

## STAKEHOLDER INTERVIEW SUMMARY

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### Participating Stakeholder Groups

- City of Cody staff
- City of Cody Planning and Zoning Board
- City of Cody Tree Board
- City of Cody Traffic Committee
- Wyoming Department of Transportation (WYDOT)
- Forward Cody
- Cody Chamber of Commerce
- Yellowstone Regional Airport
- Park County School District #6
- Cody Senior Center
- Buffalo Bill Historical Center
- Park County Parks and Recreation Board
- Shoshone Recreation District
- Outdoor recreation organizations and businesses
- Local employers
- Downtown businesses
- Hotel owners
- Developers
- Realtors
- Lenders/banks
- Engineering and surveying consultants
- Insurance companies

### Stakeholder Comments

#### Long-Term Planning

- Undesirable building expansion has impacted character of the city
- Need to plan for long-term growth
- In 1984 a master street plan was done, but it was short sighted
  - Need better long-term planning for utilities
  - Need better planning for pedestrian network and signage
- In the past, short-term planning has resulted in undesirable development and/or location of development in Cody
- Current planning for city does not allow for growth
  - There are limited opportunities for new development in the more desirable areas of the community
  - Safety, walkability, proximity to amenities, access to parks and recreation make neighborhoods desirable
- Need a more consistent development pattern within the community
  - Neighborhoods are currently disjointed
  - It's not predictable what will go in next door in a neighborhood

### Master Plan Update

- What happens with the plan once we're done with it is just as important as the plan itself
- Plan should address current and future trends facing the community
- Need to balance private property rights and public welfare
- Need to find a way to effectively get public input on the Master Plan Update
- Implementation section
  - Want reference materials/bibliography to support implementation strategies and rationale for policies
- Case studies of other communities should be examined when developing the Master Plan update
- New document should be organized so it can be continuously updated in parts
  - Actively update pieces of it so it doesn't become stale
  - Organized into sections appropriate for updating individually
- Need a "user manual" for the document
- 1997 plan was not followed well, so this update needs to be a more active plan
- 1997 plan contained direct conflicts (e.g. Concentrate business development in the downtown district, but parking requirements make it impossible)
- Plan and following ordinances should reflect the community's values
- Long-standing community ties has made the plan hard to implement in a town as small as Cody
- May need a joint work session with the County early in the planning process
- Reaching the visitor population
  - Visitors not willing to take time out of their day
  - Interviews on the street downtown and in the museum are the best way to reach visitors
  - Ask hotels to distribute a questionnaire to visitors to return back
  - Incentives are not that important (e.g. coupons)
- Coordinate with the Museum, who is currently doing a 20-year master plan

### Landscaping

- Landscaping requirements for private developments are insufficient
- Rocks are not considered adequate landscaping
- Landscaping needs to be required as part of initial development plans
- Landscaping enhances quality of life, attracts customers, and supports property values
- There are opportunities for both large plant material (trees) as well as smaller plants, grass, and xeric options
- Currently, there are effectively no landscaping standards, as zoning requires a landscape plan, but no specific requirements within that

- The code does not contain any long-term maintenance requirements
- Code should address amount of landscaping, location on site, any need for soil amendments, and other landscaping considerations
- Landscaping is not a water rights issue, as the city has water rights
- The location of utilities and ROW limits where landscaping can occur, but there needs to be a better balance between landscaping within the utilities ROW and outside the ROW
- Part of the issue is education, as builders aren't familiar with landscape architecture
  - Landscape architecture expertise is mostly outside of Cody – e.g. Billings
- Currently, the new developments in town seem to have minimal to no landscaping
- Would like to reestablish downtown landscape trees (as the responsibility of the landowner)
- There used to be a program where the city and county would both contribute service/funding to incentivize reestablishment of trees – would like to see a similar program re-established
- Lost 300-400 American elms downtown to Dutch Elm disease in recent years
- Policy that leads to mandatory landscaping plan and an attainable landscaping ordinance
- Incentives for existing businesses to add landscaping
- Lack of irrigation and raw water service limits ability to do landscaping – infrastructure is the barrier
- Deer pose a challenge to landscaping
- Landscaping should be appropriate for Cody
- Need curb appeal in areas outside Main Street
- Tree ordinance could be strengthened and modernized
- Examples of good design/landscaping on Bighorn Ave
  - As a result, commercial properties saw increase in business
- Implementation of landscaping should allow for phasing for developers
  - Could use bonding to cover part of the landscaping costs
  - Want to allow flexibility for developers while achieving the same objective
- There are a lot of complaints about Russian olive trees
- Landscaping ordinance is not predictable or enforceable, the process should be predictable but not too restrictive
- Landscaping should have different meanings in different parts of town, based on water accessibility and locational differences
- Need landscaping requirements by zone that are as clearly defined as the signage ordinance
  - If it's more clearly defined developers wouldn't compare themselves to other poor examples that were previously approved, as they do now
- There is too much subjectivity in the landscaping requirement, and P&Z should not have as much discretion as they do now
- Not all uses should be treated equal in terms of landscaping
- Museum considering removing lawns and moving toward a more natural xeriscaping

