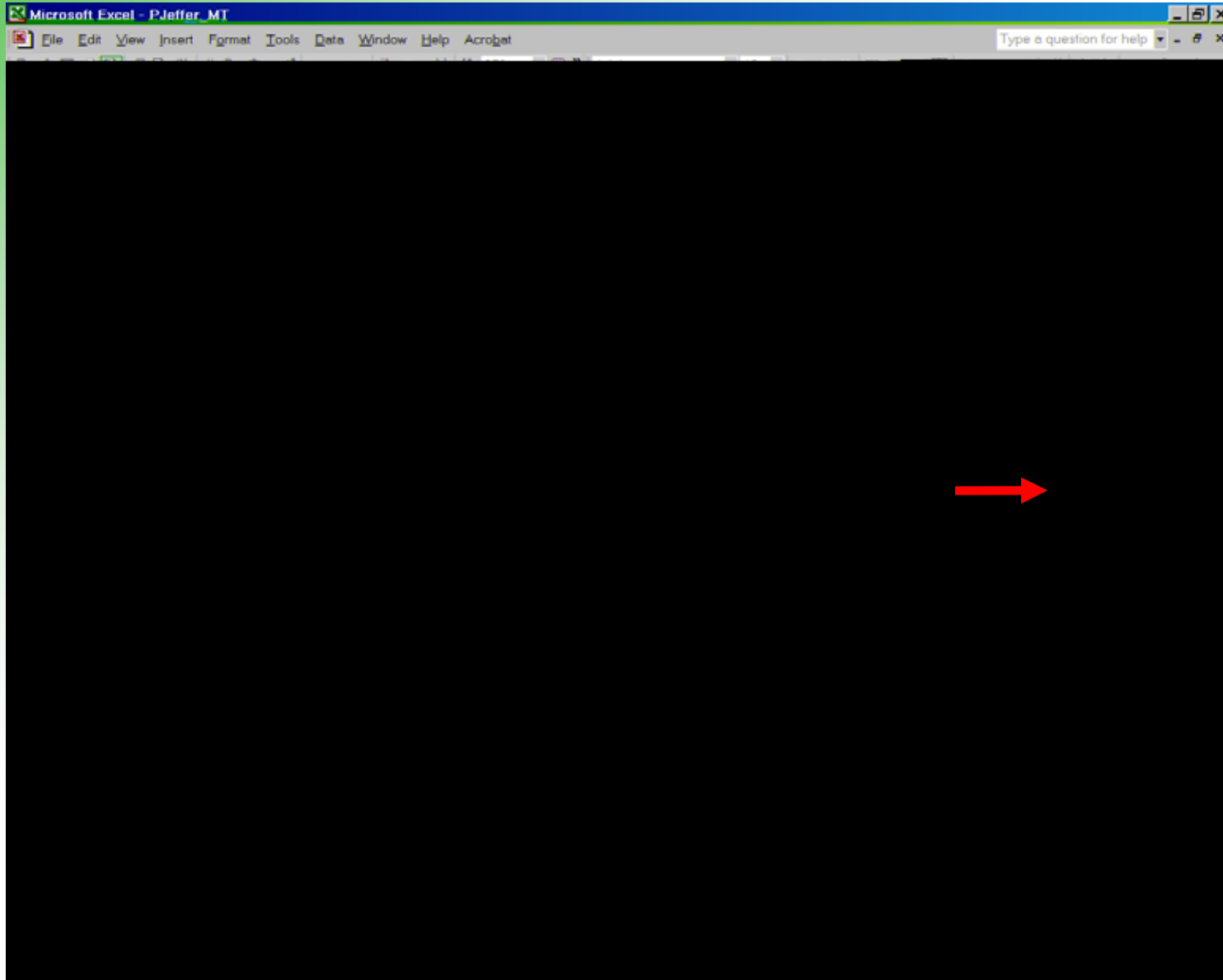
Tables and figures are automatically produced



Information is presented as pie charts, bar charts, tables, and line graphs.



Help is available with interpretation.



Example:

The screenshot shows a software window with a blue title bar containing the text "Interpreting the Numbers" and a close button (X). Below the title bar is a dark teal header with the text "Interpreting The Numbers" in white. Underneath that is a green header with the text "Page 3 & 4 - Population" in white. The main content area is split into two columns. The left column contains text that is partially obscured but appears to discuss "nd suburban areas are fuelling Mexico. A changing economy aging entrepreneurs and such of the growth in areas". The right column contains two paragraphs of text. The first paragraph discusses "A complex mix of drivers are changing the West's population. Robust job markets in urban areas, labor shortages, immigration, and improved transportation and telecommunications are bringing businesses to the region. Finally, the aging and early retirement of Baby Boomers is causing... with seasonal climates and natural amenities." The second paragraph discusses "For many rural communities; particularly those with amenities and a cost of living attractive to the coming retirement of the baby boom may be the most significant demographic and economic factor. At the same time, the aging population is growing or declining. Each age group is a good indicator of the growth in the 10-20 years affect the local...". At the bottom right of the window is a button labeled "Close Help".

Interpreting the Numbers

Interpreting The Numbers

Page 3 & 4 - Population

nd suburban areas are fuelling Mexico. A changing economy aging entrepreneurs and such of the growth in areas

A complex mix of drivers are changing the West's population. Robust job markets in urban areas, labor shortages, immigration, and improved transportation and telecommunications are bringing businesses to the region. Finally, the aging and early retirement of Baby Boomers is causing... with seasonal climates and natural amenities.

