

APPENDIX B

KEY TO ACRONYMS ON ACTION PLAN MATRIX

ADA	American's With Disabilities Act
BAPC	Board of Adjustments and Planning Commission
BHRWS	Big Horn Regional Water System
BLM	Bureau of Land Management
BNSF	Burlington Northern Santa Fe Railroad
BRC	Business Ready Communities Grant and Loan Program
CDBG	Community Development Block Grant
CSBG	Community Service Block Grant
DEQ	Wyoming Department of Environmental Quality
DWS	Wyoming Department of Workforce Services
FAA	Federal Aviation Administration
FEMA	Federal Emergency Management Association
FHA	Federal Housing Administration
GIS	Geographic Information System
HUD	U.S. Department of Housing and Urban Development
NWCC	Northwest Community College
SHPO	State Historic Preservation Office
SLIB	State Loan and Investment Board
USDA-RD	United States Department of Agriculture - Rural Development
UW	University of Wyoming
WACO	Wyoming Association of County Commissioners
WAM	Wyoming Association of Municipalities
WBC	Wyoming Business Council
WCBO	Wyoming Council of Building Officials
WCDA	Wyoming Community Development Authority
WDA	Washakie Development Association
WDT	Wyoming Division of Tourism
WEDA	Wyoming Economic Development Council
WHN	Wyoming Housing Network
WYDOT	Wyoming Department of Transportation
WYOPASS	Wyoming Planning Association
WWDC	Wyoming Water Development Commission

APPENDIX B

ACTION PLAN AND MATRIX OF GOALS

Theme: Community Pride & Character				
Goal: Preserve the area's unique history and culture				
Action	Outcomes	Timing	Players	Resources
Maintain and celebrate archeological, paleontological, cultural resources	Build the reputation, appearance, and vitality of Worland, public and private investment	Ongoing	Advisory Committees, Museum, Chamber of Commerce	Chamber of Commerce, Washakie County Museum, SHPO
Add more events to existing community celebrations	Improves community's quality of life, tourism growth potential	Start immediately and ongoing	City, business & industry leaders, Chamber of Commerce	City funds, matched in part by private dollars
Goal: Development of consistent brand for community				
Action	Outcomes	Timing	Players	Resources
Sponsor effort to develop a unique marketing message for economic development	Collaborative effort to identify Worland's value and uniqueness	Should start immediately and be completed within 2-3 years	City Council, community and business leaders	WBC, WEDA, Wyoming Main Street
Develop multi-pronged marketing effort tied to core message	Coordinated marketing with printed materials, web-based tools, and other media	Should start immediately and be completed within 2-3 years	Chamber of Commerce, city and county, nonprofit organizations	WBC, WDT, USDA-RD
Goal: Invest in community gateways and roadway corridors				
Action	Outcomes	Timing	Players	Resources
Develop and codify standards for signage, landscaping, lighting	Coordinated, cohesive feel	Complete within 3-5 years	City staff, BAPC	WYDOT, WBC
Work with WYDOT on state highway corridor amenities	Clear linkages and visual improvements to all corridors	Long Term - 10-15 years	City staff, BAPC	WYDOT, WBC
Organize clean-up days; invest in signs and landscaping at gateways; enforce existing nuisance codes	Better civic engagement; community pride	Should start immediately and be ongoing	City staff, BAPC, Chamber of Commerce, Weed & Pest	WYDOT, WBC, property owners

Goal: Preservation and utilization of Big Horn River Corridor; including historic steel-truss bridge				
Action	Outcomes	Timing	Players	Resources
Preserve public access and scenic views of river	Maintain key part of quality of life	3-5 years; ongoing	City and County, landowners	Wyoming Game & Fish; FEMA; Army Corp of Engineers, SLIB
Preserve integrity and safety of steel-truss bridge for vehicular traffic	2nd means of access assured	Long Term (15-20 years)	BAPC, WDA, Public Works, County and City	WYDOT, SLIB, Consensus Funds
Goal: Thematic public destinations				
Action	Outcomes	Timing	Players	Resources
Master design standards for public destinations	Consistent look and feel that reflects community's natural beauty, outdoor lifestyle and heritage	5-10 years	City, Chamber of Commerce, BAPC	WBC
Create ad hoc committee to make recommendations for specific art and locations for art placement	Visually interesting community	Could start immediately and be ongoing	City Council, public schools; local artists; property owners	Wyoming Arts Council; Library; Museum; local donors
Goal: Encourage appropriate property and façade upgrades and improvements				
Action	Outcomes	Timing	Players	Resources
Develop façade grant or revolving loan program	Property owners are encouraged to enhance appearance of storefronts	1-3 years	City Council, BAPC, Main Street Board, property owners	Wyoming Main Street, WBC, property owners
Encourage property owners to enhance appearance of storefronts and building facades	New landscaping, awnings, and pedestrian-oriented elements	Ongoing	City staff; private property owners	Revolving loan or small grant program for facade or landscape improvements