### Entryways/Highway Corridors

- Make Cody a place that people want to pass through
- The entrances to the community are important, and should be a big focus and should match the beauty of Yellowstone
- Entryways should be commercial corridors
- Should continue improvements onto Yellowstone Avenue
- Consider building setbacks for development along entryway corridors
- It would be nice to have a green corridor along all entryways to the community, especially the West Strip
- Interest in an industrial-focused corridor
- All entryways are state/federal highways, and coordination WYDOT is challenging
- Need standard signage at every entry point to the city
- West Strip
  - The West Strip is booming with new development and may need focus for aesthetics
  - This area is either your first or last impression of the town
  - West strip should not be industrial, it's attractiveness should be preserved
  - Need to support businesses on the western strip
  - West Strip is not cohesive or pedestrian-friendly
  - Need a unified, cohesive streetscape from downtown down west strip
- Bighorn Avenue
  - Unattractive metal buildings on Bighorn Ave
  - D-3 zoning along was not the right zoning for an entryway into town, so consider increasing design standards, which could be phased over time for existing development
  - Area with greatest potential for new commercial development
  - High cost per square foot of land along Bighorn Ave
  - Bighorn Ave also needs attention in regard to aesthetics
  - Over time, private sector and strategic public investments have helped improve the look of the west strip and Bighorn Avenue
    - Compare sales tax before and after improvements on these gateways
    - Recent street improvements on Bighorn Avenue have attracted potential investors
  - Bighorn avenue could be a more light industrial corridor
    - Current zoning is appropriate
  - Need better signage
- Greybull Highway
  - Currently, the entrance from airport is better than the others
  - Heavier industrial use would be appropriate along this corridor
  - Garbage blows over the hill from landfill and across Meeteetse highway

### Downtown

- Concerned about non-retail businesses on first floor (e.g. professional offices) on Main Street in the downtown commercial district
  - These businesses occupy prime retail frontage
  - Retail is necessary for the health of the city
  - Not all of the uses on Main Street are appropriate for Main Street
- The second stories of some buildings on Main Street could be converted to residential uses (lofts, apartments, etc.)
  - Would add to the vibrancy of downtown area
  - More people would be downtown year-round
  - May not be many second story opportunities currently available
  - Currently only two people on main street have apartments above their businesses
- Need to find a way for retail merchants to stay open later in the season/year-round
- Potential for commercial uses to expand to the streets parallel to Main Street to add depth to downtown
  - These may be more appropriate areas for professional offices (attorneys, dentists, etc.)
  - Sidewalks, streetscaping and other infrastructure should also be extended
- Residents not happy with the creep of commercial uses from downtown onto parallel streets into residential areas, and associated increase in traffic
- Should add more pedestrian-oriented lighting down the streets parallel to Main Street
- Zoning is restrictive in downtown to the point that it hinders development
  - AA zone hinders change into commercial uses in downtown area
  - There are vacant buildings on Main Street
  - The current parking requirements limits the ability to change the use of some buildings
- Need to protect the local businesses and Main Street character
- People say Cody has the best main street in the state