For many rural communities; particularly those with amenities and a cost of living attractive to the coming retirement of the baby boom may be the most significant demographic and economic factor. At the same time, the aging population is growing or declining. Each age group is a good indicator of the growth in the 10-20 years affect the local

Close Help

For each section of the profile

.... you can view the original data

Click here to see the original data source

Each profile includes sections on Data Sources, Methods, and a Glossary

1 The US Department of Commerce defines services more narrowly as major groups 70-89 of the SIC code.² However, even their restricted classification includes a wide variety of sectors, ranging from hotels and lodging, and social services to business services, and engineering and management services.; Row 11: P-7 / P-8 / P-9 / P-10 / P-11 / P-12 / P-13 / P-14 / P-15 / P-16 / P-17 / P-18 / P-19 / P-20 / P-21 / P-22 / P-23 / P-24 / P-25 / P-26 / P-27 / P-28 / P-29 / P-30 / P-31 / P-32 / P-33 / P-34 / P-35 / P-36 / P-37; Row 12: Ready; Row 13: Start, system, P.Jefferson_MT, Microsoft PowerP...; Row 14: 8:17 AM."/>

Microsoft Excel - P.Jefferson_MT

File Edit View Insert Format Tools Data Window Help Acrobat

Type a question for help

A1 =InstructionsIA10

A B C D E F G H I J K L M N O P

1

2 Jefferson County, MT

3 Methods

4

5 **Use of Federal Rather than State Data Bases**

6 Data from state agencies was not used for this profile. Many of the state and local sources of data do not include information on the self-employed or on the importance of non-labor income, such as retirement income and money earned from past investments. In many counties this can result in the underestimation of employment and total personal income by at least one third. The REIS disk of the Bureau of Economic Analysis contains the most robust data set and for this reason it was used as the primary source.

7 The only disadvantage of the REIS dataset is it's not as recent, 1999 being the latest for REIS, while state data sources provide data for as recent as 2000 and in some instances 2001. By providing long-term trends data, from 1970 to 1999, having the most recent data is less important than being able to discern where the county's economy was, and the direction in which it is headed in recent years.

8 **The Standard Industrial Classification (SIC) System**

9 Employment and income information is organized by the US Department of Commerce according to the Standard Industrial Classification (SIC) code. Industries are classified in broad categories (e.g., Farm), sub-categories (e.g., Agricultural production - crops), and progressively finer levels of detail (e.g., Ag. Production - cash grains). For a detailed description of SIC codes consult *The Standard Industrial Classification Manual* (National Technical Information Service, order no. PB-100012, Td. 703-487-4600).

10 **Services**

11 Since much of the growth in labor earnings in the US economy over the last two decades has been in "services," it should be noted that the term is defined in various ways by different researchers. Some economists define services broadly as "all output that does not come from the four goods-producing sectors: agriculture, mining, manufacturing, and construction."¹ The US Department of Commerce defines services more narrowly as major groups 70-89 of the SIC code.² However, even their restricted classification includes a wide variety of sectors, ranging from hotels and lodging, and social services to business services, and engineering and management services.

12 P-7 / P-8 / P-9 / P-10 / P-11 / P-12 / P-13 / P-14 / P-15 / P-16 / P-17 / P-18 / P-19 / P-20 / P-21 / P-22 / P-23 / P-24 / P-25 / P-26 / P-27 / P-28 / P-29 / P-30 / P-31 / P-32 / P-33 / P-34 / P-35 / P-36 / P-37

Ready

Start system P.Jefferson_MT Microsoft PowerP...

8:17 AM

Economic Profile System (EPS)

A Tool for Planning &
Community Participation

User's Manual

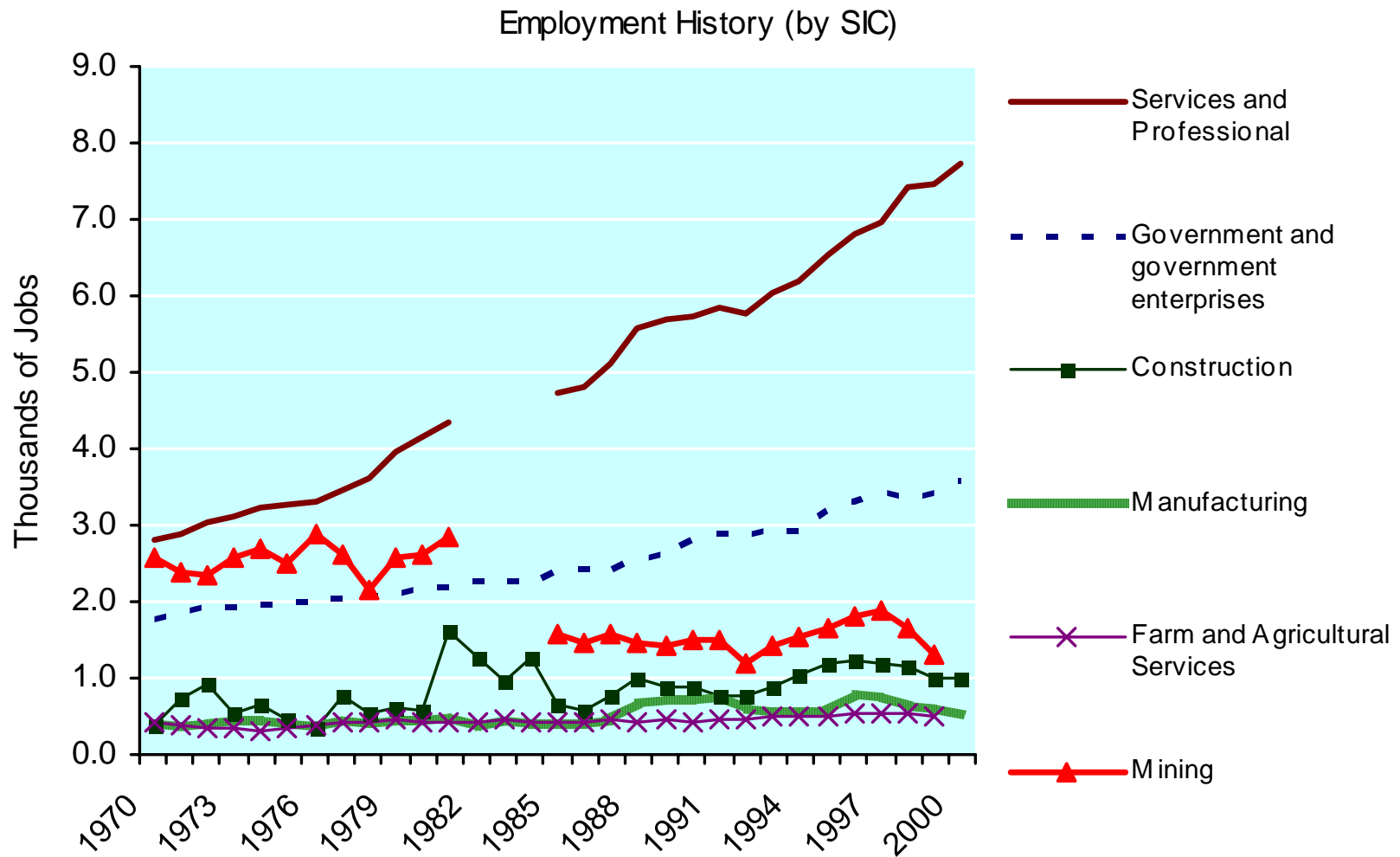
The EPS User's
Manual also has
a chapter on
interpretation

