



Campbell County, Wyoming

2013 Comprehensive Plan

Campbell County Division of Planning & Zoning





RESOLUTION NO. 1799

A RESOLUTION TO ADOPT THE 2013 COMPREHENSIVE PLAN

WHEREAS, Campbell County developed and adopted a comprehensive plan and land use map pursuant to W.S. 18-5-202(b) in June of 1978 identified as the Comprehensive Planning Program which was subsequently revised and updated in 1998, and

WHEREAS, the Campbell County Planning Commission in conjunction with the efforts of the Comprehensive Plan Citizen Advisory Committee recommend changes and amendments to the plan in order to better reflect the needs, health, safety, morals and general welfare of the community, and

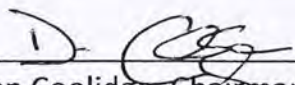
WHEREAS, the Campbell County Planning Commission held a public hearing, duly advertised and held according to law, on August 15, 2013.

THEREFORE, BE IT RESOLVED BY THE GOVERNING BODY OF CAMPBELL COUNTY, THAT:

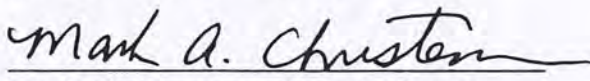
SECTION ONE. The Comprehensive Planning Program and accompanying land use map is hereby amended by recommendation and action of the Campbell County Planning Commission to be known as the "2013 Comprehensive Plan".

SECTION TWO. The 2013 Comprehensive Plan and its inclusive land use maps, as amended by this resolution, will be effective upon this date of adoption and will be available to the public in the Campbell County Courthouse at the office of the Department of Public Works and a copy shall also be kept in the office of the Campbell County Clerk.

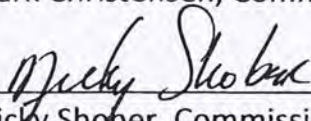
PASSED, APPROVED AND ADOPTED this 4th day of September, 2013.



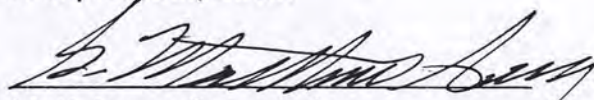
Dan Coolidge, Chairman



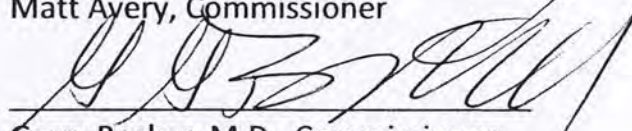
Mark Christensen, Commissioner



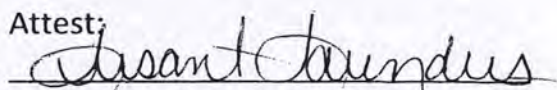
Micky Shober, Commissioner



Matt Avery, Commissioner



Garry Becker, M.D., Commissioner

Attest:


Susan Saunders, County Clerk

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EXECUTIVE SUMMARY

The Plan's Purpose

This is a plan for Campbell County's future physical development. It is a generalized blueprint for how the County should develop over the next 20 years with maps and written statements that describe the characteristics and location of future development. Campbell County's authority for creation and adoption of this plan lies within §18-5-202(b).

Campbell County prepared this plan because the previous plan was adopted in 1994 and the County has experienced tremendous changes since then. The population has grown by more than 50%, 2,400 housing units have been added to the unincorporated area and the County had become fully established as the coal capital of the nation. An updated plan reflecting the current conditions of Campbell County was needed.

Whether or not to prepare a comprehensive plan was never in question. In an increasingly competitive world, failure to plan is planning to fail. Instead, the question was how to prepare a plan that matches the aspirations and goals of the citizens of Campbell County including having a more resilient local economy that makes the County a more stable and desirable place for the present and future generations to call home.

Involving the People of Campbell County

The approach to making such a plan extensively involved the people of Campbell County in the process. This plan was prepared by Campbell County people—volunteers who served on the Citizen Advisory Committee, general citizens who attended workshop meetings, the hundreds of people who participated in the two public opinion surveys, as well as the citizen volunteers of the county planning commission and the elected county commissioners—all of whom contributed under the leadership of county Public Works Department staff with assistance from Wyoming-based planning consultants.

At the outset, it was recognized that this comprehensive plan should be tailored to fit the County as no one style of plan fits all places. In determining the shape of the Comprehensive Plan for Campbell County, the planning team relied upon numerous stakeholder interviews, the Citizens Advisory Committee that met throughout the plan preparation, four open house

meetings, and two public opinion surveys. The topics that rose to the top as the most significant planning issues in Campbell County are land use planning, economic development, infrastructure construction/maintenance and coordination between the County and two municipalities. This Plan is organized around chapters that address these priority topics.

Major Features of the Plan

This Plan sets out a vision and goals for the County and serves as a general guide for a variety of decisions ranging from land use to budgetary choices. The Plan reinforces many longstanding goals and establishes a few new ones. But perhaps most importantly, this Plan describes how the County's goals and actions relate to one another; how the extension of the Gillette Regional Water Supply Project, for example, relates to land use development, or the relationship between economic development and coordination between local governments.

Fortunately for local citizens, Campbell County is in a highly enviable position. The local economy is very strong, incomes are the highest in the State, employment is high and the natural pattern of development has located homes and businesses in or near the City of Gillette rather than scattered across the County. For these and similar reasons, this plan does not contain radical departures from past policies and practices. Instead, the general thrust of this plan validates several current goals and moves forward with many current ideas.

Chief among the goals and objectives of this Plan is to accelerate efforts to coordinate land use development, policies and procedures between the County and the two municipalities. Jointly adopted land use plans for the unincorporated areas immediately adjacent to Gillette and Wright is one of the most significant goals of the plan. Also outlined in this Plan is a process to achieve similar or identical standards and procedures between Campbell County and Gillette on technical topics such as utility and driveway connections, permits for septic systems and other detailed matters. While identical requirements and procedures are not appropriate in all topics, a more seamless set of rules and procedures can better serve citizens, developers and land owners.

Encouraging the ongoing pattern of land use development that locates new growth in close proximity to the municipalities also is a theme of this plan. Development that is near existing services, roads and utilities is cost effective and preferable to leapfrog development that can build excessive costs into governmental operating budgets. To continue this trend, the Plan emphasizes a Future Land Use Map for the Joint Planning Areas that are adjacent to Gillette and Wright to be adopted by both the County and each of the municipalities. The clear direction conveyed to developers and landowners by these land use maps, coupled with decisions to locate infrastructure in areas where development is desired, can continue the cost effective development pattern that has occurred over the past several years.

Campbell County's strong economy would be coveted by most communities, but the local citizens continue to make economic development a priority. The Campbell County Economic Development Corporation (CCEDC) and the Northeast Wyoming Economic Development Corporation (NEWEDC) have taken leadership roles in economic development and adopted a five-year Strategic Plan aimed at diversifying the County's local economy, as well as a Comprehensive Economic Development Strategy for the Northeast Wyoming region. These

plans supplement CCEDC and NEWEDC's efforts with future land use planning that identifies locations for business and industrial growth.

While this Plan sets out goals and objectives that serve as a general guide for future decisions, it also contains several specific work tasks that are designed to follow up the goals with actions. These tasks can be included in the work plans of staff members and commissions to implement the plan.

In understanding this plan, it also is important to state what this plan is not; it is not an ordinance, regulation or law. Sometimes, regulations and laws can be adopted to implement a goal in a comprehensive plan, but the adoption of such rules is another step that goes beyond a comprehensive plan. This plan serves as a policy guide and not a rule, regulation or law.

The Vision for the Future

This summary concludes with the Campbell County Vision Statement that was formulated by the Citizen Advisory Committee, Planning and Zoning Division staff and the planning consultant team and was reviewed with the County's citizens at four open house meetings. The "Vision Statement" is the formal expression of what the County is striving to become and serves as the starting point for the creation of the comprehensive plan.

The Campbell County Comprehensive Plan's Vision Statement is:

Promote orderly, attractive growth that sustains the community's economic prosperity, supports energy development and preserves the county's rural character

The most cost effective growth and development in Campbell County will be near future sewer and water lines, roads, and other infrastructure. Good development also fits in with existing neighborhoods, offers amenities for the people who live or work here, and meets the housing, recreation, and employment needs of Campbell County citizens. The County has a long history of ranching and mining, and by keeping them both viable, the County's character will be maintained.

CHAPTER 1: CAMPBELL COUNTY PROFILE



POPULATION GROWTH

For the past 50 years, Campbell County has experienced strong population growth with a 350% increase between 1970 and 2010, punctuated with huge percentage increases during shorter periods of time that created pressure to construct and maintain infrastructure and other public facilities. Periods of rapid growth also caused housing affordability issues as experienced between 2000 and 2010.

POPULATION DISTRIBUTION BETWEEN CITIES AND COUNTY

The City of Gillette has become a greater percentage of the total county population as most development has occurred within the city limits. Some increases in the city's population growth also occurred through annexation. From 2000 through 2010, 1,748 residents were annexed into the City, approximately 3.8% of the total county population. This concentration of population in and adjacent to Gillette reflects a desired growth pattern in which most of the population is in or near the urban core and public facilities.

Campbell County Population

Year	Population	% Growth During Prior 10 years
1960	5,861	
1970	12,957	121.1
1975	13,700	
1980	24,367	88.1
1985	34,870	
1990	29,370	20.5
1995	31,440	
2000	33,698	14.7
2005	37,888	
2010	46,133	36.9
2011	46,618	

Sources: Decennial years – Bureau of Census;
Intervening years – Wyoming Economic Analysis Division

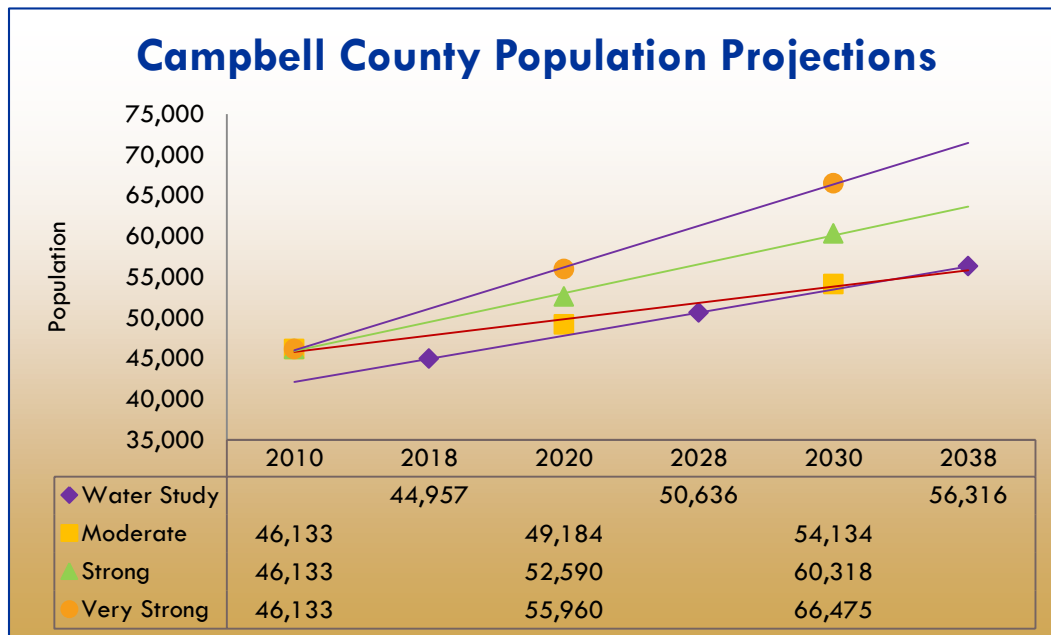
Population in Cities and Unincorporated County

Year	Total County	Gillette	Wright	% Unincorporated County	% Gillette	% Wright
1970	12,957	7,194	-	44.5	55.5	-
1980	24,367	12,134	-	50.2	49.8	-
1990	29,370	17,545	1,236	36.1	59.7	4.2
2000	33,698	19,646	1,347	37.7	58.3	4.0
2010	46,133	29,087	1,807	33.0	63.1	3.9

Source: Wyoming Economic Analysis Division

POPULATION PROJECTIONS

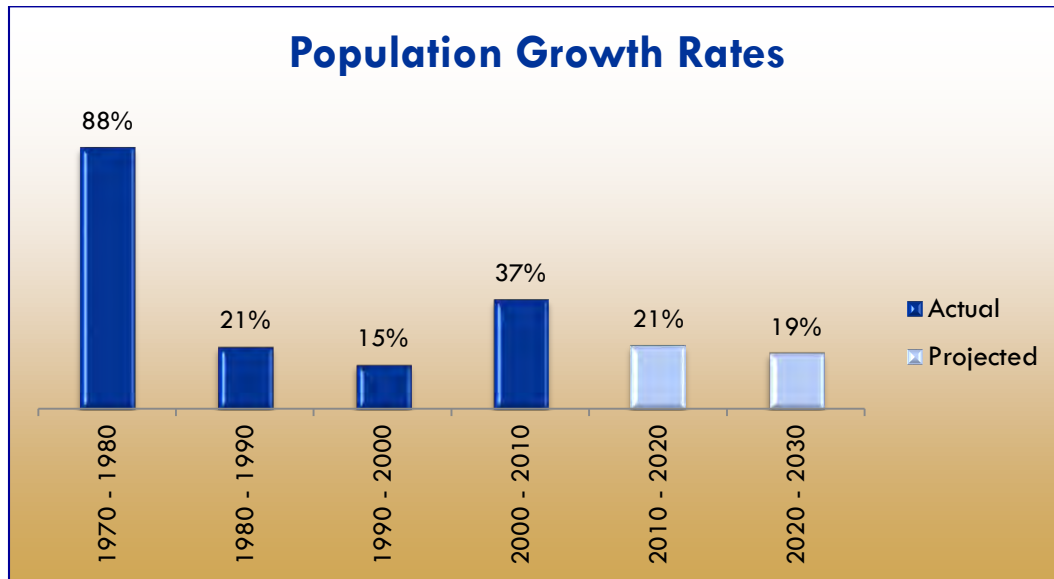
Countywide population projections from the Wyoming Housing Database Partnership (WHDP) illustrate three scenarios. The WHDP is supported by the Wyoming Community Development Authority and projects housing demand across the State. The projections incorporate data from several state agencies, county assessors and the Association of Realtors. The *moderate growth scenario* is based upon a prediction developed by Woods & Poole Economic, Inc. The *strong growth* and *very strong growth scenarios* are based on projected data that is augmented to reflect more aggressive growth and increasing trends in resource extraction. The WHDP projects Campbell County's population to grow by 21.3% between 2010 and 2020 and by 18.3% between 2020 and 2030.