### Signage

- Consider cleaning up A-frame signs on main street
  - Existing sign code (recently revised) has attempted to address that, and WYDOT has eliminated most A-frame signage
- May need different sign standards for different districts in town
- Need some coherency in commercial signage and building frontage
- Signage is important to retailers
- Some feel signage should not be regulated by the city
- LCD lighted signs detract from character of downtown, and should be used in a more

- discretionary fashion (e.g. jumbotrons)
- Sign code should be revised to be more specific to districts rather than consistent throughout the entire community
- Need to get rid of off-premises signage along entryways, where permitted
- Need more emphasis on signage and landscaping for new development
- Sign structure at Cody Labs (old Wal Mart sign) needs to be removed
- Need signs on the outskirts of town to label the businesses, as it's hard to know what's out there
- Business signage is already good in downtown
- Support for minimal billboards

### Parking

- City needs more parking downtown
  - Including off of Main Street, but close to Main Street/downtown
  - May not need it now, but will need it in the future
  - Support for buying private property for parking
  - Behind the 1100 block are a couple buildings next to where city parking is already located that may be appropriate for redevelopment as parking
  - Needed during events in particular
  - Some businesses need better parking access
- 1% sales tax (if passed), should include parking as part of infrastructure
- Parking issues around high school, which has no internal parking
  - Site is not appropriately sized for size of school
  - A lot of parking happens in the surrounding residential areas
- Currently planning to put 10 new tennis courts at middle school, which would free up the area where the existing tennis courts are at the high school
  - Existing tennis courts are city property, and there is a plan for new parking on the site in the future
- Parking is a major issue at the Senior Center
  - There could be an opportunity for additional parking at the recycling center
- Potential for a parking garage off of Beck in a recently repaved area, right on Main Street
- Current parking requirements don't make sense for specific uses or development types, and should be revised
- Need better signage and wayfinding for parking lots, as tourists don't always know where to park and will pass through town instead
  - Especially on parallel streets
- Need to better accommodate parking for RVs/campers
- Hospital plans on adding new parking in the area
- "Cody doesn't have a parking problem, it has a walking problem" – Sandra Nicola
- Should explore structured parking

- High cost, and could be difficult to justify for just seasonal use
- If there are higher buildings in downtown, there may be more demand for structured parking downtown
- Downtown streetscape will include striping for spaces, which will help with parking
- Suggestion to purchase vacant lots to provide more parking
- Parking is an issue for stores right on Main Street, but there is ample parking on parallel/side streets
- Currently the 2-hr parking signs from May-Sept on Main Street are not good for business
  - The restriction is not actually enforced, it's purpose is just to keep employees from parking on Main Street
- Museum thinking of converting existing pow wow grounds to additional parking

### Architecture/Design Guidelines

- Retail tenants do not like the amount of restrictions
- Previous architectural guidelines/standards were too strict and were trying to “fix” everything – the “fashion police”
- See regulation of signs, design, architecture as micromanagement
- Concerned about the appearance of buildings with metal facades
  - Want nicer facades that are consistent and fit the surrounding character
- Want stronger recognition of historical character in building design standards
- Design standards should include consideration of the type of building materials used
- Design standards most appropriate on Main Street
- Dark sky ordinances/ridgeline ordinances
  - No ordinances actually in place
  - Have asked developers to be creative and consider options
  - Community not generally receptive to the creation of a lot of new ordinances
- City should focus more on outward appearance of buildings than interior design
- Review process needs to be predictable without being too restrictive
- P&Z would like more direction for landscaping and architecture requirements
- Need to preserve heritage/identity using design guidelines
- Chain link fences around properties downtown is undesirable aesthetically

### Utilities/Infrastructure

- Need to plan for infrastructure capacity for future (sewer, electric, etc.)
- Lack of infrastructure stifles economic growth
- Already have separate, distinct master plans for water, wastewater and electric, so don't need to spend as much time on those sections
- Problems with stormwater drainage on 11<sup>th</sup> street down to the school
  - No storm sewer, and school is located at a low point
- City could invest in more support infrastructure for affordable housing and new