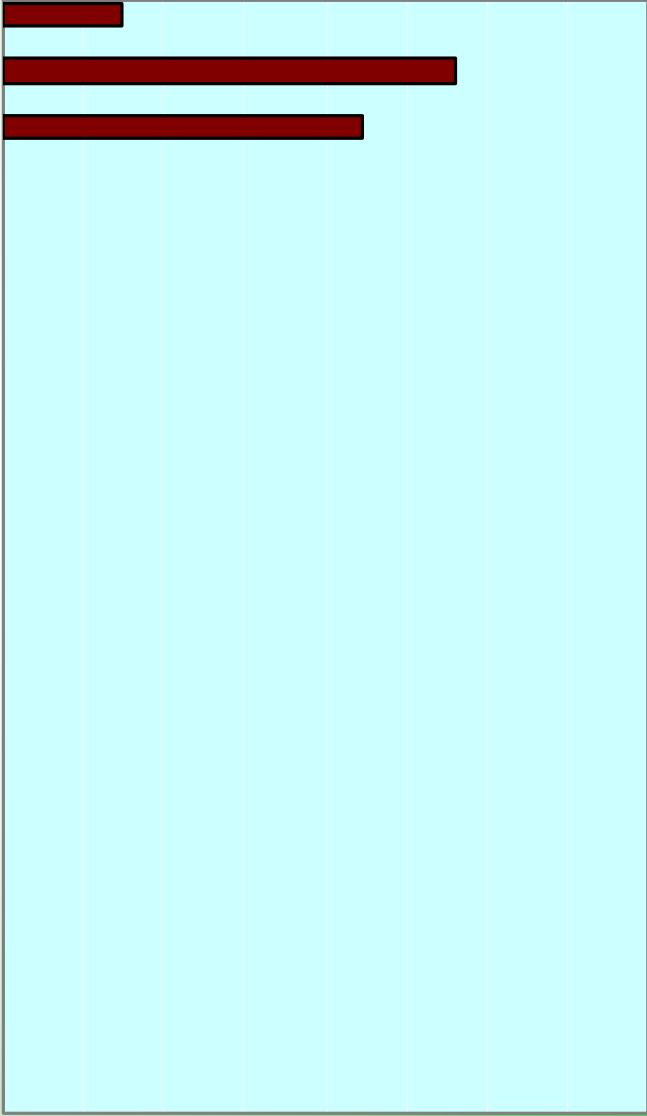


**Download EPS, EPSC and the
User's Manual **for free** from:**

www.sonoran.org/eps

Employment Change in Grant County, 1970 - 2000