Source: Gillette Regional Water Supply Project and Wyoming Housing Database Partnership

Note: Water Project projections for the study area only, not for the entire county.

The Gillette Regional Water Supply study also projects population, but for only the study area, which did not include the entire county. The study area encompasses Gillette and the surrounding area that has been identified for future water service. This study projects the population to grow within the study area by 12.6% between 2018 and 2028 and by 11.2% between 2028 and 2038.



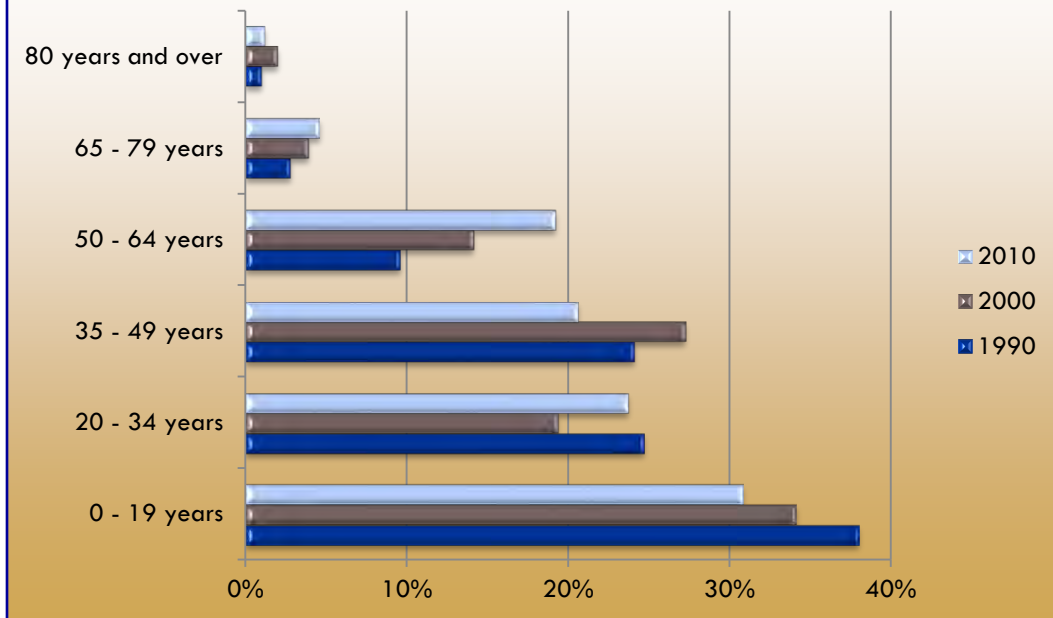
Source: Actual population from Bureau of Census; Projected Population from Wyoming Housing Database Partnership.

POPULATION DIVERSITY

Campbell County's population has grown older over the past 20 years, following the trend that occurred in both the State and the nation as the baby boomer population ages. Campbell County's population saw a significant percentage increase in the 50 – 64 age bracket, offset in a steady decline in the percentage of the population under age 20.

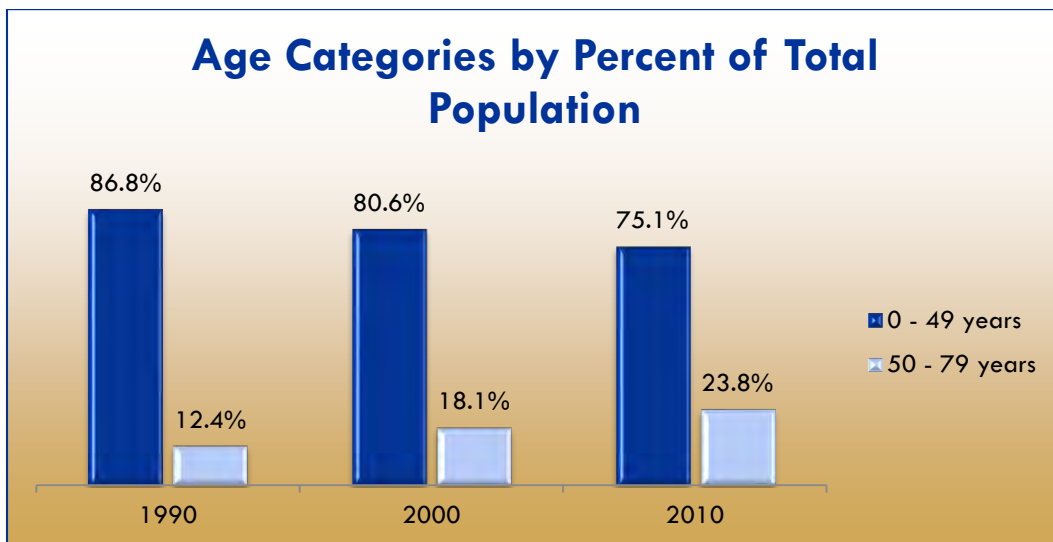
The strong population growth led to an increase in the number of people in all age brackets, but the percentage of the County's population under the age of 50 declined steadily over the past 20 years while the percentage of the community's population between 50 and 79 increased.

Age Categories by Decade as a Percent of Total Population

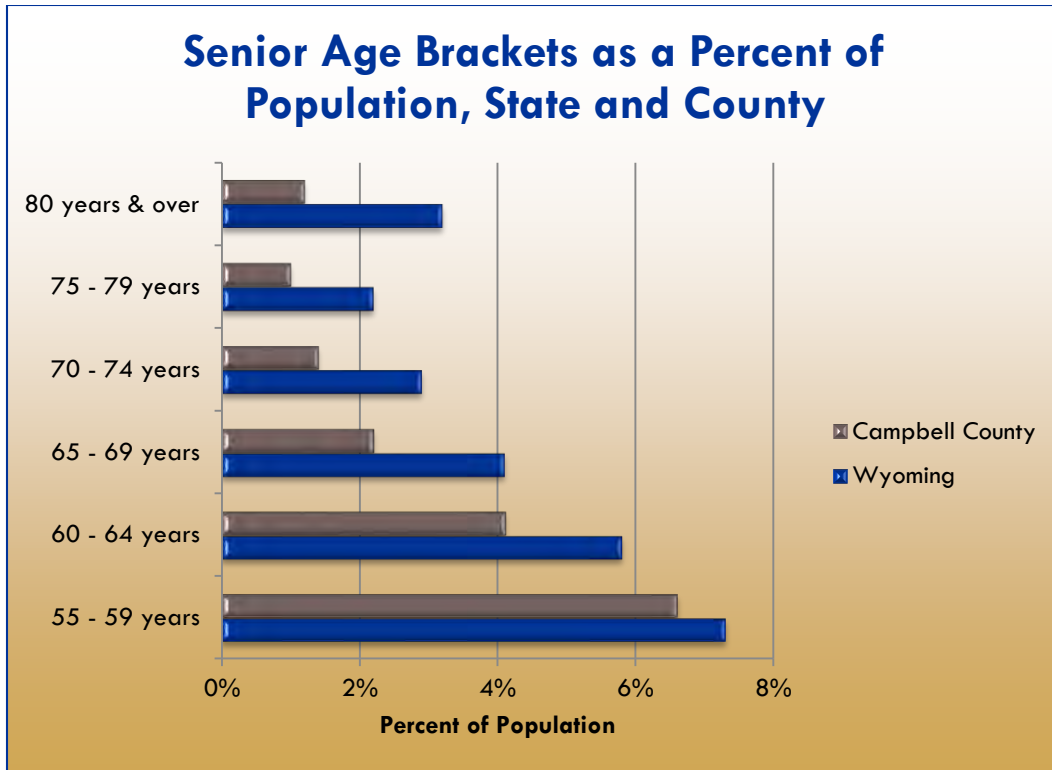


Source: Bureau of Census

Age Categories by Percent of Total Population



Source: Bureau of Census



Source: Bureau of Census

Despite the rising percentage of the County's population that is 50 years of age or older, Campbell County continues to have less of its population in the higher age brackets than the State as a whole. This comparison between the County and the State indicates that fewer people remain in Campbell County for their retirement years than in other communities across Wyoming.

FAMILIES AND NON-FAMILY HOUSEHOLDS

The percentage of the population living in families with a married couple is declining across Wyoming and the nation, and the percentage of the population living in non-family households is on the rise. Campbell County's population is tracking this trend however to a more modest degree than both the State and nation. Campbell County has a higher percentage of its population living in families with a married couple than the State and nation, but this percentage is declining. During the last 20 years the percentage of the County's population living in families with a married couple steadily declined from 76.3% to 69.5%. The State of Wyoming experienced the same decline in the percentage of households being married families, but the percentage declined from 67.4% in 2000 to 64.6% in 2010. In the US the percentage of married couple families declined from about 68.1% in 2000 to about 66.4% in 2010.

Percentage of Population in Families and Households

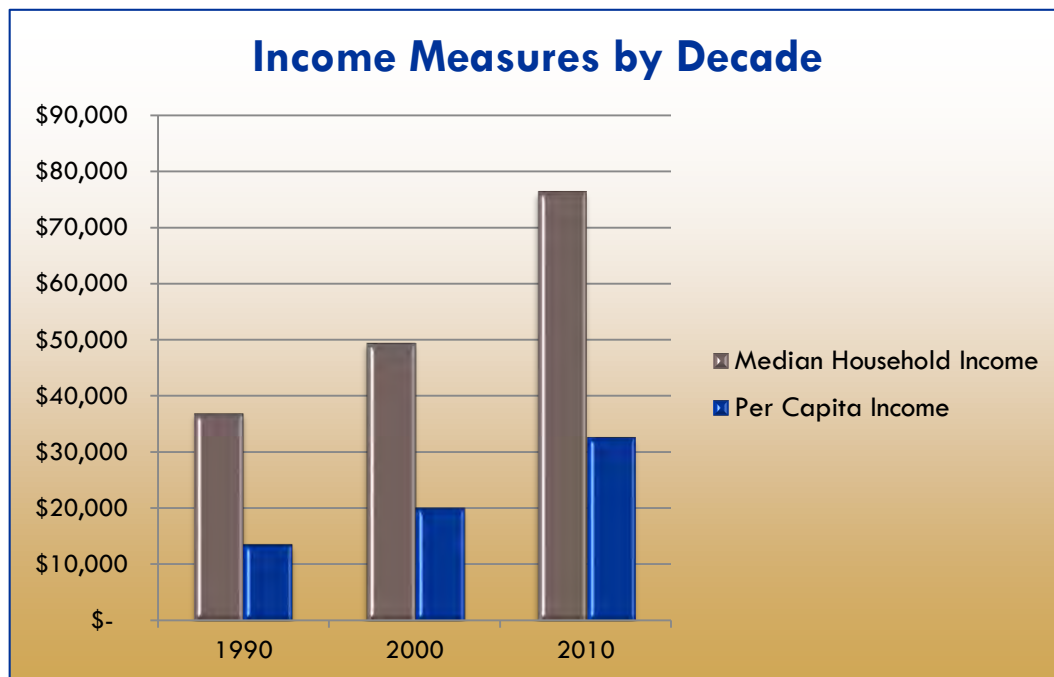
	1990	2000	2010
Total Households	9,968	12,207	17,172
Family Households	76.3	73.8	69.5%
Non Family Households	23.7	26.2	30.5%

Source: Bureau of Census

The high percentage of the population living in family households leads to a larger than average household size. In 2010, Campbell County had the second largest household size among all of the counties in the State. Campbell's average household size of 2.66 was the second to only Uinta County, which had an average household size of 2.72.