## subdivisions

- Keep the pace of infrastructure out ahead in anticipation of growth
- Should look at case studies of how other communities have phased infrastructure
- High speed internet is important utility/infrastructure
- Development up Meeteetse Highway needs water service
- Assess and incorporate previous plans for utilities, making sure they are coordinated with the Master Plan
- Stormwater/detention pond requirements
  - Detention ponds are not necessarily the preferred approach to stormwater management
    - Developers prefer the lowest cost option, though some residents prefer something more aesthetically pleasing
  - Need better long term maintenance of detention areas, and need to determine who has the responsibility for maintenance
  - Stormwater is currently evaluated project by project, rather than at a more comprehensive scale
  - Suggestion that stormwater detention should not be required for every individual lot
- There are some paving problems where utilities are located on street (e.g. in Canyon Meadows subdivision)
- Need to coordinate utilities and services with new development
- City just purchased a Rocky Mountain Power facility outside of town
- Master Plan should identify what the city is responsible for in terms of development, including: police protection, fire protection, roads, and water
  - Some existing services don't make sense for the city to maintain (e.g. municipal trash collection)
- Utility costs are currently charged to new developments before the developments are actually functional, but nobody is benefitting from those services
- City needs to be able to provide the infrastructure needed for new businesses it wants to attract
  - Certain industries have higher utility demands for water or electric
  - City needs to be able to provide higher capacity utilities for technology-related businesses
  - Better utility partnership would recruit more businesses, city could do more to assist
  - Peak demand charges when equipment turns on is too expensive for businesses (including when HVAC units turn on)
  - Tech industries require things not typical for Cody/Wyoming, but are typical for the industry
    - City should reach out to those companies and ask how to help

- Companies are willing to cooperate, but need the city involvement

### Urban Services

- Need to address urban services better in the Master Plan Update
- There are some bottleneck points that slow emergency services
- Need to improve connectivity for emergency services in some areas
  - Some areas are difficult for fire access – poor connectivity, dead ends and cul de sacs
  - Lincoln Estates is an example of a difficult area
- Fire response is good in city (all volunteer fire department)
  - Infrastructure could be improved along West Strip
  - ISO rating of 4 within the city (high rating), lower rating in the county
- Need a better addressing system, as the city and county have separate systems, which present problems when areas are annexed

### Economic Development

- Want to be a thriving community, unlike some nearby cities
- Being business friendly is essential for economic development
  - Right now new commercial development is expensive (land, infrastructure, etc.)
  - Should look at repayment agreements for private investment in infrastructure
- Inaccessibility from an interstate is challenging for attracting businesses
- City needs to cooperate with private industry to attract new business
  - City should not focus on the exact businesses to bring to town
- City should focus on enhancing the resources that are already present rather, than providing new services/amenities (e.g. a convention center)
- Need to identify where in the community certain types of businesses are attracted (e.g. what types of buildings different businesses prefer)
- Cody has a lot of amenities that other communities don't offer (recreation center, outdoor activities, downtown core)
- There is not enough demand to keep retail/restaurants open in the winter
- Need to focus on diversifying the tourism economy beyond western heritage tourism, and need to support recreation-related retail (outdoor recreation shops, etc.)
- Need for restaurants and retail that target a young and active clientele (e.g. microbrewery, vegetarian restaurant)
- Wyoming is a wonderful place to live, but a difficult place to make a living
- Outdoor recreation and lifestyle are valuable as business/employer attractants
  - Access to federal land spurs economic growth [identify a reference or case study for this?]
  - “People identify themselves no longer by their profession, but by their passion”  
James Klessens