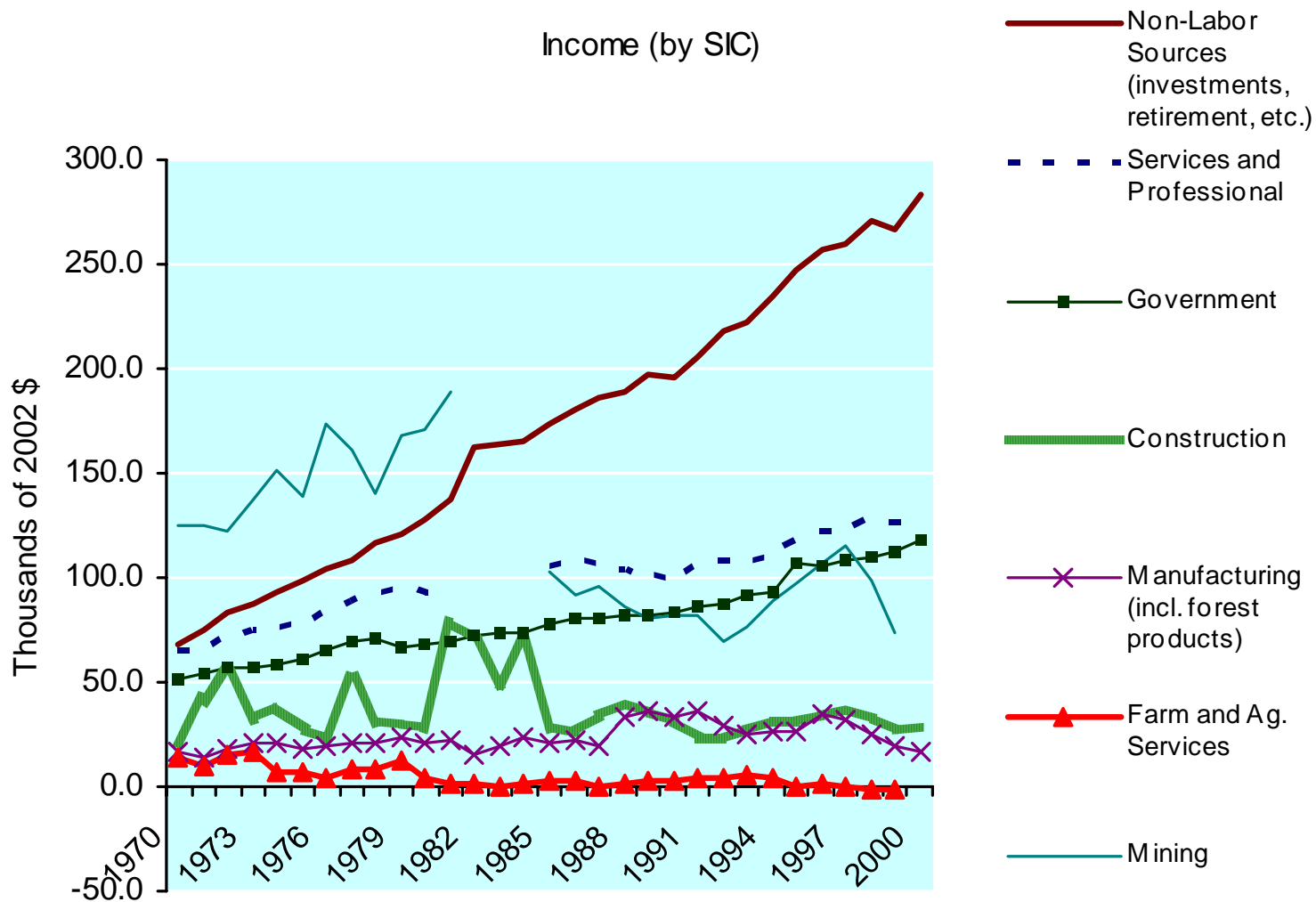




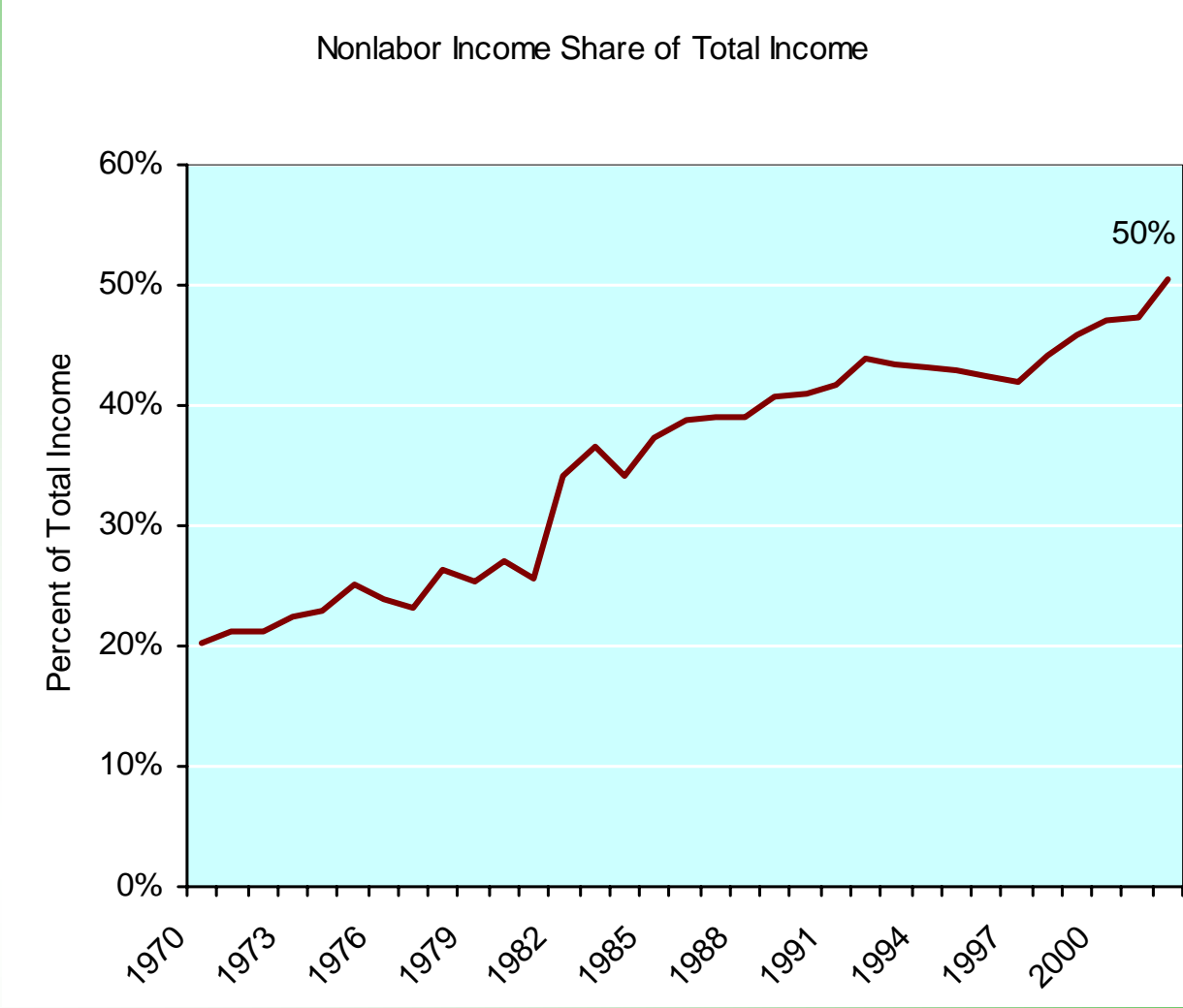
Job Growth in Grant County



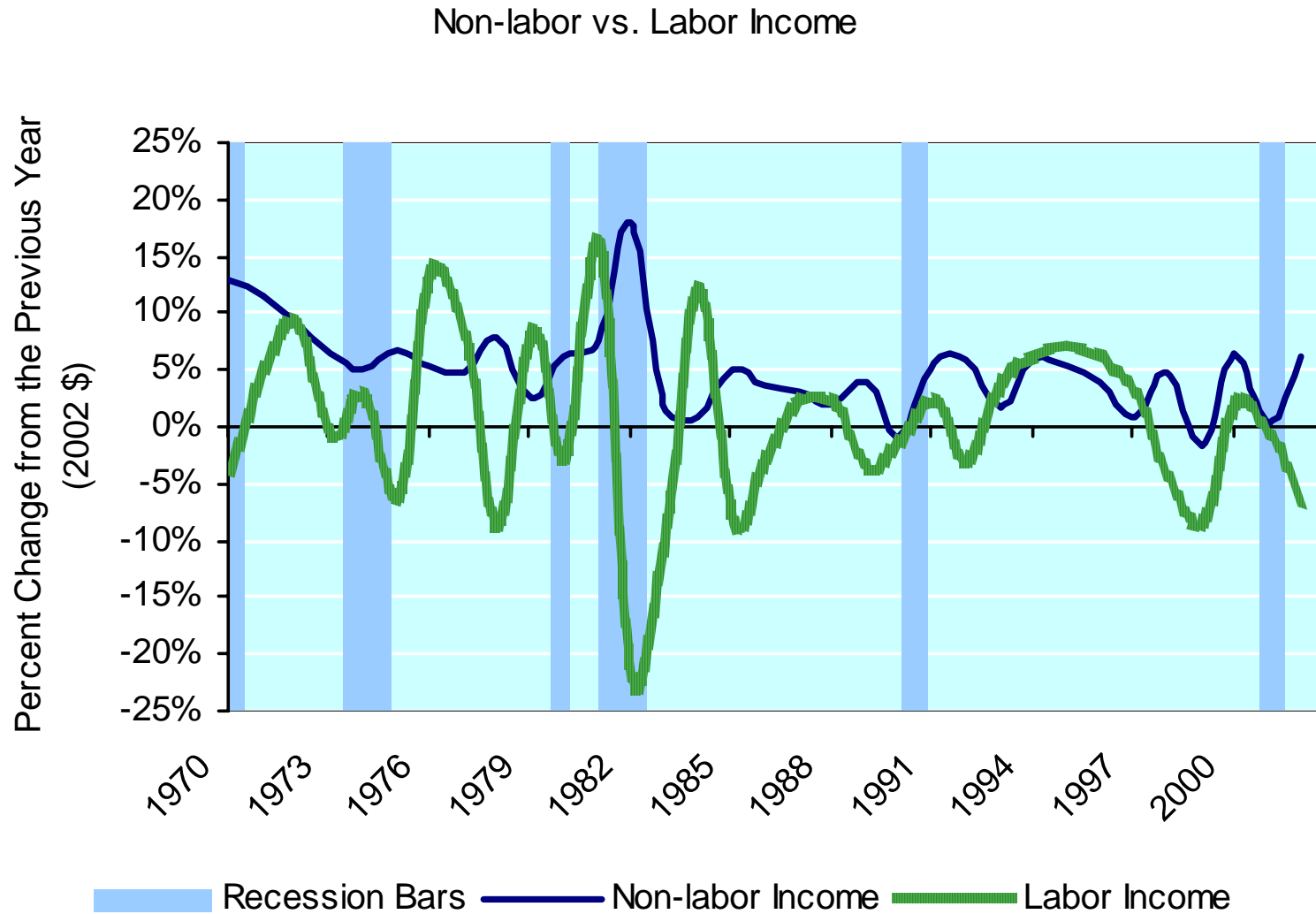
Personal Income Change in Grant County, 1970 - 2000