INCOME

Incomes rose significantly over the last 20 years, and Campbell County residents enjoy higher incomes than their counterparts across the State and the nation. In 2010, the median household income was \$76,441, the highest of all of the counties in the State, and 42% higher than the State's median income. Sublette County had a median household income of \$73,885 and the next highest median income was in Teton County with \$68,358. The median household income for the entire State in 2010 was \$53,757. The median household income for the nation in 2010 was \$50,046.

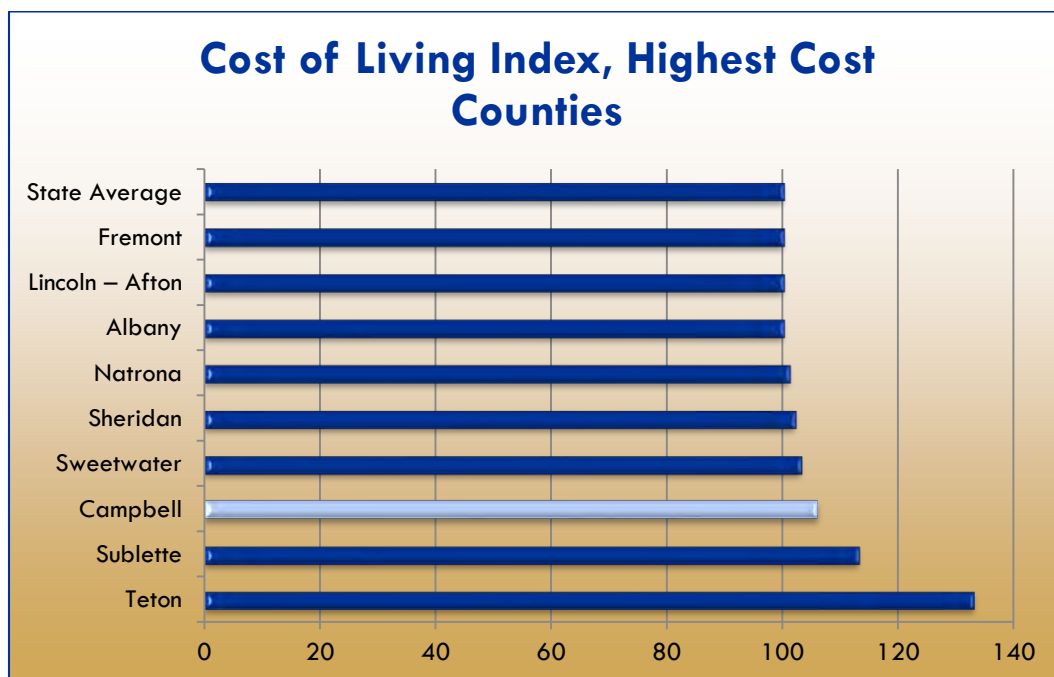


Source: Bureau of Census

The per capita income in Campbell County grew faster than the median household income. Between 1990 and 2000, the per capita income grew by more than 45%, from \$13,595 to \$20,063. From 2000 to 2010, the growth was more than 62% (\$20,063 to \$32,622).

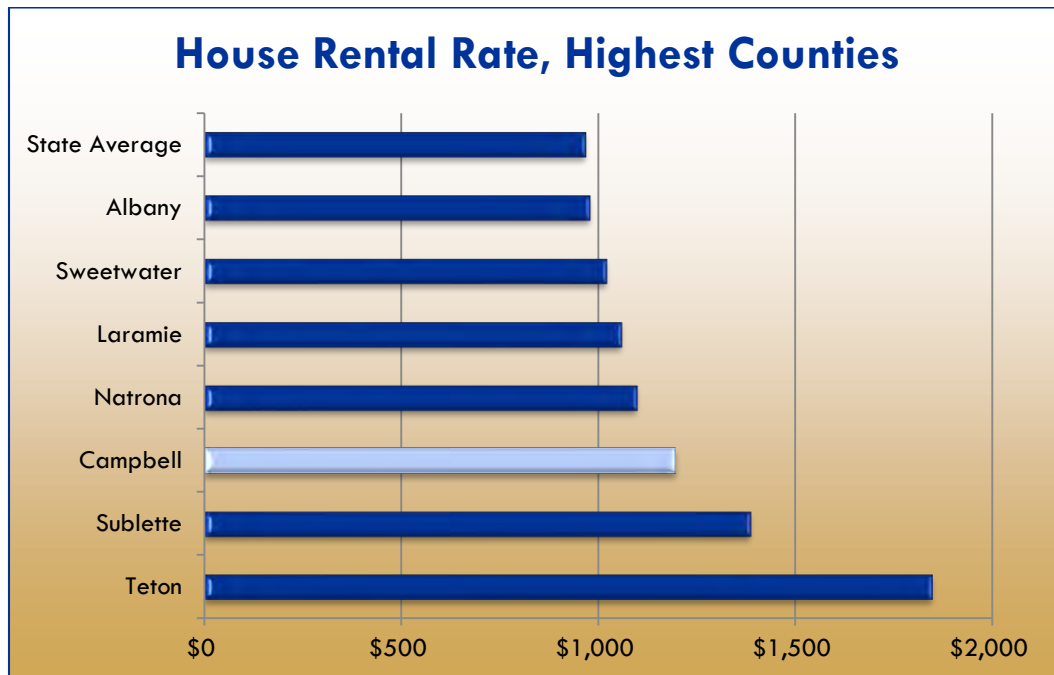
COST OF LIVING

Campbell County has the third highest cost of living among the State's 23 counties. The Economic Analysis Division of the Wyoming Department of Administration and Information conducts surveys in 28 cities and towns across the state. These surveys are conducted each quarter of each year and collect data on the costs of 140 items, including housing, transportation, food, recreation, personal care, medical and apparel. The costs of food and housing are responsible for the county's number three ranking in the overall cost of living.

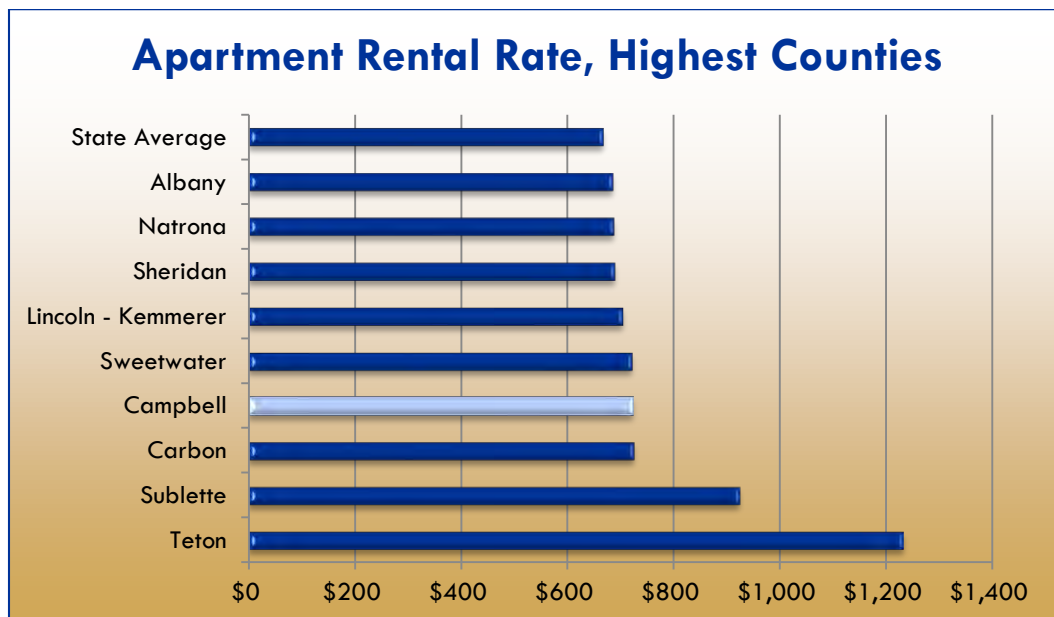


Source: Wyoming Economic Analysis Division; 4th Quarter, 2011

Campbell County has the third highest house rental rate and the fourth highest apartment rent during the fourth quarter of 2011.



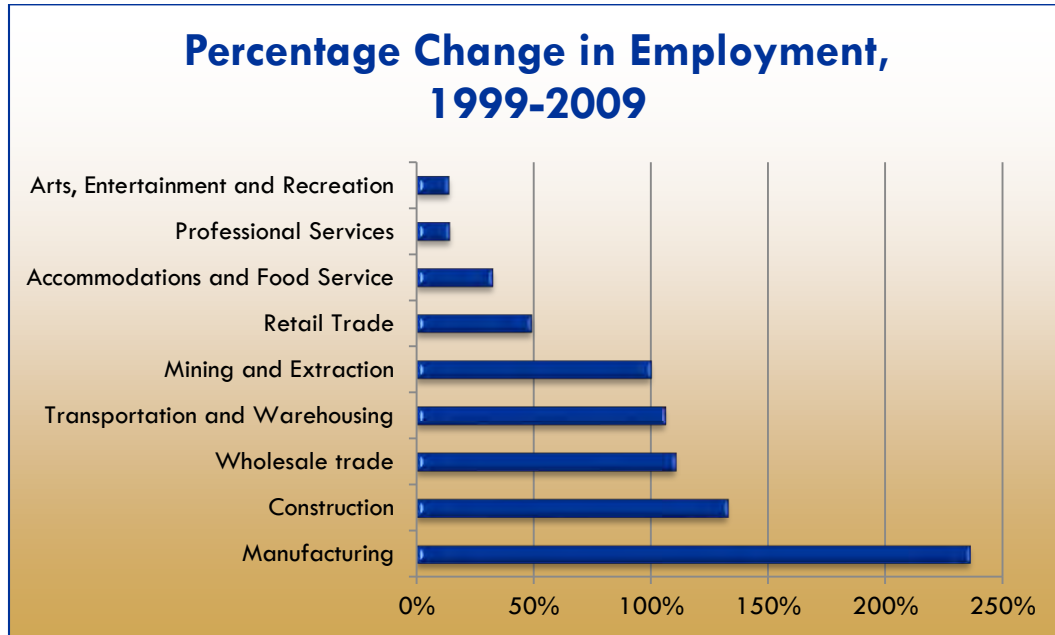
Source: Wyoming Economic Analysis Division; 4th Quarter, 2011



Source: Wyoming Economic Analysis Division; 4th Quarter, 2011

EMPLOYMENT

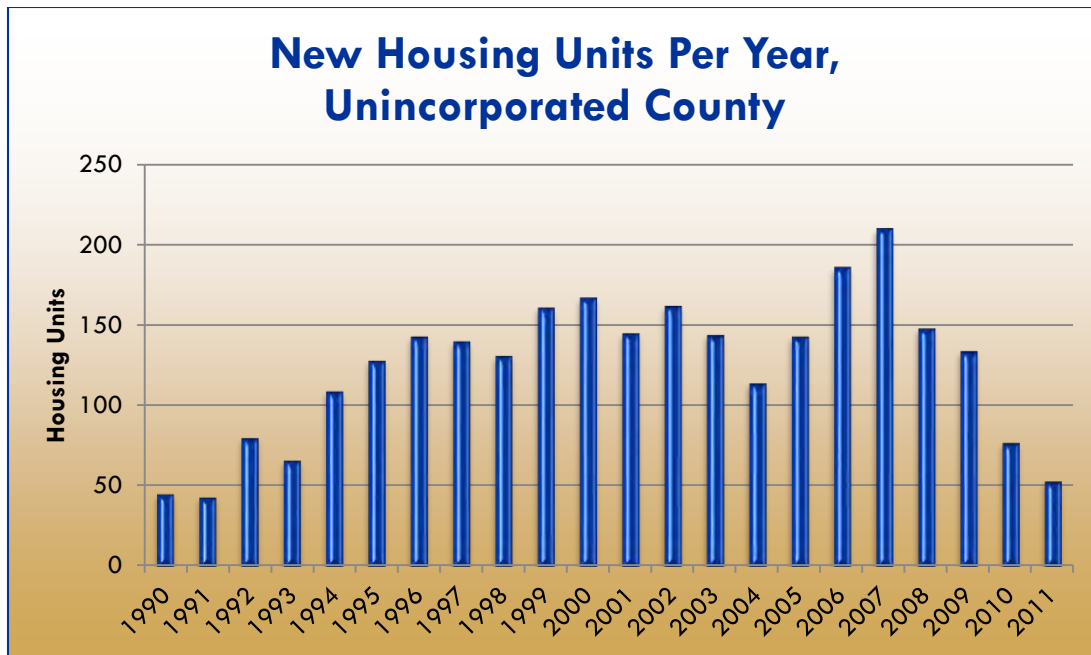
Driving the strong population growth in Campbell County are employment opportunities. Private employment (excluding public administration) grew 73.6% between 1999 and 2009. Manufacturing and construction employers led the expansion with 235.8% and 132.3% growth respectively. Professional services (scientific, technical and management) and Arts, Entertainment and Recreation experienced the least employment growth.