Theme: Healthy Intergenerational Community				
Goal: Foster and Encourage a Safe and Healthy Community				
Action	Outcomes	Timing	Players	Resources
Support health service providers and emergency services	Healthy, safe community	Ongoing	City, County, hospital	Public and private funds; SLIB Consensus funds
Implement Trails Master Plan	Residents are more physically active	Has begun and will be long-term goal	City, County, Public Works, City staff	WYDOT, State Forestry
Needs Assessment for Hospice Care and/or Home Health Care	Access to appropriate hospice care for local residents	1-3 years	City, Hospital	Consultant
Goal: Provide conduit for social service provider interface				
Action	Outcomes	Timing	Players	Resources
Develop communication interface for social services	Access to appropriate service providers	3-5 years	Service Providers, Wyoming 2-1-1	CSBG Funds, Wyoming 2-1-1
Goal: Encourage Trade School and Community College Options				
Action	Outcomes	Timing	Players	Resources
Support development of expanded higher education opportunities	Quality and safe educational opportunities for residents	Ongoing	City, county, school districts, NWCC, UW	Public and private funds
Implement contractor certification training program	Better qualified contractors	Mid-Term - 5-10 years	City, Worland Board of Contractors	WAM, WCBO
Create and/or support local workforce development group	Better connections and collaborative efforts to improve workforce; better workers	Ongoing	WDA, DWS, NWCC, UW, public schools	DWS and WBC funds, public and private investments

Goal: Engage youth, seniors, and entire community in civic processes and volunteer efforts				
Action	Outcomes	Timing	Players	Resources
Appoint youth advisory members to assist City Council, Planning Commission and ad hoc committees	Better connections and collaborative efforts	1-3 years; ongoing	Mayor, Council, youth, UW Extension	Public and private investments
Develop and listen to citizen advisory committees for key community projects	Citizen advisory committees can help support better decisions and general governance.	1-3 years; ongoing	Mayor and Council, interested citizens	WAM
Elected local officials participate in WAM CEP	Elected officials have necessary training to be effective in their jobs	Should start now and be ongoing	City Council, key staff, County Commissioners	WAM
Communicate with residents using technology (Facebook, website) and other media (radio, newspaper) to all community members on periodic basis	Improved communication improves quality of life	Should start now and be ongoing	City council, key staff, media	Private media/IT firms
Schedule informal gatherings with Council to visit residents and businesses, asking for their input and letting them know how they can be involved in decision-making processes	Face-to-face communication	Should start now and be ongoing	Mayor and Council, County	News Media, local coffee shops, restaurants

Goal: Support aggressive drug and alcohol prevention programs and treatment options				
Action	Outcomes	Timing	Players	Resources
Support adequate funding and treatment options for drug and alcohol abuse	Better health and safety	Ongoing	Hospital, mental health providers, City, County	Best practices
Encourage more family-friendly community-wide events and activities	Residents become more family-focused	Should start now and be ongoing	City staff; Chamber of Commerce; nonprofit organizations; churches	Media