Non-Labor Income Share of Total

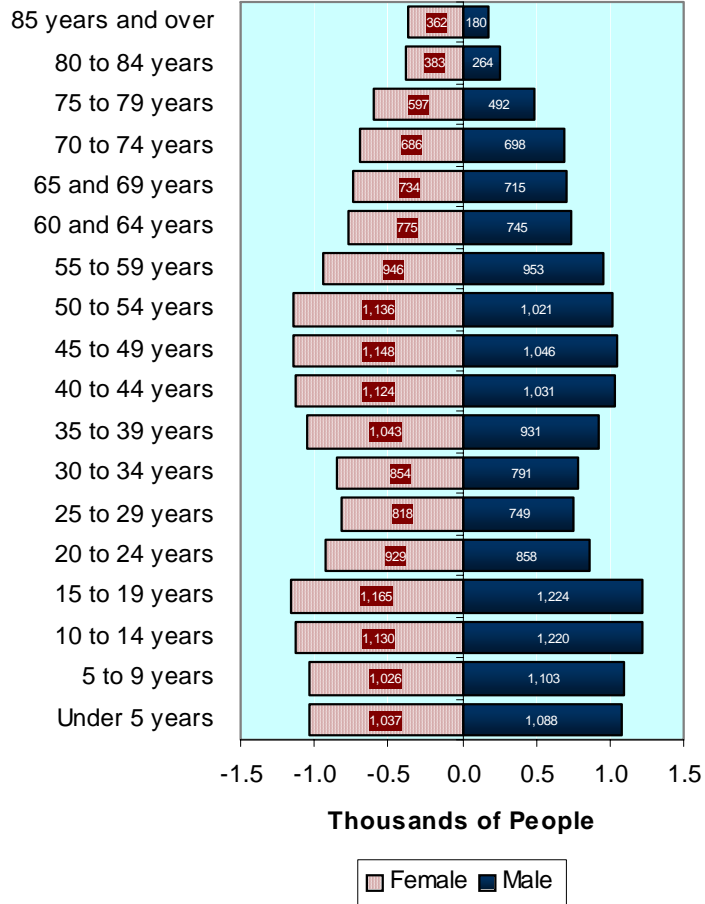


Income Stability in Grant County

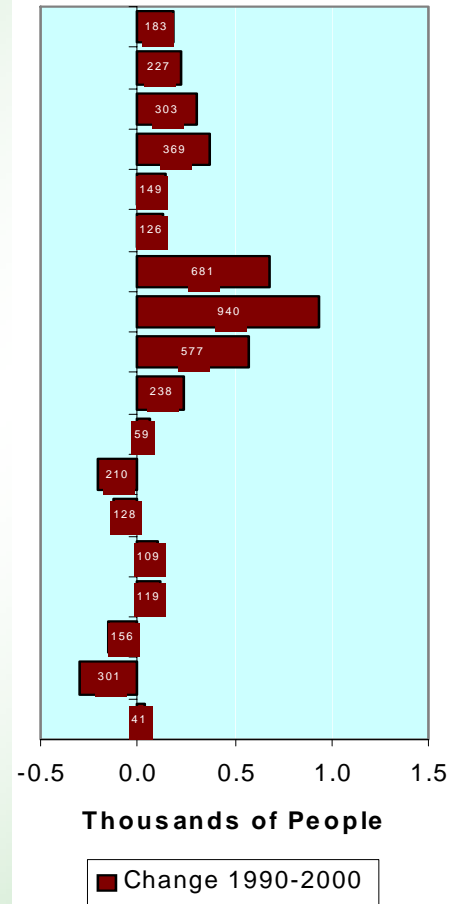