Source: County Business Patterns

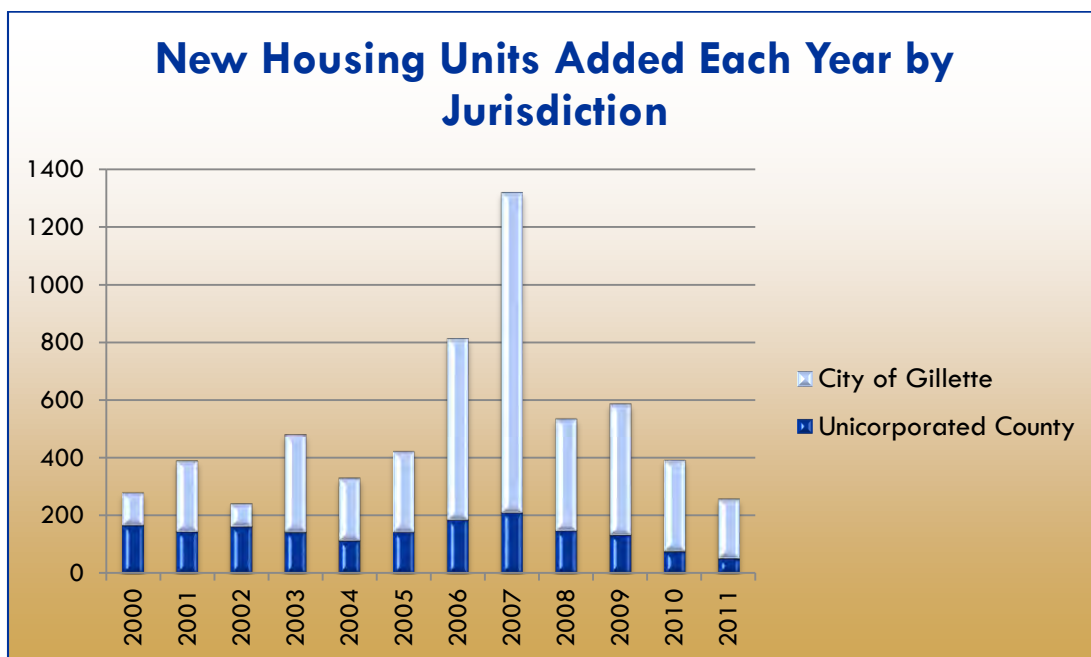
DEVELOPMENT

The number of housing units in unincorporated Campbell County increased by 2,729 units during the 22 years between 1990 and 2011; an average of 124 per year. This increase expanded the total number of housing units in the unincorporated county from 3,262 to 5,991. The number of modular and manufactured homes listed as real estate increased 1,469, or 53.8% of the new housing units. 601 new mobile homes accounted for 22.0% of the new units and stick built single family houses were 23.8% of the new homes, totaling 649.



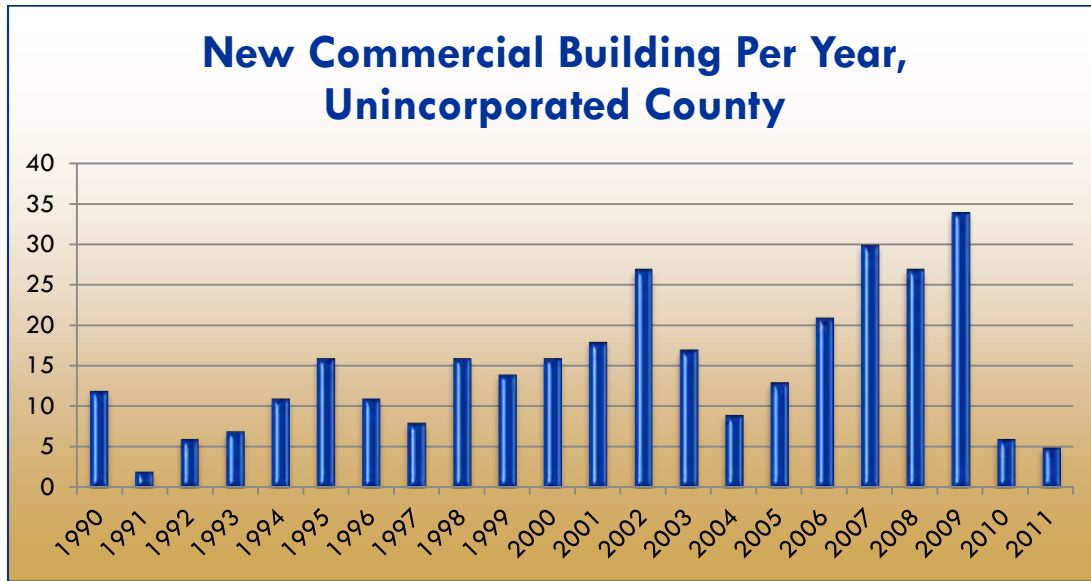
Source: Campbell County Assessor

Between 2000 and 2011, 6,087 housing units were added to all of Campbell County. Approximately 27.5% of these new units were built in the unincorporated county and 72.5% were constructed within the Gillette city limits. An additional 704 units were annexed into the City.



Source: Campbell County Assessor and Developing Gillette. Note: County data represents units added to the tax rolls; City data represents units receiving building permits. City data does not include existing units annexed into City (704 between 2000 and 2011).

The unincorporated county also experienced robust commercial growth between 1990 and 2011. The number of commercial buildings increased 232.5%, from 246 commercial buildings built prior to 1990 to 572 in 2011. Over 22 years the unincorporated county averaged 26 new commercial buildings per year.



Source: Campbell County Assessor

EXTERNAL FORCES

Several external factors have an impact on the long range revenue stream that is generated within Campbell County as a result of countywide coal and mineral extraction: international events, weather conditions, and federal and state energy policies. All of these items can hinder or stimulate local coal mining in the County.

International events that negatively impact the delivery of overseas oil to the United States can lead to more reliance on domestic coal as an energy source, which could in turn mean more local production to meet the demand for heating fuel. At the same time, if overseas oil production is up and prices are lower, there may be less interest in coal consumption. In that scenario, coal production could decrease. Also, low-cost natural gas causes a decline in the amount of coal burned by plants which can utilize either type of fuel.

Far Eastern countries have expressed a desire to obtain Wyoming's coal, although there are problems involved with holding and shipping coal from United States ports. Environmental challenges have been raised about hauling the coal by rail to these locations, and it appears that it will take considerable time before more ports are capable of handling coal for overseas shipment.

The recent warm weather during winter months resulted in much less need for coal to heat homes and businesses. If the trend toward warmer winter months continues, this will have a long range impact on the mining of additional coal. Of course if there is a significant and

sustained cold spell in the United States, consumer interest in stockpiling more coal for heating fuel will escalate.

Federal and state energy policies may also impact the long range revenue generated by Campbell County coal production. If policies are not in place which are favorable for coal extraction, the industry as a whole will suffer. While it is important to have energy policies that encourage alternative energy development, it is equally critical that today's energy resources such as coal and natural gas have the support of federal and state energy policies. These resources – particularly coal – represent the livelihood of significant numbers of Campbell County employees.

CHAPTER 2: COUNTY/CITY/TOWN COORDINATION



GENERAL DISCUSSION

Many factors and forces important in community planning exert their influences irrespective of city, town or county boundaries. Real estate market forces, impacts from development, benefits of economic development and the housing market all operate without regard to the boundaries distinguishing Campbell County from the City of Gillette and the Town of Wright. It only makes sense for these three jurisdictions to plan and act in coordination when dealing with these forces.

Campbell County, Gillette and Wright should have a single vision for the future development of the entire county. Furthermore, the County and the municipalities should strive to seamlessly provide services to local residents and businesses without letting jurisdictional boundaries create service gaps or inefficiencies. Nearly 96% of citizen survey respondents noted that public services such as snow removal, law and fire protection, and school busing are very important or somewhat important in rural areas. There is already a great deal of County-City-Town cooperation and coordination, as is explained further on in this chapter. This intergovernmental coordination and cooperation is a real strength for Campbell County that can help produce a more effective plan - a plan that actually leads to better results on the ground. This coordination among the three jurisdictions is such a significant topic that it commands a full chapter in the County's, City of Gillette's and Town of Wright's Comprehensive Plans.

The focus of this chapter is on how to improve the already good cooperation between the County, City and Town to better ensure that growth and development in the future urban areas of Campbell County will be beneficial to all. It should be noted that the recommendations of this chapter pertain to the future urban areas of Campbell County—areas that are in close proximity to either Gillette or Wright that likely will be heavily developed and annexed in the future. Suggestions in the chapter for coordinating regulatory standards with the City of Gillette, for example, are only intended to apply to these urbanizing areas and not to the vast majority of the County's territory. This complies with local attitudes regarding private property rights. A majority of the citizens surveyed (71%) indicated they agreed with the statement that private property rights should be respected by strictly limiting county land use regulations. Therefore, the recommended actions of this Plan largely focus on the urbanized areas of the county.

OVERALL PHILOSOPHY

It is the intent of this chapter to foster a shared philosophy among the County, City of Gillette and Town of Wright—a philosophy of working together to create compatible development within the areas of joint jurisdiction. This philosophy includes the following four elements:

1. Intergovernmental cooperation is critical so that future land use planning and infrastructure expansion meets associated growth demands.
2. The three governments should work together to create a seamless land use and infrastructure transition between the County and the municipalities.
3. In devising their respective plans, each jurisdiction, as much as possible, will aim for the best future for all of Campbell County, irrespective of jurisdictional boundaries.
4. Coordination of land use and infrastructure improvements in the Joint Planning Areas is intended to benefit the residents, business owners, developers and others investing in the community.

CURRENT COLLABORATIONS

Campbell County has an impressive record of cooperation among the public-sector entities that has produced projects for the benefit of the greater community. The table (at right) lists a number of recently-completed or ongoing cooperative projects jointly undertaken by the County and the municipalities of Gillette and Wright. Overall, this project list shows that the County and the municipalities have accomplished a tremendous amount by working together.

STRENGTHS TO BUILD ON

The spirit of cooperation that has led to many successful projects continues as evidenced by the

Recently-Completed or Ongoing City/County/Town Collaborative Projects

- Regional Water Joint Powers Agreement and Panel
- Lodging Tax & Tourism Board
- Joint Subdivision Review and Development
- Funding of the CCEDC and NEWEDC
- Joint Powers Fire Board
- Joint Powers Land Board
- Recycling and Landfill Diversion Programs
- Shared Roads Memorandum of Understanding
- City, County and Town Addressing Standards
- Senior Center Remodel/Expansion
- Campbell County Recreation Center
- Warlow Drive
- Kluver Road Reconstruction
- Gillette College Technical Center
- Cam-Plex Wyoming Center
- Joint Emergency Law Enforcement Response (upon request)
- Staff Support for Campbell County Economic Development Strategic Plan Implementation
- Joint Mobile Command Unit for Emergency Response
- 2010 United States Census
- Enzi Drive Pathway
- Sinclair Street Reconstruction

list of collaborative projects that are currently in-progress or will be acted upon in the near future. These projects are all designed to address specific community needs and are often much more economically efficient than one unit of government going it alone. Such efficiencies benefit all county citizens and taxpayers. In addition, success breeds success—current and planned cooperative projects have strengthened intergovernmental relationships and created the potential for further successful collaborations in the future.

Future City/County/Town Collaborative Projects	
Regional Water	Continued cooperation on the development of the Gillette Regional Water Supply Project and extensions into outlying Districts in the County.
Western Interstate Interchange	Continued efforts between the City of Gillette, Campbell County and the Wyoming Department of Transportation on the possible development of an additional interstate interchange on west I-90.
Joint Planning Boundary Development Review	Coordination between the City and County Planning Commissions on project review
Solid Waste and Recycling Programs	Continued cooperation in expanding recycling/diversion in Campbell County to reduce landfill quantities and future liability costs.
Urban Systems Transportation Projects and Planning	Continued cooperation in developing, prioritizing and leveraging Urban Systems funding on transportation projects in the Urban Systems boundary around the City of Gillette.
Joint Powers Fire Stations	Continued cooperation between the City of Gillette, Campbell County and the Town of Wright in developing, funding and constructing fire stations throughout the County to serve the fire protection needs of citizens.
Western Drive Corridor Study	Continued review and cooperation on the possible future construction of a Western Drive belt loop road connecting Southern Drive and Highway 14-16 and tying into the future Western Interchange on I-90.
New Westwood School Site	Continued cooperation with CCSD on developing the school site east of the Gillette College Technical Education Center.
Y.E.S. House Projects	Continued cooperation with the City to complete the final building on the Y.E.S. House campus site.
SLIB Consensus Grant Collaboration	Continued cooperation with the City of Gillette and Town of Wright to agree upon, and prioritize, projects slated for grant funding application to SLIB.
Wright Recreation Center	Continued cooperation with the Town of Wright for joint funding of the new Wright Recreation Center building and for funding the long term maintenance account for the facility.

DISCUSSION

This chapter provides an assessment of existing coordination mechanisms to serve the current and future needs of Campbell County, the City of Gillette and Town of Wright. It also articulates goals, objectives and actions to extend intergovernmental coordination and cooperation into land use planning.