Theme: An Active Downtown				
Goal: Become an Affiliated Main Street Community				
Action	Outcomes	Timing	Players	Resources
Establish local Main Street Board using National Main Street Program	Sustainable downtown district	Short to Long Term	Chamber of Commerce, Wyoming Main Street, National Main Street	WBC/Main Street
Submit Affiliate Main Street application materials	Vibrant downtown supported by Main Street Principles	Within next calendar year	City, Chamber of Commerce, Wyoming Main Street, National Main Street	WBC/Main Street
Improve Downtown's Image				
Action	Outcomes	Timing	Players	Resources
Encourage property owners to enhance appearance of storefronts and building facades	New landscaping, awnings, and pedestrian-oriented elements	Should start now and be ongoing	City staff, private property owners	Revolving loan or small grant program for facade or landscape improvements
Goal: Strengthen and Diversify Economic Base of Downtown				
Action	Outcomes	Timing	Players	Resources
Engage existing downtown businesses to identify growth needs	Identification of obstacles to growth and expansion	Should start now and be ongoing	WDA, Chamber of Commerce, Main Street Program	WBC/Main Street
Goal: Add Vibrancy and Activity to Downtown				
Action	Outcomes	Timing	Players	Resources
Marketing Plan for Downtown	Downtown is lively	1-3 years	Chamber of Commerce, Main Street Program	WBC/Main Street
Goal: Encourage Mixed Residential Use Downtown				
Action	Outcomes	Timing	Players	Resources
Modify City Code to encourage mixed use	More residents living downtown; more activity	Now and ongoing	City staff, BAPC, City Council; private property owners	WBC/Main Street, WAM

Theme: Residential Neighborhoods: Housing				
Goal: Expand Range of Housing Types				
Action	Outcomes	Timing	Players	Resources
Host a community gathering to discuss housing needs and options	Better awareness of needs and opportunities	Short-Term - within 1-2 years	City Council, BAPC, residential construction firms, bankers, realtors, employers	WCDA, Developers
Implement streamlined development codes and processes	Consistent and responsible housing development	Mid-Term - 5-7 years	City Council, Building Official, BAPC, contractors, developers	WAM, Best Practices
Accommodate development of higher density housing options through code modifications	Targeted development appropriate to needs	Underway, should be complete within 1 year	City staff; BAPC	WCDA, Wyoming Housing Network
Conduct needs assessment to determine need and feasibility of senior housing options	Identification of most needed services for seniors	Short-Term - within 1-2 years	City Council; City staff; BAPC	WBC may fund study; City, County and/ or Hospital match; Sr. Center
Goal: Retain Quality Neighborhoods				
Action	Outcomes	Timing	Players	Resources
Maintain Tree City USA status	Healthy local forestry program; improved aesthetics	Ongoing	Tree Board; City Council	Arborists; State Forestry
Review and revise nuisance abatement codes and consistently enforce	More attractive community	Ongoing	Building Official, City council, BAPC, property owners, residents	WAM
Review City development and subdivision regulations; revise as necessary	Best use of space in design of neighborhoods	Mid-term, 5-7 years	BAPC, developers, City Council; city staff	WAM; WYOPASS

Goal: Incentive Options for Development of Affordable Housing				
Action	Outcomes	Timing	Players	Resources
Evaluate manufactured housing options in residential areas while reducing non-conforming pre-1976 mobile homes	More affordable housing opportunities eligible for financing	Underway, should be complete within 1 year	City Council, City staff, BAPC	WCDA, FHA, lenders, property owners
Evaluate regulatory barriers for low-income housing developments	Increased availability of housing to serve this demographic	Mid-term - 5-7 years	City Council; City staff; BAPC	WDCA, HUD, private developers, banks, Wyoming Housing Network
Goal: Incorporation of Trails, Parks, and Recreational Facilities into Residential Neighborhoods				
Action	Outcomes	Timing	Players	Resources
Modify codes to require connected bikeways and/or walkways throughout neighborhoods	Adds value to neighborhoods and increases community connectivity	Mid-term - 5-7 years	City Council, BAPC, City staff, Developers	Developers, WYDOT, Safe Schools Program
Goal: Neighborhood Beautification				
Action	Outcomes	Timing	Players	Resources
Organize neighborhood clean-ups; "yard of the month" awards and other volunteer-led improvement projects	Better maintained neighborhoods	Could start now and be ongoing	City Council, advisory committees, neighborhood residents, Ordinance Officer	City vehicles and staff could assist with picking up items at curb

