

Fiscal

To be financially responsible and stable while aggressively pursuing additional sources of funding

The city government needs to count the cost of their decisions/actions before making them

The city should evaluate the cost of any actions before making decisions to meet this fiscal goal

1. **Explore additional funding options (i.e. sales tax, SID tax) prioritize projects by available funding**
 - a. What options exist for long-term financial projects – financing high cost over many years?
 - b. Direct 1% sales tax increase to fund street maintenance and reconstruction
 - c. No more taxes than absolutely necessary

2. **Establish reserve accounts to fund equipment purchases and street improvements**
 - a. Streets are only one need or concern, some might say too big of a concern. We need to be concerned with what direction our town is going if the car/truck is the only thing we plan for and fund

3. **Prioritize projects by available funding**
 - a. Need to tie Strategic Plan into budgeting decisions

4. **Develop criteria to select community projects**
 - a. Will help direct your economic priorities; identify funding, the match to your numerous projects, expansion, streets, benefits/staffing, rec center, etc, needs to be at the top

5. **Develop 2 year budget plan**
 - a. Determine where the city wants to be financially in 5,10, & 15 years and how do we get there as a community
 - b. Agree - determine desired short/long-term financial goals. And, anticipate building well-rounded financial sustainability so we don't repeat the town crash when the mine closed
 - c. Have 5 year list of project, i.e., 5 year plan
 - d. Establish plan including implementation for maintenance and reconstructions of failing city streets

Additional Comments:

-Just because you have money doesn't mean you should spend it

-Who will additional taxes hit hardest?

Economic Development

To provide guidance, support and planning that encourages future expansion essential to the community's economic stability and growth.

1. **Aggressively market the business park**
 - a. We need to “aggressively market business park” while maintaining a robust and healthy Main Street
 - b. The Business Park is a detriment to Lander’s appeal if it creates vacant buildings elsewhere. The goal should be to promote business (low-impact) not buildings in the park.
 - c. Please add: and aggressively support the Pioneer Museum and Museum of the American West on projects such as the Traveler’s Information Center
2. **Pursue 1% sales tax and or special improvement districts to increase revenue for expansion**
 - a. Increase in general tax? Or project specific and amount specific?
3. **Increase affordable housing opportunities**
 - a. You cannot convince people to move here if there is not sufficient housing
 - b. Local non-profit affordable housing authority needed – what tools do we have to start the process? An excellent example – HomeWord out of Missoula, Montana develops sustainable low-income housing
 - c. Cost of housing is just one time consideration for people – increasing water/sewer monthly fees and increasing property taxes is a burden to lower and fixed income people
 - d. Other Wyoming communities have successfully pursued ways to develop affordable housing.
4. **Pursue businesses and relationships that are compatible with our community’s demographics**
 - a. Clarify “demographics” – current? Recent past? Future? (10,50, 100 years?)
5. **Complete current annexations to increase population and revenue**
 - a. In addition to completing current annexations, look to areas around city that can be annexed for future expansion of both commercial and residential
 - b. The annexation issue seems to hold a lot of promise for the future
 - c. In addition to annexation, consider economic opportunities of “in-fill” settings on open lots in town, vacant buildings, etc.; Promote more in-fill development
6. **Water line expansion past current city limits**
 - a. Water line expansion in what direction from city limits and how far?

Additional Comments:

-I also think we should find money to remodel or replace the existing food bank

- Improve what we have before focusing on expansion
 - Has a steady state economy been considered?
 - Work with forming county planner office
 - Public WiFi? Other high speed tech access – phone, cell, Internet
 - Free high-speed internet for all – these days it is as important as sewer (eco-development?)
 - Better air access – we fly via Riverton; anything that helps Riverton pricing and options helps Lander
 - Market locally owned businesses and continue deterring chain stores that financially drain local businesses
 - Create a community that will attract businesses here – infrastructure, WiFi, airport, buildings with character and are efficient (energy)
 - Consider investing in the arts. Rule of Thumb: for every dollar invested in the “arts” the community receives \$7 in return (source is a 15 year study by America for the Arts).
- Marvin Brown 332-8253

Community Relations

To expand the current communication process that encourages interactive community involvement and builds mutual respect between the City of Lander and its citizens

It appears that there is a lot of apathy in our community toward City gov't, probably for an assortment of reasons. I would like to see the city take the community relations goal seriously and improve on community relations and creating "a communication process that encourages interactive support and builds mutual respect".

1. **Improve intergovernmental relationships**
 - a. Reach out to the Wind River Reservation and other communities
 - b. Need communication, not just inter-governmental but all the committees boards, etc., who are "planning" and making decisions that affect our community. Ex. – Solid Waste Board, Recreation Board, Pathways Committee, Planning Committee – along with city departments
2. **Be approachable to the public in all aspects of city government**
 - a. Council members should return their constituent phone calls
 - b. Council members should be willing to meet with their constituents outside of council meetings to hear their concerns
3. **Encourage increased community involvement in the planning process**
4. **Establish a public relations delivery plan**
 - a. Improve flow of information and input from community
 - b. Approach the public more assertively, not just be waiting to be approached
5. **Improve communication with the public and the media**
 - a. Embrace new media
 - b. Web pages, live, lively, informative

Comments:

-How can we integrate the Catholic College community, staff, students and cross benefits?