With regard to coordinating land use and development, an extraordinary opportunity exists for the City of Gillette, the Town of Wright and Campbell County to prepare common land use and roadway plans for the joint planning areas adjacent to the municipalities. All three local governments are concurrently updating their comprehensive and master plans, and thus will be discussing many of the same issues at the same time. These concurrent efforts are especially timely because 70% of survey respondents identified planning coordination between the County and Gillette as very important and another 25% identified it as somewhat important. Only 4.4% said planning coordination between the County and City was not important. A common roadway plan between the County and Gillette was supported by 58% of the respondents and 56% supported a common roadway plan between the County and Wright. Among a list of potential coordination projects, 46% of the survey respondents identified a common land use plan between Campbell County and Gillette as something that is needed, and 41% of respondents identified that a common land use plan between the County and Wright should be prepared.

Historically, most of the development in Campbell County has occurred naturally near the boundaries of the City of Gillette and the Town of Wright, which is a desirable land use pattern. Few major subdivisions have developed in the more remote areas of the county. However this concentration of development near the common boundaries raises the need for the well-coordinated delivery of services. The goals of this chapter do not actually introduce significant changes to the County's historical development patterns. Rather, these goals are intended to facilitate the continuation of this pattern through joint planning and to promote seamless service delivery through more effective intergovernmental cooperation.

CHALLENGES

The greatest challenges for comprehensive land use planning in Campbell County are associated with the Joint Planning Areas—areas where the interests, influences and jurisdiction of the County and municipalities overlap (more specifically, areas within one-mile of municipal boundaries¹).

Over time, Gillette and Campbell County have enacted inconsistent development regulations and construction standards for the Joint Planning Area. Important examples are different building codes, requirements and subdivision standards, as well as land use complications associated with annexation. These inconsistent standards have sometimes led to unresolved community issues and frustration among citizens and developers, as well as local government staff and elected officials.

¹ The term "Joint Planning Area" as used in the chapter means the area within one-mile of either municipality and subject to the joint subdivision approval requirement of W.S. § 18-5-308(b).

As in all communities, different local governments have different constituencies, funding sources, expenses and legal authorities. These differences can lead to conflicts which need to be resolved. However, effective communication between local jurisdictions sometimes gets overlooked when everyone is busy responding to the day-to-day demands on local government. Given this situation, there is a need for a constant mechanism for timely communication between the County and the municipalities.

GOALS, OBJECTIVES & ACTIONS

The following goals, objectives and actions are designed to implement this plan through intergovernmental coordination.

Goal 1: Maintain a positive relationship among all three jurisdictions to foster collaboration on issues of mutual concern.

Objectives:

- ☐ Ensure continued discussion between the County, City and Town at all levels, including elected officials, planning commissions and departmental staff.
- ☐ Act upon the specific opportunities for collaboration identified in each respective Comprehensive Plan.
- ☐ Maintain existing mechanisms of formal and informal inter-governmental coordination in the County, City and Town.

Recommended Actions:

- ▶ Continue the monthly luncheons attended by

Achieving Greater Regulatory Coordination:

This plan recommends the County and City of Gillette utilize the following process for use in the Joint Planning Area:

- The planners and public works directors for the county and the City of Gillette should form a working group to steer a work program aimed at benefiting land owners, developers and citizens through greater consistency between the County and City rules and procedures.
- This working group will develop a goal statement and a set of guiding principles as a starting point to guide the following work. This goal statement and guiding principles would be presented to the Campbell County Commissioners and the Gillette City Council for review, discussion and eventual approval.
- Following approval of a common goal statement and set of principles, the working group would create a list of specific items (i.e., driveway standards, water/sewer connection standards, infrastructure requirements for subdivisions etc.) for coordination between the county and city.
- This list of items would be presented to the County Commissioners and City Council for review, discussion and eventual approval.
- The working group begins preparing the execution documents (i.e., design standards, ordinances, resolutions, etc.) that accomplish the common standards and procedures on the list of items that was approved for coordination.
- As the implementation documents are prepared they would be presented to the County Commissioners and City Council for review and approval in accordance with the applicable adoption process.

elected officials to discuss current topics.

- ▶ Diligently accommodate the City and Town reviews of subdivisions that are proposed for locations that are within one mile of the municipal boundary.

Goal 2: Coordinate planning, economic development, recreation and infrastructure between the City, Town and County.

Objectives:

- ☐ Develop a common Future Land Use Map with the City of Gillette and the Town of Wright for the Joint Planning Area with each municipality.

Recommended Action:

- ▶ Regularly review and maintain the common Future Land Use Map for the one-mile Joint Planning Areas.
- ▶ Incorporate the Designated Service Area (DSA), which was established as part of the City/County Regional Water Joint Powers Agreement (JPA), as a planning tool to establish the boundary for future transitional planning from rural to urban within the City of Gillette planning area.

- ☐ Aim for similar and appropriate Subdivision Regulations, Building Codes and Design Standards within the Joint Planning Area.

Recommended Action:

- ▶ Adopt the process for achieving greater regulatory coordination in the Joint Planning Area (sidebar on previous page).
- ☐ Continue coordinated support of the CCEDC Five-Year Strategic Economic Development Plan and the NEWEDC Comprehensive Economic Development Strategy.

Goal 3: Develop and expand partnerships, communications and coordination among County, City and Town officials and citizens during the planning process.

Objective:

- ☐ Continue to review and identify avenues for intergovernmental cooperation—all aspects of County government should be explored for potential cooperative efforts.

Recommended Actions:

- ▶ Develop an intergovernmental review process for zoning and re-zoning requests within the Joint Planning Areas.
- ▶ Further develop an intergovernmental process for sharing and coordinating plans and schedules for infrastructure projects.
- ▶ Foster agreements for smooth and timely transfer of authority for issuing permits in areas that are in the annexation process.

- ▶ Conduct semi-annual joint Planning Commission meetings with each of the municipalities to discuss Comprehensive Plan implementation and current issues.
- ▶ Continue cooperative efforts between the City and County for the future success of the Gillette Regional Water Supply Project.

CHAPTER 3: LAND USE



GENERAL DISCUSSION

The steady growth and development of Campbell County over the past several decades, particularly when this growth has been hastened by shorter periods of rapid growth, make land use planning a critical component of the County's Comprehensive Plan. The changes that come from growth create both opportunities and challenges for land use planning. For example, growth brings economic opportunities but also creates the need to provide locations for commercial and industrial development. These locations must be coordinated with infrastructure projects to extend water lines and construct roads. Land use planning also must work in tandem with the main economic engine that sustains the County's economy by accommodating development, while also keeping a clear path for long term coal mining expansions. Land use planning in Campbell County must address these challenges in ways that are consistent with the views of the citizens, who call for the least amount of governmental regulations necessary.

The results from two surveys of public opinion provided direction about the level of governmental regulation, and the subjects of regulations, that are acceptable for guiding future land development. The loss of private property rights was cited as a very important issue of concern by 85% of survey respondents. Over-regulation was a very important concern for 67% of those surveyed. At the same time, 53% of respondents agreed that Campbell County should have regulations that address the appearance of buildings along major roadways and 71% agreed with the statement that the quality of new development should be improved and its impact to agriculture and the natural environment should be minimized. In addition, 69% believe more clean-up of junk and inoperable motor vehicles is needed, with 61% stating the issue of too much junk (unused cars, abandoned homes, appliances or equipment) is a very important concern that should be addressed in the plan.

Balancing the desires of the local citizenry to achieve certain land use goals with the accompanying need to minimize regulation is a challenge. But many land owners and developers would strive to comply with the County's goals, even absent regulations that impose restrictions on them, if the goals were clear. Private investment likes to follow public initiative because it reduces investment risk, and a future land use map can help convey the

County's initiative. Accordingly, this Chapter presents a Future Land Use Map for Campbell County.

OVERALL PHILOSOPHY

Many communities rely heavily on land use regulations to implement their Comprehensive Plans. However, Campbell County residents speak very clearly in saying that regulations should be minimized. The concern over the loss of property rights was very important to 85% of the citizen survey respondents, and 67% said the concern about over-regulation was very important. While their use should be very limited, regulations are not completely excluded from the alternatives that are available to the County. Using zoning to limit subdivisions in the path of future coal mine expansion was supported by 60% of the survey respondents and 53% supported regulations to address the visual appearance along major roadways.

Regulations may be acceptable for a select few issues but the main thrust in implementing this Plan must come from other approaches. Strategically locating infrastructure and new road construction can help implement the goals of this plan and will be discussed further in a later chapter. Providing clear leadership with a rational future land use map also can help execute this Plan.

There are many examples where private investment followed public initiative in Campbell County. When the community has clear long range plans that are rooted in reality, investors and landowners can see ways to manage their individual decisions to match the community's plans. The future land use map can be an effective tool to convey the community's long range plan and provide important guidance that can help investors and landowners. Campbell County's future land use map is intended to convey a long term plan that is designed to achieve four future outcomes that will benefit the entire community:

1. A land use plan that accommodates projected growth;
2. Coordinated land use planning with the City of Gillette and Town of Wright;
3. A cost-efficient pattern of development where infrastructure such as water lines, sewer mains and roads are utilized to their fullest potential; and,
4. A land use plan that is consistent with and implements the community's economic development goals.

STRENGTHS TO BUILD ON

Several strong factors that characterize Campbell County are significant in shaping the future land use plan.

Infrastructure Plans

Campbell County, the City of Gillette and the Town of Wright have been planning and constructing infrastructure for several years and these accomplishments provide important information that helps with land use planning. For example, the Coal Belt Transportation Plan, belt loop plans for Southern, Garner Lake and Northern Drives, and the Gillette Regional Water Supply Project are important considerations in future land use planning. These projects

provide clear direction on where the community is heading with future development. These plans have been included here (See Appendices).

Coordination and Commitment

These infrastructure projects also demonstrate a high level of coordination among the three jurisdictions when planning for future development, and the commitment to plan and fund the facilities necessary to accommodate future growth. While this plan generally seeks to locate future development near existing infrastructure and facilities, the local governments have demonstrated an ability to construct new infrastructure when future growth requires it.

Existing Pattern of Land Use

The vast majority of development that has occurred during the past several years has been located close to the City of Gillette or the Town of Wright, creating a relatively compact development pattern. Land use planning strives to make efficient use of land, minimize the cost of extending utilities and roads, and avoids excessive costs in delivering services to the future populations and businesses. Fortunately, the compact pattern of development in Campbell County provides an excellent starting point and the future land use map can build on the natural trend that already is occurring, rather than having to reverse a trend of scattered development.

CHALLENGES

Many of the opportunities and strengths that aid land use planning also create challenges. How well the various infrastructure opportunities and economic development goals are coordinated with the Comprehensive Plan, for example, will determine the success of the future land use plan.

Plan for Joint Planning Area

Working with the City of Gillette and Town of Wrights to prepare a common land use plan for the Joint Planning Areas is a challenge; however an ideal opportunity exists because Campbell County, Gillette and Wright are updating their respective Comprehensive Plans at the same time. A clear commitment exists to reach a common plan for the Joint Planning Area, but it always is a challenge to get two local governments to agree on something as potentially controversial as land use planning.

Unincorporated Islands within City

Several small discrete areas of unincorporated land exist inside the outer perimeter of the City of Gillette. These areas have not been annexed primarily because they are nonconforming land uses, with some clean-up required. Others have historical platting and legal description problems or just do not generate an incentive for the City to include them. The location of these areas creates several issues, including differing development procedures and regulations between the City and Campbell County. These parcels create a challenge, and so to create a seamless set of procedures and regulations to guide their infill and redevelopment, the County will defer to the City of Gillette to guide and decide future land use categories for these island areas.

Rules for Water Connection & Effect of Gillette Regional Water Supply Project

The Gillette Regional Water Supply Project will provide water service to a major portion of Campbell County residents, and while this is a great asset, it also creates a challenge. The project will connect over 30 water districts and associations, and while it will provide a high quality water supply to as many as 56,000 residents in the future, it also creates the challenge of promoting scattered development far from existing services. The rules for connecting to this system have been established through the 2010 City/County Regional Water Joint Powers Agreement. However, connecting the various water districts and associations also can create the potential to spur more development in a particular area than there exists capacity to deliver water. In addition to the challenge that can come from promoting development in outlying areas, there is an additional challenge of coordinating the amount of development that may occur in various districts with the water line capacity. The Board of County Commissioners is enabled to expand and/or collapse the boundaries of individual Water Districts and/or Improvement and Service Districts with guidance and direction from this Plan, Planning Commission review and staff recommendations.

Subdivisions in Path of Coal Mine Expansion, Productive Agricultural Land

While the majority of new development has occurred in close proximity to the City of Gillette and Town of Wright, subdivisions can occur in areas far from these municipalities and in the path of future coal mine expansions. The current prices of coal and the costs of mining it make coal mining feasible in areas with a 7 to 1 strip ratio, or better. For most of the land area immediately west of Wyoming Highway 59 and east to the burn line, the depth of overburden over the coal bed is shallow enough for coal mining to be cost effective. Because coal mining generates the basis for Campbell County's economy, it is desirable to minimize the subdivision of land in the areas that are cost effective to mine, creating a challenge for land use planning. 60% of citizen survey respondents agreed that zoning regulations should be adopted to reduce the potential for residential subdivisions in the path of coal mine expansions. Campbell County also contains significant areas of productive agricultural land and encouraging future subdivisions to other locations, away from this land will maintain agricultural opportunities. Survey responses agreed overwhelmingly (83%) with the planning goal to promote continuation of ranching and agriculture in the County.