Theme: Quality Utility and Transportation Infrastructure				
Goal: Update and Maintain Asset Management Program				
Action	Outcomes	Timing	Players	Resources
Develop Asset Management Program (capital improvement plan)	Long-range plan and financing strategies	Underway and will be ongoing	City Council, BAPC, Public Works, City Engineer, contract staff	WAM best practice; SEMS software, GIS
Goal: Develop and Maintain Functional Classification Map to Identify Needed Improvements and Revised Standards				
Action	Outcomes	Timing	Players	Resources
Review and update street classifications within community and identify streets and roadways that should be extended.	Prioritization of needed projects	Underway and will be ongoing	City Council and staff, County Commissioners and staff, WYDOT, Federal Aid to Urban Systems Committee, BAPC	Contract Engineers, WYDOT
Adequate funding for Street paving and resurfacing	Better roads	Ongoing and will be long term	City Council, WYDOT, developers	WYDOT, WBC, SLIB, Consensus Funds, 1% Sales Tax
Coordinate needs and projects with WYDOT, County and other entities	Better planning	Ongoing and will be long term	City Council and staff, County Commissioners and staff, WYDOT, Federal Aid to Urban Systems Committee, BAPC, other utilities	WYDOT
Develop partnerships with BNSF Railroad	Smooth interface with railroad ROW and public transportation network	Should begin now and be ongoing	City Council, County Commissioners, WYDOT, BAPC	WYDOT; BNSF
Traffic flow study, including alley development in new subdivisions	Better network of traffic grid	Mid-term, 5-7 years	City staff, Engineer, County	WYDOT

Goal: Develop Options for Navigation and Mobility Throughout Community				
Action	Outcomes	Timing	Players	Resources
Completion of Trails Master Plan	Enhanced pedestrian, equestrian and bicycle routes	Long Term; over 10 years	City Council, County Commissioners, property owners, developers, engineers	WYDOT, developers, property owners; 1% Sales Tax
Implement Safe Routes to Schools Plan	Safer school access	Underway and will be completed with 1-2 years	City, Engineer, Public Works, Police Department	WYDOT, school district
Develop plan for bicycle routes and lanes within City	Better overall mobility	Mid to Long Term; 5-10 years	City, Engineer, Public Works, Police Department	WYDOT; Safe Routes to Schools
Explore options for regular public transportation service to Riverton, Billings, Cody, Casper, etc.	Safe, quality, efficient transportation in area	Mid-term, 5-7 years	City Council, County Commissioners, WYDOT, Sr. Citizen Center	Private bus contractors, WYDOT, Sr. Citizen Center, Big Horn Basin Transportation Authority(?)
Remedy non-compliant ADA corners throughout city	Better mobility for all residents and guests	Mid to Long Term, 5-10 years	City Council, City Engineer, Public Works, WYDOT	SLIB, Consensus Funds
Install missing or insufficient sidewalks on Washakie Avenue and other high traffic areas	Better; safer mobility for all residents and guests	Mid to Long Term; 5-10 years	City Council, County Commissioners, Public Works, Engineers	SLIB, Consensus Funds, WYDOT
Make general improvements to lighting and signage throughout community	Safer, more inviting atmosphere	Mid to Long Term, 5-10 years	City Council, County Commissioners, Public Works, Engineers	SLIB, WBC
Maintain two bridges across Big Horn River	Safety and emergency access	Long Term (15-20 years)	City Council, County Commissioners, WYDOT, Public Works, Engineers	SLIB, WBC, County, Consensus Funding, 1% Sales Tax

Goal: Maintain and Upgrade Utility Infrastructure				
Action	Outcomes	Timing	Players	Resources
Develop and adhere to Asset Management Plan for utility infrastructure	Coordination with street improvement projects	Underway and will be ongoing	City Council, BAPC, Public Works, City Engineer, contract staff, BHRWS	WAM best practice, SEMS software, GIS
Encourage coordination with private and other public utilities	Maximum coordination of projects and avoid over-extension of services	Ongoing and will be long term	Private Utilities, City, County, WYDOT, BHRWS	WDA
Conduct user fee study for water and wastewater	Operating and capital costs do not require subsidy from general funds	Short Term - within 1-2 years	City Council, City Clerk/Treasurer, Regional Water	Consultants, Wyoming Rural Water, USDA Rural Development
Support expansion and upgrade of telecommunications	Dependable, reliable service availability	Mid to Long Term - 10-15 years	WDA, RT Communications, Charter, other communication providers	Governor/State funding
Improve broadband connectivity	Better telecommunications	Mid-term - 5-7 years	City staff, WDA, RT Communications	RT Communications regulatory requirements, Connect America Fund, USDA funding
Implement storm water management plan	Less impact from flooding to private and public property	Mid to Long Term - 10-15 years	City staff, County Road and Bridge, Engineers	Army Corps of Engineers, Washakie County Conservation District
Goal: Coordinate New Development with Extension of Transportation and Utility Networks				
Action	Outcomes	Timing	Players	Resources
Evaluate feasibility of using development impact fees to require new development to finance appropriate infrastructure costs.	Equity in development	Mid-term - 5-7 years	City Clerk/Treasurer, developers, engineers, public works, regional water	Developers; Wyoming Rural Water; WAM