Age Change in Grant County, 1990 - 2000

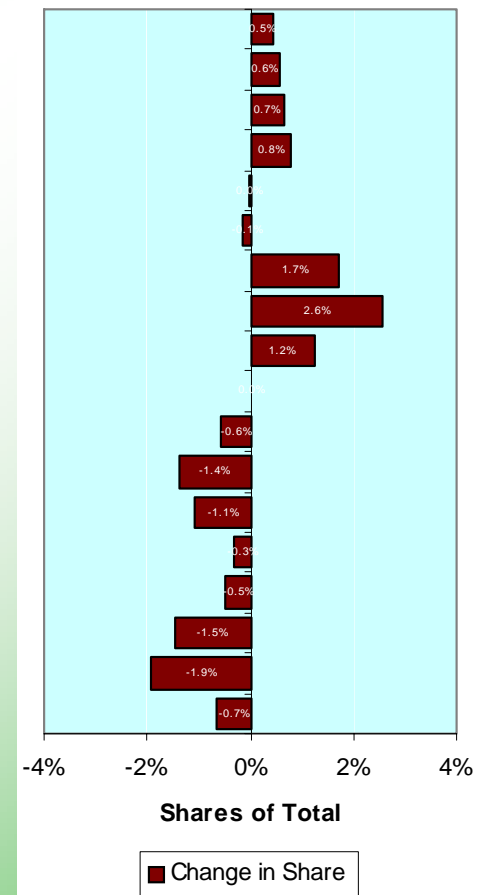
2000 Breakout



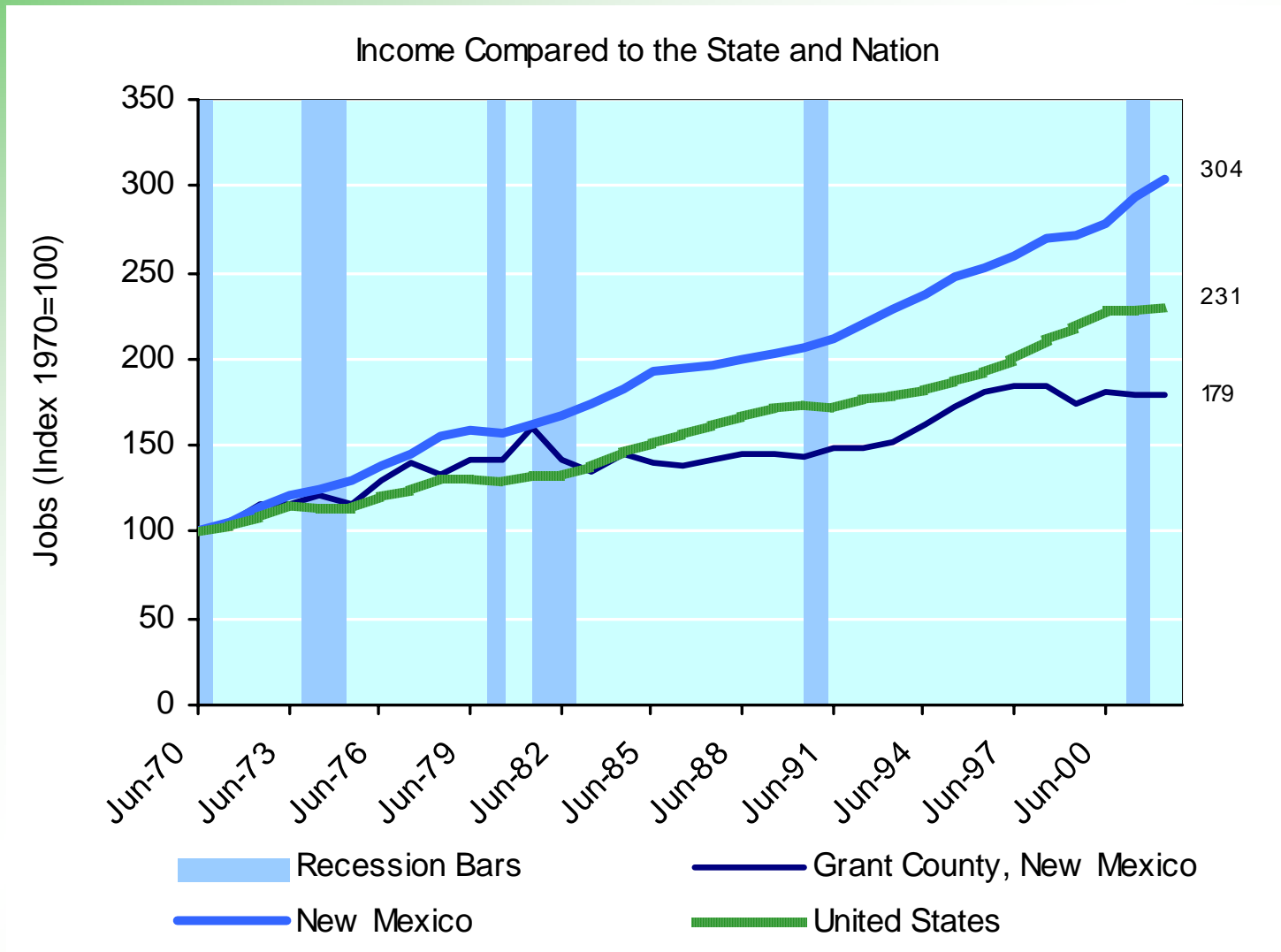
Change in Population (90-2000)