Different Rules and Procedures

Different rules, policies and application procedures are common across all counties and their neighboring municipalities, and this circumstance exists with Campbell County and the two municipalities of Gillette and Wright. These differences do not reflect a significantly different view toward future development, but rather reflect the different ways the three jurisdictions conduct their daily operations. Particularly in the Joint Planning Area, these differences can hinder development. Yet 70% of the citizen survey respondents believe planning coordination between the County and Gillette is very important.

CAMPBELL COUNTY'S FUTURE LAND USE MAP

Campbell County's Future Land Use Map is presented in this section. The map is shown at a scale that encompasses the entire county. A second version of the map is also shown at a scale that focuses on the Gillette Joint Planning Area. A third version focuses on the Town of Wright Joint Planning Area. Several important features of the Future Land Use Map are explained as follows:

Visual Illustration

A Future Land Use Map is central to land use planning and it visually illustrates the goals and vision that are described in the Comprehensive Plan. The map is futuristic and creates an idealistic pattern of land uses that balances multiple factors. It serves as a guide for future development and redevelopment and endeavors to identify the most suitable locations for residential, commercial and industrial development.

General Guide

The challenge in preparing the Future Land Use Map is establishing the right balance between providing a predictable future and allowing important flexibility for more detailed decisions that will occur later. The map can inform land owners and citizens where future development generally will occur, however, it is not intended to designate future uses of specific parcels of land. The map is a more general guide for future development and decisions about specific parcels of land should consider more detailed information about the parcel than is considered when preparing the future land use map. When applying a land use map, it also is important to consider it in conjunction with the goals and policies that are adopted in other chapters of this Comprehensive Plan.

Projected Growth

The preparation of the Future Land Use Map considers several factors. Because the map is futuristic it is designed to accommodate at least 20 years of projected growth, however free market forces will determine if the pace of development changes or remains the same. Regardless of whether market forces cause the projected growth to occur more quickly or more slowly than 20 years, the Future Land Use Map continues to serve as the guide to identify the best locations for residential, commercial and industrial development.

Existing Land Uses

Existing land uses also are considered in preparing the map. Preserving the character of well established neighborhoods, expanding upon the current pattern of land uses and making full use of existing infrastructure are important in planning for future development.

Physical Constraints

Physical land constraints such as topography and the floodplain, as well as the feasibility to extend utilities and roads influence land use planning. Locating development near existing or planned utilities and roads and where the natural features of the land can accommodate structures is important in creating the Future Land Use Map for Campbell County.

Efficient Development

Finally, land use planning also considers the perpetual costs for delivering services and the capital expense of extending infrastructure. Land use planning generally maximizes the opportunity to locate development near existing facilities and services in order to minimize the cost of extending infrastructure and reduce the on-going costs of governmental services for future residents and businesses.

GOALS, OBJECTIVES & ACTIONS

The following goals, objectives and actions are intended to implement this Comprehensive Plan through land use planning.

Goal 1: Accommodate the projected population and economic development growth of the County.

Objective:

- ☐ Enable private developers and land owners to provide for the county's land use needs and goals.

Recommended Actions:

- ▶ Identify sufficient land area to accommodate at least 20 years of projected residential, commercial and industrial growth.
- ▶ Develop and maintain factual information on projected growth and a clear future land use map based on the County's goals.

Goal 2: Create land development that is cost efficient and fiscally sound for residents, property owners, businesses, and local governments

Objectives:

- ☐ Guide future land uses to optimal locations, steering residential development to prime locations for housing and commercial and industrial development to locations best suited for economic development
- ☐ Encourage subdivisions in locations that will avoid inhibiting the future expansion of coal mines.

Recommended Actions:

- ▶ Develop and maintain a Future Land Use Map that takes into account existing and planned infrastructure, topography and other land constraints, and the needs of residential and commercial developers. The map shall be reviewed yearly and updated as necessary, and at a minimum, every five (5) years.
- ▶ Maintain a map of coal resources that may be mined in the foreseeable future and make this information known to land owners and the general public.

Goal 3: Enhance the visual appearance of Campbell County

Objectives:

- ☐ Promote compatibility and minimize impacts between neighboring land uses.
- ☐ Improve the quality and visual appearance of development.

Recommended Actions:

- ▶ Review and make appropriate revisions to nuisance regulations, visual screening requirements and sign regulations.
- ▶ Review and make appropriate changes to the site plan review process and approval criteria that are intended to upgrade the visual appearance of developments.

Goal 4: Achieve cost effective land and infrastructure development that transcends jurisdictional boundaries between the County and the municipalities of Gillette and Wright.

Objectives:

- ☐ Promote the infill and redevelopment of the isolated unincorporated areas that are located within the City's perimeter boundary consistent with the City of Gillette's land use plan and goals.
- ☐ Coordinate the County's land use planning with planning by the City of Gillette and Town of Wright.

Recommended Actions:

- ▶ Classify the future land use of the isolated unincorporated areas within Gillette's perimeter boundary to match the City's planning goals.
- ▶ Develop coordinated land use and roadway plans with the City of Gillette and Town of Wright for the respective Joint Planning Areas adjacent to the two municipalities.
- ▶ Develop a joint City-County procedure that addresses development review and permitting for the County islands within the City with the aim of having the islands annexed into the City before development or redevelopment takes place.
- ▶ Develop a written Memorandum of Understanding between the City of Gillette and Town of Wright for review of subdivision development proposals within the Joint Planning Areas.

Goal 5: Promote the continuation of farming and ranching and maintaining open space and wildlife habitats throughout the County.

Objectives:

- ☐ Identify the locations of locally-important farming and ranching lands, open space and wildlife habitats.

Recommended Action:

- ▶ Develop maps identifying agricultural land, wildlife habitats and open space and make this information known to land owners and the general public.
- ☐ Review County subdivision regulations to identify possible changes that would help retain farm lands, ranch lands, open space and wildlife habitats.

Recommended Action:

- ▶ Consider enacting large-acreage subdivision rules to govern land developments creating parcels larger than 35 acres.

CHAPTER 4: ECONOMIC DEVELOPMENT



GENERAL DISCUSSION

Campbell County has a strong and growing economy that would be envied by most communities. High levels of employment and household incomes create a comfortable quality of life for most community residents and robust governmental revenues fund important infrastructure improvements and facilities. Strong job growth occurred across all employment sectors and even the slowest growing industries experienced double digit job growth between 1999 and 2009.

The County's employment growth was led by high paying industries, more than doubling the median household income over the past 20 years. The Campbell County median household income in 2010 was \$76,441, the highest median income among the 23 Wyoming counties and 42% higher than the statewide median income. Compared to Campbell County, the 2010 median household income for the State was \$53,757 and \$50,046 for the nation.

In reviewing the distribution of households across the range of incomes, a clear trend occurred where the percentage of households below the middle income category significantly decreased while the percentage of households above the middle income greatly increased. In the middle income category of \$50,000 to \$75,000, the percentage of Campbell County households remained relatively

Employment Growth 1999 - 2009	
Industry	Percentage Growth
Highest Employment Growth	
Manufacturing	235.8
Construction	132.3
Wholesale trade	110.2
Transportation and Warehousing	105.8
Mining and Extraction	99.7
Lowest Employment Growth	
Retail Trade	49.0
Accommodations and Food Service	32.5
Professional Services	14.2
Arts, Entertainment and Recreation	13.9

Sources: Decennial years – Bureau of Census; Intervening years – Wyoming Economic Analysis Division

constant at about 23% between 1990 and 2010. But the percentage of households that earned less than \$50,000 dropped from 70.1% to 25% of all households. The percentage of the county's household earning more than \$75,000 increased from 7.5% to 51.8% for the

same 20 year period. These percentages indicate that in 1990, about 8,800 county residents were in households that had incomes less than \$25,000 and in 2010, approximately 4,600 residents were in households that earned less than \$25,000. The number of residents in the lower income ranges decreased by about one-half despite the fact that the county's total population increased by 57%, or 16,763.

Percentage of Households by Income			
Income (\$)	1990	2000	2010
0 – 24,999	30.3 %	20.8 %	10.0 %
25,000 – 34,999	16.4 %	11.9 %	3.9 %
35,000 – 49,999	23.4 %	17.9 %	11.1 %
50,000 – 74,999	22.5 %	26.4 %	23.3 %
75,000 – 99,999	5.0 %	14.5 %	18.0 %
100,000 – 149,999	2.1 %	6.5 %	23.6 %
> 150,000	0.4 %	2.2 %	10.2 %
Median HH Income	\$37,055	\$49,536	\$76,441
Per Capita Income	\$13,595	\$20,063	\$32,622

Source: Bureau of Census

The strong economy is of critical importance to the citizens of Campbell County and led many of them to make life changing decisions to move here. This is demonstrated in several of the responses found in Citizen Survey #1. For example, when asked why they live in Campbell County, 87% of the respondents identified business and job opportunity as very important. Over 75% of those surveyed agreed with the goal of supporting economic development by encouraging new businesses and industries in the County.

OVERALL PHILOSOPHY

Do No Harm

Campbell County is fortunate to have some of the most productive coal deposits in the country and enjoys the strong economic growth that is derived from them. The 16 coal mines located in the County create a huge economic engine that benefits the entire county, state and nation, and the actions of the local government should have limited influence on them. The actions that the County takes, however, should support the mining industry and avoid impeding its progress. For instance, County Chapter 4, Rules Regulating Construction exempt mining and mineral industries from nearly all construction permit activities. Local citizens agree with this stance. When asked to rank mineral extraction and energy development as an issue of concern, 76% of survey respondents stated it is very important that the county plan addresses this item.

Understand External Threats and Protect Against Them

While local governmental policies and actions support the mining industry, several factors that are external to Campbell County can impede the local mining industry. State and federal regulations and global forces, for example, can negatively impact the local economy. Long term planning can help protect the local economy from these external threats.

Economic Diversification

The best long term plan to protect against the external forces that can affect the county's economy is to plan for economic diversification. Providing land areas for new businesses and industries and promoting diverse educational opportunities are example approaches to assist in diversification.

Minimize Expenses

The first thoughts of planning for the post energy boom typically suggest economic diversification, but reducing the on-going costs of providing services also helps plan for a post boom period. Economic diversification certainly is important to supplement income generators that currently are provided by the coal mines and other industries, but a high level of costs for delivering governmental services can be extremely problematic during a period of declining revenues. Future land use planning can help minimize the costs of governmental services by encouraging growth in locations near infrastructure and existing services. Optimizing the development of land in the Joint Planning Area and other locations near the municipalities and promoting the infill and redevelopment of under-utilized sites that are located in or near the municipalities, can lead to a cost efficient pattern of development. This efficiency can help prepare the County for a potential reduction in the economic generators that currently drive the local economy by minimizing the cost of governmental services.

Quality of Life

Continuing to enhance the quality of life in Campbell County will lead to a more appealing place to live and work. Features such as well-designed subdivisions, recreational opportunities, entertainment venues, pathways and parks, restaurants, and services all contribute to a strong sense of community and place. Employers looking to locate in new settings often include the assessment of local quality of life before they decide to move their businesses, so promoting a high quality of life in the County can have the spin-off effect of creating future economic development opportunities.

STRENGTHS TO BUILD ON

Commitment to Make Plans and Execute Them

Campbell County has many characteristics that support the local economy and provide a basis for continued economic success. Chief among these characteristics is the commitment to solve problems and construct physical infrastructure and facilities that will continue the community's growth. Several examples, listed below, illustrate the community's willingness and ability to create a plan and follow through with decisive action.

- Regional water supply system that will provide water for as many as 56,000 people in the next 25 years.

- Road beltway around Gillette to remove industrial traffic from the City.
- A countywide road system that contains the capacity for projected future growth.
- An airport that provides excellent connections to all points across the nation.
- Expansions to the community hospital that provides a range of medical care.
- A newly complete, state-of-the art community Recreation Facility.
- The Cam-Plex multi-events center, which regularly hosts local to national events.

Reliable Tax Base

A reliable funding source is necessary to construct infrastructure and community facilities and Campbell County can list its tax base among the strengths of the community. Approximately \$550M has been, or will be, spent between 2005 and 2014 for infrastructure and facilities, according to the CCEDC Strategic Plan.

Commitment to Quality of Life

Water systems and roads are critical to Campbell County's economy, but the County's commitment does not stop there. The commitment to construct facilities that add to the residents' quality of life is shown by several first rate additions to the County. For example, Campbell County is home to one of the state's leading events centers, an impressive recreation center in Gillette, high quality libraries, and a good park system that make the County a more desirable place to live.

Growing Community College

Gillette College provides direct economic benefits with the Technical Educational Center that trains employees for local jobs and enhances the community's quality of life with opportunities for the County's citizens to pursue personal growth. The college is a part of the Northern Wyoming Community College District and provides a variety of Associate degrees and Certificates. Gillette College is growing and looking for opportunities to expand.