Goal: Continue to Make Airport Improvements and Maintain Commercial Air Service				
Action	Outcomes	Timing	Players	Resources
Aggressively work with commercial air carrier(s) to maintain service	Convenience to local residents and businesses	Underway and will be ongoing	Great Lakes, FAA, City Council, County Commissioners, Airport Manager	FAA, other commercial carriers
Complete and Implement Airport Master Plan to improve airport and long range development of uses	Saves considerable amount of commuting time for users; boosting of community's economy	Underway and will be ongoing	Airport Manager, contract engineer, WDA	FAA, WYDOT, local funding
Support additional air park hangers or other aviation support businesses	More comprehensive airport services	Mid-term - 5-7 years	Airport Manager, WDA	Major industry, airport enthusiasts

Theme: Natural Environment with Great Recreation Choices				
Goal: Minimize Impacts on the Natural Environment				
Action	Outcomes	Timing	Players	Resources
Strengthen measures to protect main aquifer for regional water system	Protection of critical community asset	Short term and ongoing	BHRWS, City staff, County Planner, private and public landowners	Wyoming Water Development Commission, Wyoming Rural Water, DEQ Water Quality
Identify options for solid waste management regionalization	Protection of groundwater and environmental considerations	Short term and ongoing	Solid Waste District, County Commissioners	DEQ, SLIB
Expand recycling and composting efforts with recycling and compost program	More effective use of consumer products; reduces space in landfill	Mid to Long Term - 7-10 years	Solid Waste District; City Council; county Commissioners	DEQ, recycling markets
Balance recreational and tourism opportunities of Big Horn River with conservation	Maintain key aspect of quality of life	Mid-term and ongoing	Citizen Advisory Committee, private and public landowners, tourism and recreational businesses	Wyoming Game & Fish, Washakie County Conservation District, WYDOT
Goal: Develop Partnerships in region to Encourage Outdoor Recreational Opportunities				
Action	Outcomes	Timing	Players	Resources
Schedule periodic meetings with BLM, Forest Service, Game and Fish on items of common interest	Better communication among agencies	Short term and ongoing	City Council, County Commissioners, legislators, federal and state agencies	BLM, Forest Service, Game and Fish

Goal: Enhance Park and Recreational Opportunities and Facilities				
Action	Outcomes	Timing	Players	Resources
Make certain that park and recreation designs are accommodating to people of all abilities	Accessible parks	Mid-term - 5-7 years	Public Works	ADA, nonprofits or foundations
Provide sufficient amenities (benches, restrooms, trash receptacles), in high use areas	Healthy lifestyles are enhanced	Ongoing	City Council funding, Public Works	Nonprofits or foundations, city funding
Integrate interpretive messages and historic and cultural resources into parks and open spaces	Increased appreciation for local history and culture	Mid-term - 5-7 years	Public Works, Advisory Committees	Nonprofits or foundations, city funding, Museum
Completion of Trails Master Plan	Enhanced pedestrian, equestrian and bicycle routes	Long Term; over 10 years	City Council, County Commissioners, property owners, developers, engineers	WYDOT, developers, property owners; 1% Sales Tax
Goal: Expand Recreational Opportunities Along Big Horn River While Protecting Surrounding Property from Flood Hazards				
Action	Outcomes	Timing	Players	Resources
Plan for fish habitat, boat ramps and additional access points on river	Better utilization of Big Horn River	Mid to long term - 7-10 years	City Council, planners, property owners, ad hoc committee, Wyoming Game & Fish	Wyoming Game & Fish, BLM, nonprofits or private foundations
Preserve steel-truss bridge	Preservation of historic asset	Long term - over 10 years	City Council, County Commissioners, WYDOT, County Historic Society	WYDOT, SHPO
Encourage development facing river	Use view of river as an amenity to grow business	Mid to Long Term	City Council, WDA, landowners	Developers, FEMA