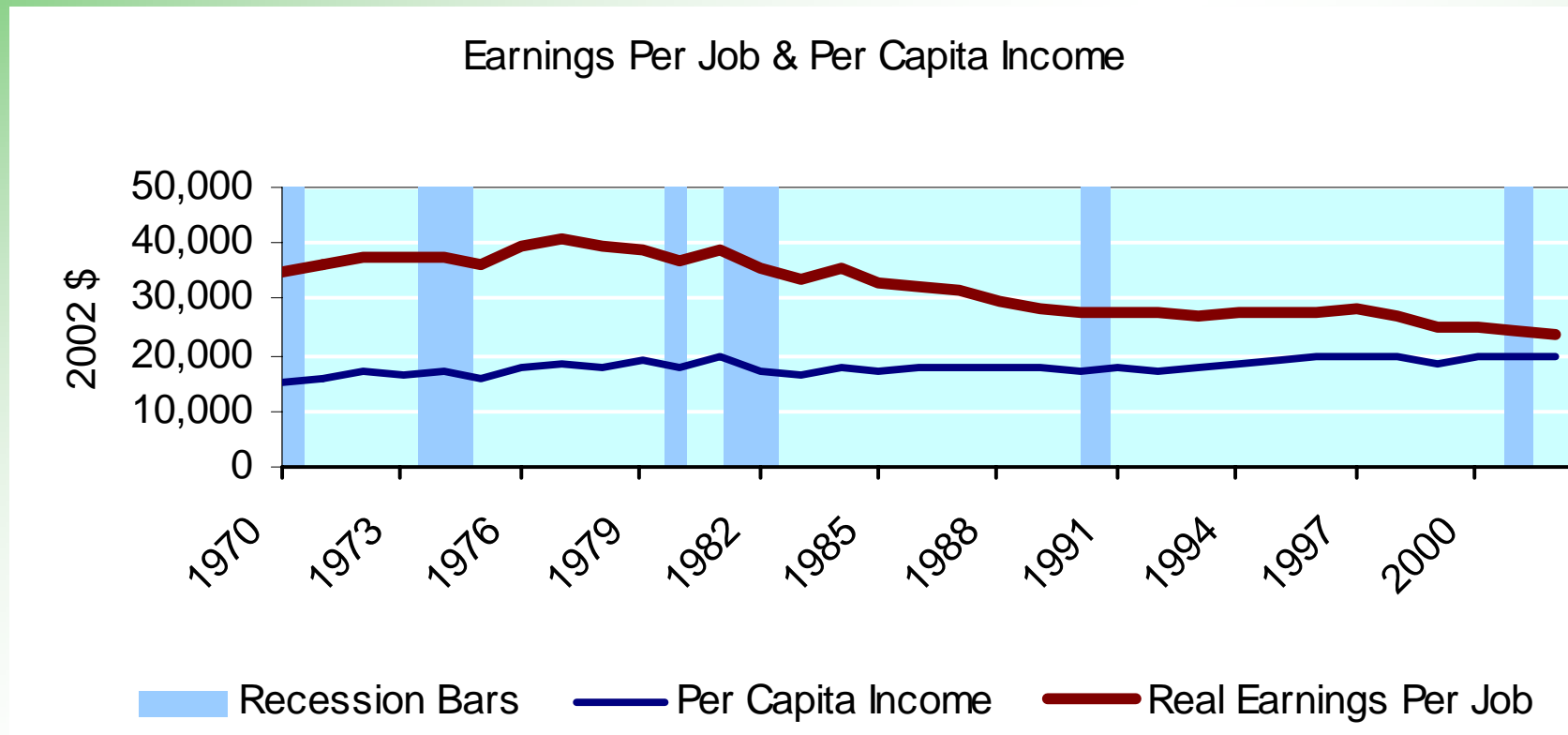
Change in Share (90-2000)