- Need more opportunities for remote working and telework businesses
- Need to make Cody an attractive place for new residents
- Need to enhance and support recreational facilities, as a major attractor for quality of life
- Need to be able to provide jobs for young families (versus retirees) to attract them to town
- Aviation industry has grown in Cody as a result of the airport
  - Room for more commercial and private aviation development (hangars, etc.)
- Cody has a limited labor pool
  - Smaller, technical/professional businesses that don't need a lot of skilled labor do well
  - Sometimes hard to retain employees and attract entry/mid level employees with specific skills
- Evaluate land supply for the uses the city wants to attract
- Tourism is Cody's main base, and it would be a mistake to change that
- Need to focus more on the amenities that support visitation
- Need to improve capture of tourists through the city
  - Entry points should be more welcoming and better defined
  - Community feels disjointed, which could be improved with better branding and wayfinding signage
    - Maps in highway pullouts would be helpful
  - Visitors should be able to find parking, parks, key areas of the community if they haven't been here before, which would keep people in Cody longer, rather than just passing through on the way to Yellowstone
  - A good tourist experience leads to better business recruiting, as people will want to return
  - Hotels and retailers feel like a second chamber of commerce
  - People want to know where to go and how to get there
- 40% of the businesses in Cody are tourism-related
- Need to think about how visitors see Cody in addition to residents
  - Those are the people that actually "pay the bills"
- "For every hour a tourist spends in a city, they spend another \$9-10/person"
  - Average museum visitor staying ~2.5 days in Cody
- Opportunity for a high-tech park that supports computer-related industries
  - It would need a better electrical supply and infrastructure to support that type of use
- Some feel the City has over-reached on the amount of control they have over development, to the point that it does not promote economic development
- Construction industry has helped sustained Cody
  - Developers create jobs in Cody (contractors, manufacturing, etc.)

- When developments are stopped/aren't approved, support services are no longer needed (plumber, painter, banker, electricians, landscapers, etc.)
- Job creation comes from private industry
- Compact commercial development in downtown (walkable area) is conducive to tourism and economic development, more so than if commercial was spread along Bighorn Avenue or another corridor (e.g. professional offices)
- Refer to the Sonoran Institute Study – Value to local governments of mixed use developments in downtown core areas (in terms of tax dollars)
- City needs to provide advantages or incentives to help businesses stay competitive at a global level
- New non-tourism businesses are what will expand Cody's economy, not necessarily recreation and tourism
  - Core, non-seasonal businesses, especially businesses that peak in the winter
- Anything the city can do to allow businesses to be more competitive will be taken advantage of, anything that raises costs makes business less competitive
  - Results in businesses considering outsourcing or relocating
- Huge potential for growth in outdoor recreation, which would retain visitors for longer
- Marathon not actively exploring new oil opportunities
- Need more of a year-round employment base
- Cody and Wyoming in general are lacking anchor companies that will create an ecosystem for more growth
- Eleutian was established with the help of Forward Cody in a business park using state grant funding
  - Process was delayed, but Eleutian feels the program worked well
- Air service is challenging for businesses
  - Midday flights aren't useful to business travelers
- Examine tax implications of people shopping locally versus out of state purchases
- The river is not well utilized as an economic driver

### Cody Character

- Cody has always been extremely clean, both in residential neighborhoods and along highways
  - Cody has a lot of pride in its cleanliness, which is something to build on
  - Street sweeping and property maintenance are important contributors to cleanliness
- Important to keep western theme and identity
  - Town has preserved western character well
- Community events, including the rodeo and 4<sup>th</sup> of July event, are important to continue
- Cody has more community activities, opportunities, and "people" resources than nearby communities
- Need to spend as much time looking toward the future and being progressive as we do

- preserving western heritage
- Small western town with a big town feel
- Visitors want an authentic experience in the American West
  - Very little western feel on Main Street
  - Streetscaping inconsistent along Main Street
  - West strip doesn't have the western feel
- Cody is a very open, helpful, friendly community, which visitors appreciate
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### Development Review Process

- It is difficult for new developments to pass through the approval process
  - Could be more business/building-friendly and cooperative
  - Need better education for new developers/people going through the process
  - P&Z does not have enough flexibility to respond to unique situations
  - Some restrictions don't make common sense
  - Process is burdensome and costly for developers
- Need better support for developers during the planning/approval process, better education and ongoing partnership with developers throughout the process
  - Need better communication at the beginning of the process
  - Need better coordination throughout process
  - Want the city to be more responsive and cooperative, less adversarial than it historically has been
  - Need a more iterative, open process for development approvals, developers need more feedback from P&Z
- Development regulations are currently set up for a much smaller town than Cody
  - P&Z is required to look at every detail, but processes and development standards for approval haven't been laid out and agreed to by community
  - As a result, there is inconsistency and unpredictability, and the approval process is time consuming and costly
  - Need to determine what is appropriate for P&Z review
- Too much weight is given to the opposition of a single/few people in the approval process
  - Need a straightforward process that eliminates excessive subjectivity
  - Protests should be well-supported and legitimate
- Education and communication with contractor's board needs to be neutral/friendly so there aren't expectations/repercussions for developers later down the road
  - Needs to be a neutral way for them to express what they want to see in Cody
  - Important to keep contractor's board
- Approvals can get dragged out and end up in court because of opposition to new