Gillette College has demonstrated a keen willingness to work with local industries to provide programs that benefit employers directly. The college is also working as an integral part in bringing a business incubator to the Northeast Wyoming region.

Favorable Tax Environment

Campbell County enjoys a favorable corporate and personal tax environment that aids the strong employment opportunities in the County.

CHALLENGES

Reliance on One Industry

All communities and counties have challenges and a comprehensive plan should line out approaches to address them. A critical challenge in Campbell County is the heavy reliance on the mining and extraction industry for jobs, tax revenue and economic stability. This industry recently grew to an even larger share of the local job market. Between 1999 and 2009, the mining and extraction industry grew from 27% of the County's private sector jobs to 31%. The construction industry, which is related to the job growth in the coal mines, grew from 9% to 12% of the private jobs during the same ten year period. Except for the minor growth in manufacturing and wholesale trade, all other industries maintained or decreased their share of local jobs. Manufacturing industries expanded from 2% to 3% of the local private jobs and the wholesale trade industry grew from 6% to 7% of the County job market. Retail, professional and services, and accommodation and food service experienced a decrease in their respective share of the local jobs.

The importance of striving for greater economic diversity is recognized by the County's residents. Economic diversity was viewed as being a very important issue of concern by 55% of citizen survey respondents, and 75% agreed that continued promotion of economic diversity should occur.

Percent of All Private Jobs in Each Industry		
Industry	1999	2009
Mining & Extraction	27	31
Utilities	1	1
Construction	9	12
Manufacturing	2	3
Wholesale Trade	6	7
Retail Trade	13	11
Transportation & Warehousing	3	3
Finance, Insurance, Real Estate	3	3
Professional, Services	5	3
Admin., Waste Management Services	3	3
Health Care, Social Services, Education	10	n/a
Arts, Entertainment, Recreation	1	1
Accommodation & Food Service	11	8
Other (not public administration)	7	4

Source: County Business Patterns

Influences External to County Economic Development

Heavy reliance on a single industry, like mining and extraction, makes the County susceptible to external forces that can impact this industry. Several factors that are beyond the control of the Campbell County - international events, weather conditions, federal and state energy policies and national politics - can have a large impact on Campbell County's economic stability and can either hinder or stimulate local coal mining production.

For example, international events that negatively impact the delivery of overseas oil to the United States can lead to more reliance on domestic coal as an energy source, which could mean more local production to meet the demand for heating fuel. At the same time, if overseas oil production is up and prices are lower, there may be less interest in coal consumption. In that scenario, coal production could decrease.

Far Eastern countries have expressed a desire to obtain Wyoming's coal, although there are political issues with holding and shipping coal from United States ports. Environmental challenges have been raised about hauling the coal by rail to these locations, and it appears that it will take considerable time before more ports are capable of handling coal for overseas shipment.

The recent warm weather during winter months resulted in much less need for coal to heat homes and businesses. If the trend toward warmer winter months continues, it could have a long term impact on the mining of the County's coal resources. Of course if there is a significant and sustained cold spell in the United States, consumer interest in stockpiling more coal for heating fuel will escalate.

Federal and state energy policies also may impact the long range revenue generated by Campbell County coal production. If new policies are adopted, or existing policies strengthened, that are unfavorable for coal extraction, the industry as a whole will suffer. While it is important to have energy policies that encourage alternative energy development, it is equally critical that today's energy resources such as coal and natural gas have the support of federal and state energy policies. These resources – particularly coal – represent the livelihood of significant numbers of Campbell County employees.

Despite the exposure to the external forces that can impact the local economy, County residents strongly support the mining and extraction of minerals. 81% of the citizen survey respondents agreed with the statement that mineral development and energy production should be promoted.

Image Concerns

Campbell County suffers from negative perceptions throughout Wyoming that largely are based on past history when the area was a rough and tumble mining town that experienced all of the issues of the boom and bust cycle. Campbell County was viewed as a mining camp and while those days are long gone, remnants of that old perception remain. The unappealing visual appearance along major entry roads near Gillette also works to maintain a negative image. The County is very prosperous and successful despite the image issues, but addressing these issues can help sustain Campbell County's robust economy for the long haul.

The unappealing properties along these entryways generate strong views among local citizens but these views also create a mixed bag of opinions on the appropriate responses. In response to one survey question, 69% of the respondents said there is a need to clean up junk and inoperable motor vehicles (22% said there was no such need). In another question, 62% of the citizen survey respondents agreed that the visual appearance along major roads should be improved. Only 14% disagreed with this statement (23% were neutral). When asked if Campbell County should have regulations to address the appearance of buildings along major roadways, 53% of the respondents agreed that there should be regulations. However,

in another question in which respondents could choose among several alternative approaches, only 35% said the County should use zoning to improve appearance along road corridors. The use of incentives to improve appearance was selected by 22%; 15% of the respondents selected no governmental involvement is needed.

Limited Opportunities for Industrial Park Expansion

The growing commercial and industrial development has created the need for expanded business and industrial parks. Meeting this is a challenge due to limited opportunities for expansion. The CCEDC Business and Industrial Taskforce is currently working on implementation of plans and objectives from the Strategic Plan in order to expand the opportunity for improved and new business and industrial parks in Campbell County.

Inconsistent Rules and Policies

The Joint Planning Area immediately adjacent to the City of Gillette has been developed during the past several years and is slated for additional growth in the immediate future. Some of this area likely will be annexed into the City in the foreseeable future. As with many neighboring jurisdictions, Campbell County and Gillette have different regulations and policies that apply to development approvals, utility connections, driveway connections and various other permits and procedures. These different rules and procedures are confusing to the general public and land owners in the Joint Planning Area and a more compatible set of rules would facilitate development. Many prime locations for economic development, furthermore, are located in this area and a more similar set of rules and procedures can ensure that the fullest potential for economic development can be realized in the Joint Planning Area.

GOALS, OBJECTIVES & ACTIONS

The following goals, objectives and actions are intended to implement this Comprehensive Plan through economic development.

Goal 1: Implementation of the Campbell County Economic Development Corporation (CCEDC) Five Year Strategic Plan and the Northeast Wyoming Economic Development Council (NEWEDC) Comprehensive Economic Development Strategy.

Objective:

- ☐ Support the activities of CCEDC and NEWEDC.

Recommended Actions:

- ▶ Designate locations on the Future Land Use Map for new industrial and commercial development.
- ▶ To the extent possible, align the County's policies and programs to be consistent with CCEDC's Five Year Action Plan and NEWEDC's Comprehensive Development Strategy.
- ▶ Participate in CCEDC and NEWEDC activities to remain well informed about local initiatives for economic development.

- ▶ Assist with funding or staff support for CCEDC and NEWEDC initiatives as appropriate and financially feasible.

Goal 2: Increase diversification of the local economy.

Objectives:

- ☐ Promote Campbell County's potential for economic growth in new employment sectors.
- ☐ Build on the County's assets for tourism opportunities and traveler support.
- ☐ Improve the quality of the visual appearance along major travel routes.

Recommended Actions:

- ▶ Encourage the creation of wind farms and other alternative energy options at appropriate locations.
- ▶ Support the extraction of additional minerals.
- ▶ Support expansion of Gillette College.
- ▶ Provide a Future Land Use Map that identifies locations for industries, businesses and college expansion and for projected residential growth.
- ▶ Support the development of an industrial park in or adjacent to Wright.
- ▶ Support the development of Campbell County's resources.

Goal 3: Support core industries that are the economic backbone of Campbell County.

Objective:

- ☐ Maintain and preserve the County's coal industry, as well as existing industries and local businesses

Recommended Actions:

- ▶ Encourage subdivisions in locations that are not in the path of future coal mine expansion.
- ▶ Advocate for State and national energy policies and regulations that are favorable to the coal industry.

Goal 4: Maintain a business-friendly environment for new and existing economic endeavors.

Objectives:

- ☐ Maintain simple and efficient application and permitting procedures for development.
- ☐ Better serve citizens, developers and land owners by establishing a more seamless set of rules and procedures between the County, Gillette and Wright

Recommended Actions:

- ▶ Evaluate policies, regulations, and codes for opportunities to remove obstacles to economic development and childcare without compromising safety or other important community goals.
- ▶ Work with Gillette and Wright to establish consistent rules, procedures and standards in the Joint Planning Areas.

Goal 5: Continue emphasizing initiatives that improve the quality of life for Campbell County residents.

Objectives:

- ☐ Upgrade the visual appearance of properties and developments along major roadways in the County.
- ☐ Continued upgrade in the quality of site design.
- ☐ Promote the quality of life in Campbell County.

Recommended Actions:

- ▶ Review and make appropriate revisions to nuisance regulations, visual screening requirements and sign regulations.
- ▶ Review and make appropriate changes to the site plan review process and approval criteria that are intended to upgrade the visual appearance of developments.

CHAPTER 5: INFRASTRUCTURE



GENERAL DISCUSSION

Campbell County and the municipalities of Gillette and Wright are noted for their commitment to funding and constructing first rate infrastructure and public facilities. Significant characteristics of the County include excellent access via a comprehensive network of roads and the Gillette Campbell County Airport, the Gillette Regional Water Supply Project, and several impressive community facilities like Cam-Plex Multi-Event Facilities and the Campbell County Recreation Center. The community has demonstrated the ability to remove any barriers to growth that may result from infrastructure limitations and to look into the future and plan for growth. For example, the Coal Belt Transportation Study produced a road plan that relocates county roads out of the path of future coal mine expansions. Continued expansion of the mines is essential to the Campbell County economy. The Gillette Regional Water Supply Project delivers water from 40 miles east of Gillette and provides high quality water to both existing and future residences and businesses. The belt loop roads being planned and constructed around Gillette remove from city streets heavy trucks and industrial traffic. These projects are examples of a comprehensive program as Campbell County and the municipalities plan to spend \$550 M on infrastructure and public facilities between 2005 and 2014.

The County's ability to provide infrastructure is a great strength to build on and creates an opportunity to support the goals of this Comprehensive Plan. Infrastructure projects can directly remove barriers that can impede future growth and development. Locating infrastructure projects and, in the case of the regional water project, establishing the rules for connecting to the system, can focus development on locations that implement this Plan. The results of Citizen Survey #1 demonstrate that infrastructure is very important to local citizens; 95% of the respondents believe infrastructure (road maintenance, drinking water, sewage treatment) in rural areas is a very important or somewhat important issue of concern. 72% of the respondents also said it should be ensured that new development is served by adequate infrastructure such as roads, water and sewer.

OVERALL PHILOSOPHY

Campbell County's overall philosophy is to pro-actively plan and construct infrastructure to accommodate projected growth, ensuring that economic development is not restricted by infrastructure limitation. Locating and designing infrastructure and roads will be managed to optimize the development of areas near services, an inherently cost efficient pattern of development. Public opinion in Campbell County is clear in calling for very little land use regulation. The concern over the loss of property rights was very important to 85% of the citizen survey respondents, and 67% said the concern about over-regulation was very important. While there is support for using regulations to address a few issues, the implementation of this Plan must rely on other approaches. The locations of infrastructure extensions and new roads can have profound impact on future land use patterns. It is the general philosophy of this Plan to coordinate infrastructure and road projects with the Future Land Use Map.

The County also recognizes that public facilities can add to the residents' quality of life and make Campbell County a more attractive place to live. When funding for facilities is available, the County intends to continue improving the community's livability.

STRENGTHS TO BUILD ON

Road Capacity

Campbell County has many success stories involving infrastructure and facilities and perhaps the roadway network provides one of the best successes. The road system has great capacity to accommodate future growth and development and the County has a long track record of excellent road maintenance. The road network is a great asset that both serves the current population and businesses and provides opportunities for future growth.

Gillette Regional Water

The Gillette Regional Water Supply Project will provide water for a potential population of 56,000 residents. This project provides for significant economic development and population growth, and also improves the water quality for the community. It also addresses the concern by 88% of survey respondents who agree that new development should ensure that it does not impair water supplies for established users.

Public Facilities

A community is more than roads and water lines; it also contains amenities that create a good place to live. The County, with the participation of the City of Gillette and Town of Wright, have added first rate recreation centers in Gillette and Wright, one of the best event centers in the region, and other facilities including libraries, fire stations, medical facilities and detention facilities, that add to the residents' quality of life.

Commitment and Ability

Roads, water lines and public facilities that have been constructed or are in the planning stage are examples of a remarkable ability to build for the community's future. They demonstrate both the commitment and ability to identify needs, make plans, and fund and construct the

plans. A strong tax base and the tax revenues from coal and other mineral extraction provide an excellent base to fund infrastructure and public facilities, and the local governments have made bold decisions that make good use of the funding opportunities. These decisions accommodate economic development and provide for future growth.

CHALLENGES

Belt Loop

The belt loop road around Gillette exemplifies the strengths of Campbell County to construct infrastructure, but it also creates a challenge. This roadway is intended to allow trucks and industrial traffic to bypass the City, but this type of bypass road also attracts strip commercial and residential development. Future development along the belt loop road could lead to urban sprawl that eventually consumes much of the capacity of the new road and creates congestion and demand for traffic lights. The roadway creates the challenge to pro-actively direct growth and land uses to avoid undermining the very purpose for the roadway.