Theme: Vibrant Economy and Tourism Industry				
Goal: Leadership/Civic Development/Public Policy				
Action	Outcomes	Timing	Players	Resources
Sponsor Economic Development Leadership Training program	Better understanding and support for ED	Start now and be ongoing	WDA, WBC	Other communities can share best practices, City could fund, WEDA
Analyze approach to development to ensure that business-friendly approach is utilized	Enable growth and send a positive message to developers	Start now and be ongoing	WDA, City Council and staff, BAPC	WEDA, WBC
Review development costs, fees and codes	Government regulations do not interfere with business growth	Start now and be ongoing	City Clerk/Treasurer, Building Official, BAPC	WDA, developers, consultants, WAM, WEDA
Streamline regulations to minimize cost to developers	Development happens at the "speed of business"	Start now and be ongoing	Building Official, BAPC	WDA, developers, consultants, WAM, WEDA
Goal: Quality of Life				
Action	Outcomes	Timing	Players	Resources
Develop partnerships to enhance tourism industry	Visitor experience is enhanced	Start now and be ongoing	City Council, Chamber, Museum/Visitor Center	Wyoming Division of Tourism, UW Extension
Evaluate location options for CultureFest and other community celebrations	Visitor experience is enhanced; local business support	Start now and be ongoing	City Council and staff, Chamber, Museum/Visitor Center, ad hoc committees	Wyoming Division of Tourism, city funds, WAM, Wyoming Main Street

Goal: Workforce Development				
Action	Outcomes	Timing	Players	Resources
Assist Northwest Community College and UW in maintaining and expanding local presence	Better access to higher education and workforce training	Mid Term - 5-7 years	WDA, public schools, local employers, UW, NWCC	WBC, DWS provides training grants
Utilize Wyoming Workforce Development Training Fund	Employers are able to subsidize training efforts	Short to mid-term - 3-5 years	WDA, local employers, WBC Regional Director, UW, NWCC	DWS
Conduct housing needs assessment	Identify gaps and needs for workforce housing	Short to mid-term - 3-5 years	City, BAPC, Hospital and other major employers	WCDA, Wyoming Housing Network
Goal: Infrastructure Development				
Action	Outcomes	Timing	Players	Resources
Support development and infill of Fair View Industrial Park	New and expanding businesses fill Industrial Park	Mid to long term - over 10 years	WDA, City staff, developers	WBC
Focus on infill in downtown and North Worland Industrial Area	Existing infrastructure is maximized	Mid to long term - 10-15 years	WDA, City staff, developers	WBC
Consider seeking certification of developable sites as "shovel ready"	Improved competitiveness for business recruitment	Short to mid-term - 3-5 years	WDA, landowners, City Council	WBC Certification Program
Create and maintain inventory of existing facilities and vacant (developable) land	Improved readiness to respond to new business leads	Underway and ongoing	WDA, City, realtors, business property owners	WBC and existing public resources
Goal: Existing Business Development				
Action	Outcomes	Timing	Players	Resources
Assist hospital and healthcare providers in strengthening industry	Regional healthcare industry growth	Short to mid-term - 1-3 years	City, Hospital, private healthcare providers	DWS, WBC, SLIB
Support agricultural, mining and oil and gas value-added industries	Stronger industries	Mid to Long Term - 5-7 years	Landowners and business owners, WDA	WBC and DWS

Goal: Entrepreneur Development				
Action	Outcomes	Timing	Players	Resources
Sponsor an Entrepreneurship Challenge	Increased awareness and community engagement in entrepreneurship	Mid to Long Term - 5-7 years	WDA, local business community, WBC	WBC funding; investment of local business community; entrepreneurs
Goal: New Business Recruitment				
Action	Outcomes	Timing	Players	Resources
Develop consolidated data set for relocation; business recruitment packages	Leads are not lost for lack of coordinated effort	Underway and ongoing	WDA, City staff, developers, realtors, BAPC	WEDA and WBC can share best practices
Sponsor effort to develop a unique marketing message for economic development	Collaborative effort to identify Worland's value and uniqueness	Should start immediately and be completed within 2-3 years	WDA, community and business leaders	WBC, WEDA, consultants
Develop multi-pronged marketing effort tied to core message	Coordinated marketing with printed materials, web-based tools, and other media	Should start immediately and be completed within 2-3 years	WDA, City and county, nonprofit organizations	WBC, Wyoming Tourism, USDA
Develop an investor/venture capital program to provide seed money for new ventures	Financing availability	Mid to Long Term - 7-10 years	WDA, WBC, UW incubator	WBC and USDA funding, UW support programs
Develop consensus on companies and industries to be targeted	Collaborative approach to recruitment decisions	Mid to Long Term - 7-10 years	WDA, community leaders, funding partners	WBC and WEDA
Gather knowledge and identify connections to each industry	Focus recruitment on tourism & travel, healthcare, recreation, food services	Mid to Long Term - 7-10 years	WDA, community leaders, funding partners, local business	WBC, industry leaders