- development, which prevents developers from actually developing (e.g. Copperleaf subdivision)
- Need to allow exceptions to code and some flexibility in regulations when it's appropriate
    - Would be a more "business-friendly" approach
  - Current development standards are viewed as excessive by developers
  - The 1-mile buffer around the city creates too burdensome a process for developers
    - Coordination between city and county needs to be improved
  - Lot consolidation
    - Need clearly defined requirements in zones where it applies, or create a simpler process that accomplishes the same goal
  - Development review process is better than it used to be, checklist is useful
  - PUD process
    - PUD process has generally not worked well—some PUD developers would not use process again.
    - Need infill standards that are separate from the PUD standards
    - If something (e.g. street width) is allowed in a PUD, it should be allowed in a normal subdivision as well
  - City has an open door policies, so developers have access to assistance throughout the approval process
    - Staff will meet with developers on site and have created packets for development process for developers
    - For subdivisions, typically don't see developer until P&Z, just see engineer/consultant
  - The most challenging situations for city staff are new businesses moving into old buildings that then don't meet code
  - Suggestion for a business licensing process to make sure new businesses have the right knowledge and education
    - Would establish an relationship up front with the city, fire department
  - Feeling that the city does not make it easy for developers to develop
    - Developers feel that there are constantly new rules tied to development (e.g. fire sprinklers)
    - Need to make sure the attitude is about working with developers, not against them
    - Need to acknowledge the risk that developers have when developing a new property, and that the city adds more risk to the process
    - Potential issues should be brought up at the beginning of a project
  - Some developers consider the development fees to be unreasonable
    - The total cost of wastewater/water tap fees, curb and gutter requirements, Parks/cash in lieu requirement (10%) and other fees significantly reduce the profit margin for the developer

- The requirement for hearings for every project adds risk and expense to developers
  - There is interest in a more efficient process
  - Suggestion to limit public speaking time at development review hearings
- Rules for developers should not change mid-process

### Zoning

- Need to identify which areas of town make the most sense for new commercial and transitional zoning
- Zoning needs to be critically reviewed, with recommendations for change or improvement
- Proximity of senior center to recycling center poses some issues with land use compatibility
- Update existing ordinances rather than creating new ones
- Need an approach for integrating residential use into commercial areas
- Areas around main arteries should be zoned commercial so variances aren't required
- Need a nonconforming ordinance
- Need a conditional use process to add some level of flexibility for P&Z
- Evaluate ordinances for noise and night lighting
- No regulation for condominiums and other affordable housing in the code, which makes it unpredictable for developers
- Need different density standards for different areas of the community
- Need to avoid friction areas between zones, need to plan for adjacency and conformity
  - There has been a lot of spot zoning, which has led to neighbor concerns and a lack of continuity
  - Compare existing land uses to zoning
- Need more screening and barriers between commercial/residential/industrial zones
- Need to make sure flood and flood hazard zones are no-build zones
- Zoning is spotty and allows inconsistent uses, but not always the most reasonable uses for the area
  - Zoning does not match existing land use
  - Variances have allowed uses that don't always fit the area
- The existing grid system dictates traffic flows, which should inform commercial development and zoning
- Height restrictions should be reviewed, since value of land is high and taller buildings would help improve the value of new development
  - Should be balance with public concerns about views, especially along ridgelines
- In commercial zone, can currently build up to the property line, which makes sense downtown, but maybe not in other areas
- Zone changes very difficult and open public controversy
- Rules and regulations should be different in different areas of the community
- Consider creating overlays (e.g. land within 30 feet of highway vs less visible areas)