-How can City of Lander better serve as nexus/communication point for the myriad 'subcommunities' present?

Community Sustainability

To provide for future generations by promoting and managing sustainable growth

-Let's define what specifics constitute "desired growth", "sustainability", and "undesired growth" – if we can't define it, we can't measure or manage it

-Define "sustainable" and "community development"; in part this will be done by the community assessment – but we need a clear vision of where/what Lander will be

-City vision of sustainability needs communication and dialogue with inter-governmental solid waste district for example

1. Begin mapping/planning process for the expansion of water/sewer services with annexation
 - a. Establish drinking water/sewer master plan including modeling existing system to aid in planned growth
2. Expand planning department to hire a planner which will provide for planned growth w/out losing our heritage and hometown feel
 - a. Most planners tend to be "controllers". Do not follow Teton County/Jackson Hole nor Riverton in this area. They tend to forget it is still a people's community: not government ownership
3. Work with the chamber to develop a brochure to market Lander to promote existing businesses and attract new businesses
4. Develop a plan to relocate rodeo and build a comprehensive recreation center to include the FCSD#1
5. **Planning for Lander's future**
 - a. Develop a Comprehensive Plan that incorporates the public and sets a vision for how we will grow
 - b. Do open space/green areas have a place in the planning process?
 - c. Create a design and define what Lander should be – do this with a community assessment and other tools. Use this definition to guide the strategic plan. Many of us want zoning, recreational opportunities, youth programs, environmental
 - d. What human population can be supported by Lander's water resources?
 - e. If we are discussing sustainability then in this discussion we need to incorporate a holistic look at our whole system – greenways, sections of neighborhoods owned by the city for community gardens, high performance buildings, (ex. Retrofitting public buildings for energy and water efficiency)
 - f. Develop the vision of what we want our community to look like which will attract business and families we want – vision of green spaces, pathways, energy efficiency buildings, recreation opportunities, programs for youth, architectural design of new and old buildings

- g. Develop a long-range plan that includes open spaces and pedestrian paths
- h. Make an assessment of water availability as it relates to growth
- i. In the vision – can community input as to what Lander should look like in 20 years.

6. Maintaining a Vital & Sustainable Main Street

- a. Have a good look at parking and ask or find ways to accommodate it while not stifling downtown redevelopment
- b. Plan for a viable Main Street; provide incentives for restoring and inhabiting historic buildings; make the business district accessible and friendly to all with pedestrian access and alternatives transportation in addition to adequate parking
- c. Promote incentives to maintain Main Street attractiveness. It is one of the most important assets that draws people to Lander and shows we are healthy.
- d. Has City thought what to do with the Safeway building when Safeway vacates? Good time and place to plan for Lander’s downtown.
- e. We have a great Main Street, we need to maintain it

Additional Comments:

- The goal refers to growth and stability. Aren’t these contradictory?
- In terms of human population, what is the carrying capacity of the ecosystem in which Lander is located?
- Will the average Joe be able to live here and raise a family? From Lander Native under 30.
- Would like to see a push for an infrastructure that recognizes younger interests (e.g. – walkways, bikeways, completed sidewalks for pedestrian-friendly community)
- Is the only way to move through our community effectively by car or truck?
- Promote more “in-fill” economic “trade off” for people who rehab old homes by “cleaning up”, “moving off”, “tear downs” old trailers gone, etc.
- Good airport access and options = growth

Internal Organization and Structure

To strengthen the communication process by creating an atmosphere of trust which builds and maintains open communications between the Council, Mayor, staff, and other governmental agencies resulting in more effective working relationships.

1. Work with department heads on priorities
2. Be competitive in the areas of pay and benefits in order to maintain a quality work force
3. Establish open lines of communication between elected officials and staff
4. Diversify the employee benefit committee to include a representative from each department
5. Continue to maintain a high degree of training for city employees
6. Restore communication and trust between elected officials and city employees

-I'd like to see particular emphasis on restoring communication and trust between officials and staff

General

Additional Comments:

-Young people (children) will inherit what we create. They are being inundated with info about the impact people are having on the environment. Ask them and many will say they are scared. Where in the plan is consideration of the city's impact on the environment?

-How about the Middle Fork of the Popo Agie? Oxygen quality, quantity and access?

-More emphasis on green space, park spaces, community recycling

-More emphasis on existing building upgrades

-What position does the Council take on climate change, and in the planning how will the city meet the demands presented as a result of water scarcity? What is Lander's carbon footprint?

-Lander is not just a retirement community. We can't forget about our kids. Find ways to get them to stay here.

-Improve snow removal in the city

-The city can be difficult to work with on large projects. I feel this is probably a combination of bad experiences the city has had in the past and perhaps some inexperience – this ultimately creates barriers. Are there ways the city can improve in this area?