Theme: A Well-Planned City				
Goal: Compact and Livable Community				
Action	Outcomes	Timing	Players	Resources
Resist approval of development outside of desired growth area	More efficient use of public resources and investments	Start now and be ongoing	City Council and Staff, BAPC, County Planner	Developers, property owners
Review and revise City development regulations and zoning code	Fair and predictable development	Underway, should be completed in 1-2 years	City staff, BAPC, County Planner	WBC may fund
Goal: Infill Development and Redevelopment				
Action	Outcomes	Timing	Players	Resources
Encourage reuse of existing buildings and underutilized properties	Wise stewardship of environment	Start now and be ongoing	City Council, landowners, developers, Main Street	Property owners, tenants, Wyoming Main Street
Goal: Growth Management Area Coordination				
Action	Outcomes	Timing	Players	Resources
Encourage County to adopt peripheral area maps and policies	Consistent development standards in zone of influence	Start now and be ongoing	BAPC, County Planner, City Council, BHRW	County Commissioners, WAM, WACO
Develop and maintain formal and informal intergovernmental communication and coordination between City and County	Good communication with other local governments	Start now and be ongoing	BAPC, County Planner, City Council. County Commissioners	County Commissioners, WAM, WACO
Conduct semi-annual joint Planning Commission meetings with County to discuss Comprehensive Plan implementation and current issues	Improved relationships and avoidance of festering issues that disrupt operations	Start now and be ongoing	BAPC, County Planner, City Council, Joint Powers Boards, County Commissioners	County Commissioners, WAM, WACO

Goal: Coordinate Growth with the Provision of Services and Infrastructure				
Action	Outcomes	Timing	Players	Resources
Schedule periodic meetings with other public and private utility and transportation providers	Coordinated development	Start now and be ongoing	City staff, county planner, utility providers	Utilities
Conduct cost of service analysis for development costs	Better appreciation for costs; better management	Mid-term - 5-7 years	City Clerk/Treasurer, developers	WBC may fund
Goal: Long-Term Growth Areas				
Action	Outcomes	Timing	Players	Resources
Target growth pursuant to Future Land Use Map	Efficient city services and infrastructure	Mid to Long Term - 7-10 years	City staff, BAPC, County Planner	Developers, land owners
Diligently review subdivisions that are proposed within one mile boundary	Consistent exercise of statutory authority	Start now and be ongoing	City staff; County Planner; BAPC, property developers	WEDA and WAM best practices
Goal: Future Land Use Map				
Action	Outcomes	Timing	Players	Resources
Develop a common Future Land Use Map with Washakie County for the Joint Planning Area	Creation of single land use map identifying and preparing certain areas for development	Start now and be ongoing	City staff, County Planner, BAPC	WAM, WYOPASS

Goal: Review Ordinances, Policies, Procedures, Permits				
Action	Outcomes	Timing	Players	Resources
Review and revise zoning, building, annexation, subdivision codes	Compatible uses, higher property values, and better quality of life.	Currently underway and will be ongoing	City staff, BAPC, City Council	WEDA and WAM best practices
Review and revise water and sewer policies and codes	Sustainable enterprise funds	Start now and be ongoing	City Clerk/Treasurer, Water Districts, Public Works, City Council	WWDC, Wyoming Rural Water, USDA RD
Review and revise modular and manufactured home codes	Affordable homes without devaluation of adjacent properties	Currently underway and will be ongoing	Building official, Contractor's Board, developers, BAPC	Manufactured Housing organizations
Goal: Research Model Ordinances; Develop Action Plan				
Action	Outcomes	Timing	Players	Resources
Review and revise construction and development standards	Up-to-date, streamlined process	Short term, 1-3 years	Building Official, BAPC, Contractor's Board, City Council	Developers, Contractors
Evaluate all fees and charges for development, planning and utility connections	Developers pay their own way and utility funds are sustainable	Start now and be ongoing	Building Official, City Clerk/Treasurer, BAPC, City Council	Developers, Contractors