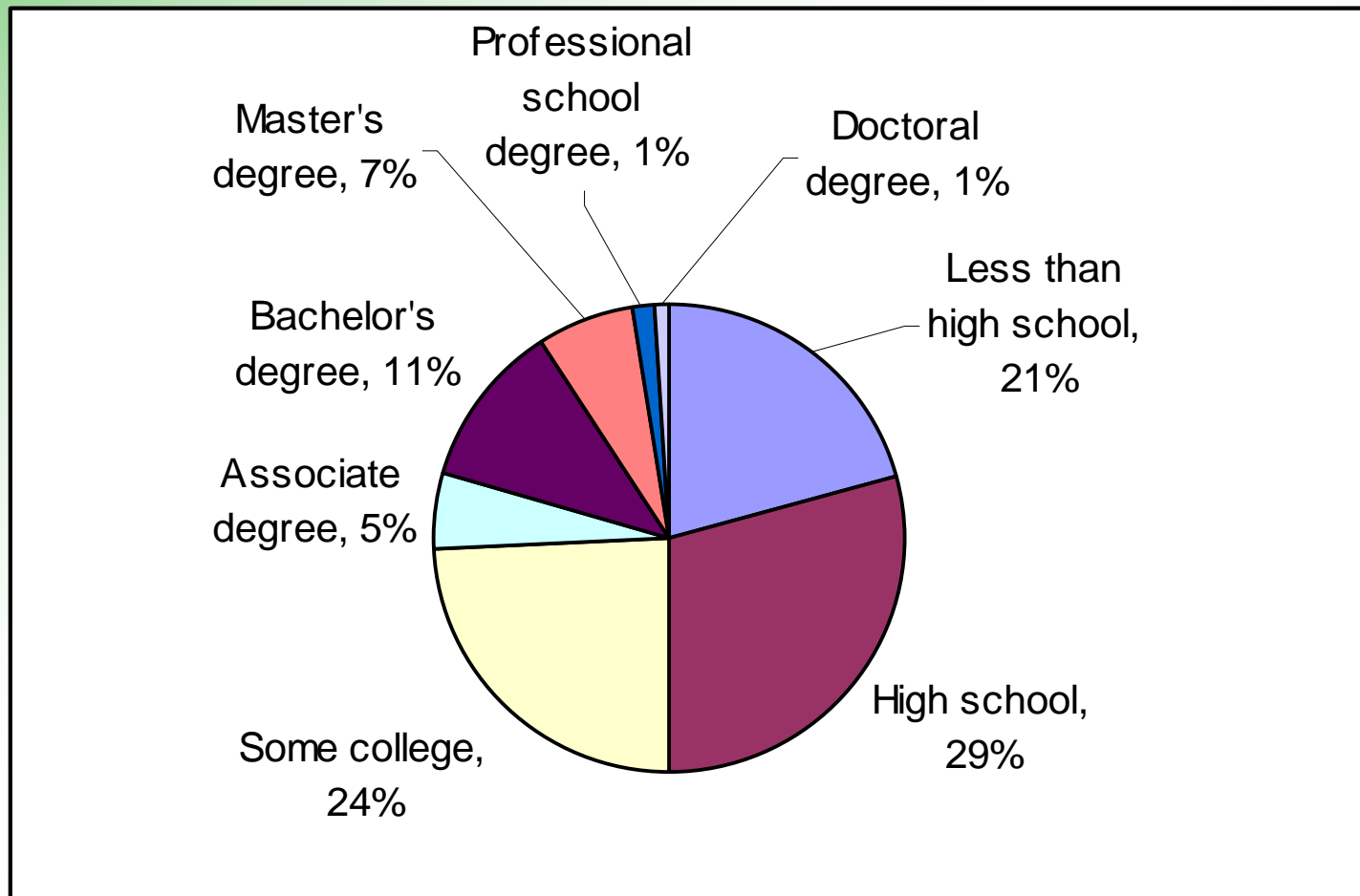
Income Growth in Grant County



Earnings Per Job & Per Capita Income in Grant County



Educational Attainment in Grant County



How to Create Communities that Work

Obviously, these factors vary from place to place and these suggestions are meant to serve as guideposts

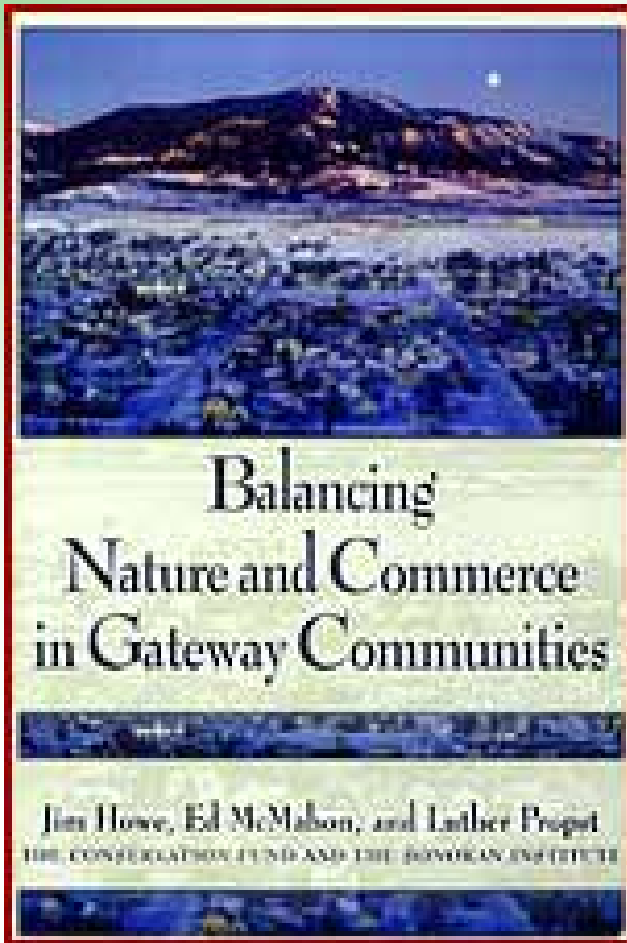


How to Create Communities that Work



The most important message is that citizens should first develop a shared vision of their community's future and the specific actions to get them there

How to Create Communities that Work



Communities can
plan collaboratively
for success

Conclusion: Wallace Stegner



The civilization of the West will better match its scenery when we better articulate a compelling shared vision for the future of our landscapes and communities...

Conclusion: Wallace Stegner



...when we design policies that more effectively tap into the power of place that defines the West, and when we put more energy into building relationships and partnerships that bring together “coalitions of the unlike.”

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