Water System Rules

The Gillette Regional Water Supply Project is another example of a great asset that also creates challenges. The water system can create opportunities for development to occur that are located a significant distance from community services and other development. The water system is planned to connect over 30 water districts or associations to the new water source. In addition, ten additional districts or associations already in close proximity to the new transmission pipeline will connect directly to the line. It is estimated that the rural service will include a total of 3,300 service taps.

Rules for connecting to the water system can help provide water to existing development or areas with poor water quality. But the system also can promote leapfrog development in outlying areas or create circumstances in some areas where the amount of development can exceed the capacity of the system to provide water. This type of development is clearly a public concern, as nearly 87% of survey respondents agreed that new development should pay for the public services and infrastructure needed to support it. The 2010 City/County Regional Water Joint Powers Agreement has established the rules for connection to the regional water system. Implementation of these rules will be challenging.

Joint Planning Area

Preparing and adopting a common land use plan for the Joint Planning Area around the City of Gillette is perhaps the biggest planning challenge facing Campbell County. While this area is in the County's jurisdiction and the City has no authority to approve land uses, it is an area that likely will be annexed into the City in the foreseeable future. Even in the absence of annexation, development of this area immediately adjacent to Gillette significantly affects the utilities and traffic circulation within the City boundaries. Adopting a common land use plan for the Joint Planning Area can optimize the use of land that is close to infrastructure and services, creating a cost efficient pattern of development. Establishing a common land use plan also will clear the way for designing a seamless system between the two jurisdictions for utility layout, future road construction and traffic circulation. In recognizing these benefits, 58% of citizen survey respondents stated there should be one city-county plan for future road

locations. While on a much smaller scale, the same can be said about the Town of Wright and Campbell County. Here too 56% of survey responses indicated there should be one town-county plan for future road locations.

Subdivision Roads

Approximately 74% of survey respondents believe improved subdivision roads in the County are needed. The majority of subdivision roads in the County are publicly owned, however maintenance is the responsibility of the individual homeowners along the road. The challenges are to ensure that these roads are constructed to proper standards and the other pertains to their ongoing maintenance.

Campbell County currently enforces standards for the construction of subdivision roads to ensure sufficient sub-base and base materials are used and proper drainage is installed. However, in past years several roads were inadequately constructed and they now create problems for the subdivision residents. These roads are constructed by the subdivision developer and the ownership and financial obligations of the roads typically are transferred to the owners of the lots within the subdivision. If the roads are not properly constructed, the functionality of the roads and the costs of making repairs become severe burdens to the lot owners.

The ongoing maintenance costs also are the obligation of the lot owners within the subdivision, and even well-constructed roads require maintenance. Campbell County has bladed or plowed some subdivision roads when their work schedules allowed it, but this voluntary action has created expectations or misunderstanding among some subdivision residents. This gesture has caused several complaints from residents along subdivision roads when the County was unable to provide the free service. These expectations and misunderstanding may lead to Campbell County reconsidering the provision of free maintenance of subdivision roads.

Finally, the County Commissioners currently offer a matching grant program to homeowners and subdivisions that form Improvement and Service Districts to help with the maintenance costs in their subdivisions. The Commissioners should review this program yearly to ensure that it continues to be a beneficial program to rural subdivision residents in assisting them with maintenance of their roads.

Dust and Air Pollution

The extensive network of County roads and subdivision roads provide excellent access but they predominately have gravel surfaces, which create a challenge for the County. Gravel roads create dust, and while this is an inconvenience for residents, it can cause severe problems for the coal mines. The operations of coal mines are significantly affected by the results of air quality tests and these tests in turn reflect fugitive dust in the vicinity. Paving roads certainly will greatly reduce the problems that arise from dust, but would be extremely costly. However, clustering development in a portion of the county will channel traffic onto fewer segments of county roads, and perhaps these fewer but highly travelled roads could be paved over time. Complicating this strategy, however, is the strong opposition to clustered subdivisions by the survey respondents. 61% of the respondents said the County should not support cluster subdivision designs; only 16% said clustered subdivisions should be encouraged (17% were undecided).

Scattered Development

Excellent infrastructure is a great asset, but good roads and water systems in the outlying areas of the County also can encourage scattered development. While many county residents prefer to live miles from the City, providing governmental services to this pattern of development is expensive. The challenge of building these costs into the delivery of services can become much more difficult if governmental revenues decline. However, as described above the survey respondents opposed the County encouraging clustered subdivision designs.

GOAL, OBJECTIVES & ACTIONS

The following goal, objectives and actions are intended to implement this Comprehensive Plan through infrastructure planning.

Goal 1: Proactively coordinate land use and infrastructure planning for cost efficiency and predictability in future development.

Objectives:

- ☐ Extend infrastructure to cost effective locations within the Joint Plan Area and connect future development to it.
- ☐ Coordinate with the City of Gillette and the Town of Wright to create a future roadway network that optimizes the development opportunities near the municipalities.
- ☐ Support implementation of the Coal Belt Transportation Plan and the Madison Water Project with future land use planning.
- ☐ Maximize use of the existing road network in the rural areas and minimize new road construction.

Recommended Actions:

- ▶ Coordinate city and county capital improvement plans (CIP) to provide a predictable timetable for water and sewer extensions into the Joint Planning Area for the purpose of informing land owners of the optimal time to construct on individual lots.
- ▶ Coordinate with the City of Gillette to plan water, sewer and road extensions to efficiently serve the land use plan for the Joint Planning Area.
- ▶ Discourage new septic systems and wells in locations that are slated for future water and sewer service.
- ▶ Minimize conflicts between the County's road network and future coal mine expansions by sharing information about pending expansions and proposed road improvements.
- ▶ Pave the most heavily traveled county roads to reduce dust pollution.
- ▶ Consistently enforce road standards for all public and subdivision roads so there is continuity in road construction and durability.

CHAPTER 6: IMPLEMENTATION

GENERAL DISCUSSION

This Chapter consists of a list of the implementation actions first recommended in the previous four chapters:

- County/City/Town Coordination
- Land Use
- Economic Development
- Infrastructure

The recommended actions are listed here with additional detail not provided previously. The new detail provided for each action is a priority rating, a time frame for completion of the action, a relative cost to carry out the action, and the designation of a responsible party whose job it will be to carry out the recommended action.

The ultimate success of this Comprehensive Plan depends on how well it is carried out. This list is intended to serve as a guide to assist the County in focusing on the highest priority actions, having a sense of when these actions should be accomplished, budgeting accordingly, and planning the work of the responsible parties. The County Planning and Zoning Division should review this list regularly to monitor progress and help ensure successful implementation of the Comprehensive Plan.

IMPLEMENTATION ACTIONS

County/City/Town Coordination Actions

ACTION	PRIORITY	TIME FRAME	COST	RESPONSIBLE PARTY
1. Continue the monthly luncheons attended by elected officials to discuss current topics.	High	Ongoing	\$	City/County/Town
2. Diligently accommodate the City and Town reviews of subdivisions that are proposed for locations that are within one mile of the municipal boundary.	High	Ongoing	\$	City/County/Town Planning and Zoning Commissions
3. Regularly review and maintain the common Future Land Use Map for the one-mile Joint Planning Areas.	Medium	Ongoing	\$	City & County Planning Divisions
4. Adopt the recommended process for achieving greater regulatory coordination in the Gillette Joint Planning Area.	Medium	Medium Range	\$	City/County/Town

5. Develop an intergovernmental review process for zoning and re-zoning requests within the Joint Planning Areas.	Medium	Long Range	\$	City/County Planning
6. Further develop an intergovernmental process for sharing and coordinating plans and schedules for infrastructure projects.	Medium	Long Range	\$	City/County Planning
7. Continue cooperative efforts between the City and County for the future success of the Gillette Regional Water Supply Project.	Medium	Medium Range	\$	City/County/Town
8. Foster agreements for smooth and timely transfer of authority for issuing permits in areas that are in the annexation process.	Low	Short Range	\$	City & County Staff
9. Conduct semi-annual joint Planning Commission meetings with each of the municipalities to discuss Comprehensive Plan implementation and current issues.	Low	Long Range	\$	City/County/Town Planning & Zoning Commissions

Land Use Actions

ACTION	PRIORITY	TIME FRAME	COST	RESPONSIBLE PARTY
10. Develop and maintain factual information on projected growth and a clear land use map of the County's goals.	High	Long Range	\$	County Planning
11. Develop and maintain a Future Land Use Map that takes into account existing and planned infrastructure, topography and other land constraints, and the needs of residential and commercial developers. Staff should review and recommend changes to the regional water DSA on an annual basis.	High	Long Range	\$	County Public Works

12. Maintain a map of coal resources that may be mined in the foreseeable future.	High	Long Range	\$	County Public Works
13. Classify the future land use of the isolated unincorporated areas within Gillette's perimeter boundary to match the City's planning goals.	Medium	Short Range	\$	City Planning
14. Develop a Memorandum of Understanding for review of subdivision development applications in the Joint Planning Areas	Medium	Short Range	\$	City/County Planning
15. Consider enacting large-acreage subdivision rules to govern land developments creating parcel larger than 35 acres.	Medium	Short Range	\$	County Planning
16. Review and make appropriate revisions to nuisance regulations, visual screening requirements and sign regulations.	Low	Medium Range	\$	County Planning
17. Review and make appropriate changes to the site plan review process and approval criteria.	Low	Medium Range	\$	County Planning & Building
18. Develop coordinated land use and roadway plans with the City of Gillette and Town of Wright for the respective joint plan areas adjacent to the two municipalities.	Low	Medium Range	\$\$	City/County/Town
19. Develop a joint City-County procedure that addresses development review and permitting for the county islands within the City with the aim of having the islands annexed into the City before development or redevelopment takes place.	Low	Medium Range	\$	City/County Planning
20. Develop maps of important agricultural land, wildlife habitats and open space and make this information known to land owners and the general public.	Low	Long Range	\$	County Public Works

Economic Development Actions

ACTION	PRIORITY	TIME FRAME	COST	RESPONSIBLE PARTY
21. Support the extraction of additional minerals	High	Long Range	\$	County Commission/City Council
22. Encourage subdivisions in locations that are not in the path of future coal mine expansion.	High	Long Range	\$	County Planning & County Commission
23. Advocate for State and national energy policies and regulations that are favorable to the coal industry.	High	Long Range	\$	County Commission
24. The 2010 City/County Regional Water Joint Powers Agreement (JPA) has established the rules for connection to the regional water system within the DSA. Review and recommend changes to the JPA at a frequency not more than every 5 years, but not less than every 10 years. Consider adjustment to the DSA at a frequency not more than every year, but not less than every 5 years	High	Long Range	\$	County Commission/City Council
25. Ensure the County's policies and programs are consistent with CCEDC's Five Year Action Plan.	Medium	Long Range	\$	County Planning & CCEDC
26. Participate in CCEDC activities to remain well informed about local initiatives for economic development.	Medium	Long Range	\$	County Planning
27. Assist with funding CCEDC & NEWEDC initiatives as is appropriate and financially feasible.	Medium	Long Range	\$\$\$	County Commission
28. Support expansion of Gillette College	Medium	Long Range	\$\$	County Commission

29. Provide a Future Land Use Map that identifies locations for industries, businesses and college expansion and for projected residential growth	Medium	Long Range	\$	County Planning
30. Evaluate policies, regulations, and codes for opportunities to remove obstacles to economic development and childcare without compromising safety or other important community goals.	Medium	Medium Range	\$	County Planning
31. Designate locations on the Future Land Use Map for new industrial and commercial development.	Low	Short Range	\$	County Planning; CCEDC Business & Industrial Parks Taskforce
32. Encourage the creation of wind farms and other alternative energy options at appropriate locations.	Low	Medium Range	\$	County Planning
33. Strengthen and enforce nuisance regulations.	Low	Medium Range	\$	County Planning
34. Support the development of an industrial park in or adjacent to Wright.	Low	Medium Range	\$	County Commission, Town of Wright & Wright EDC
35. Review and make appropriate revisions to nuisance regulations, visual screening requirements and sign regulations.	Low	Medium Range	\$	County Planning
36. Review and make appropriate changes to the site plan review process and approval criteria that are intended to upgrade the visual appearance of developments.	Low	Long Range	\$	County Planning & Building

Infrastructure Actions

ACTION	PRIORITY	TIME FRAME	COST	RESPONSIBLE PARTY
37. Coordinate with the City of Gillette to plan water, sewer and road extensions to efficiently serve the land use plan for the Joint Planning Area.	High	Medium Range	\$	County Planning
38. Discourage new septic systems and wells in locations that are slated for future water and sewer service.	High	Short Range	\$	County Planning & Building
39. Coordinate City and County capital improvement plans (CIP) to provide a predictable timetable for water and sewer extensions into Joint Plan Area for the purpose of informing land owners of the optimal time to construct on individual lots.	Medium	Medium Range	\$	County Commission, City Council, City Planning, County Planning
40. Consistently enforce road standards for all public and subdivision roads so there is continuity in road construction and durability.	Medium	Short Range	\$	County Planning & Engineering
41. Pave the most heavily traveled county roads to reduce dust pollution.	Low	Long Range	\$\$\$	County Commission