- B transitional zone has been a barrier for commercial development
  - Makes sense in some areas but not others
  - Zone should go away and should be defined as a transitional area with a broader range of uses (but not as permissive as a D-1)
  - Could become a transitional professional business zone
- Large scale manufacturing uses are most appropriate across the river from town

### Community Education

- Tree board is willing to provide education on landscaping topics as needed
  - Used to do articles in the paper, sponsor Arbor Day program
  - Would consider talking to media/newspaper for a regular column
  - Currently do 3<sup>rd</sup> grade presentations with tree giveaways
- Need better education of residents about compatibility of uses – e.g. professional offices near residential uses (in AA zone for example)
  - If surrounding property owners are supportive of zone changes, it's more likely to be approved
  - Need to communicate the relationship between changes in use or new development projects and an increase in surrounding property values

### Truck Bypass

- Need to examine whether a truck bypass is needed
- Consider a road between the Meeteetse Highway and the South Fork Highway as an alternative route to reduce congestion in downtown
- Need to make sure it wouldn't impact the viability of downtown, and need to identify the balance point for costs vs. benefits
- Most of the truck traffic happens early in the morning and late at night
- There is one possible alignment (along Alkali Creek)
- The lack of a detour/alternate route through town is a safety issue, and could be improved by adding more redundancy with a bypass
- Possibility of having a route that's only open part of the time or only open to emergency services

### Housing Availability

- For realtors, it can be difficult to show new/potential residents a nice area to live
- Difficult to find attractive, traditional single family neighborhoods
- Need to do a better job evaluating housing in Cody
- Housing affordability is an issue for school district employees (rated as a 3 on a scale of 1-10)
  - \$185-250,000 price range is ideal for employees

- Houses over \$250,000 or so don't sell quickly
  - Need apartments/starter houses, 2-3 bedroom rentals for young teachers
- Affordable housing opportunities
  - Jackson and San Francisco are examples of communities that have used deed restrictions to provide affordable housing
  - Affordable housing may be unrealistic in Cody due to cost of land and infrastructure
  - Housing affordability is driven by employee wages – if wages improve, then housing will be more affordable
  - Work with developers who want to do more affordable housing, but may need more flexibility in some of the requirements
  - City places the burden on the developers, rather than assisting developers
- Should focus on attainable rather than affordable housing
  - City should provide incentives to help developers provide housing that is attainable
- City should focus on what they can control, and let the market determine the rest
- Second home boom has slowed significantly
- Need to review Housing Study by Forward Cody to make sure we're hitting benchmarks
- Need a standardized definition for mobile homes and manufactured homes
- Need to incorporate an area for a nice mobile home park
  - Fenced in, paved roads, designated lots
- People seem to be having trouble relocating from other communities (selling current houses), but it seems to be a buyer's market in Cody, with plenty of housing stock
- Housing costs are much lower in Powell, so many employees live there, but the overall cost of living is not necessarily lower (cost of commuting, consumables, etc.)
- Employees want to live in newer homes
- Lack of middle range home values, more entry level and high end homes
  - Cooper Lane is a good example of middle range homes, but new residents would prefer smaller lots
  - Should consider annexation to develop new neighborhoods
  - Newer employees want to live in the city, not the country, but cost is too high
- Hard to find rental housing for seasonal employees
  - Museum considering buying its own hotel to provide housing for its summer interns, as there is limited availability for seasonal housing in town
- Hard to find rental housing for new hires (e.g. recent college grads)
- The housing that's available is not always in the location people want
  - Not many issues about housing within preferred school areas
- Employers hire a range of people in different career stages (entry level to executive), who need a range of housing options
  - Housing prices are high, and there is a deficiency in mid-range housing
- High housing costs

- Quality of home doesn't match the cost of home, not getting what you pay for
- Could be either a supply issue for contractors, or a lack of competition for contractors
  - Not enough competitive bidding, not enough incentive to produce good quality homes
- Not a good investment for employees that could make the same pay elsewhere but afford a better house, potential employees are not willing to bet on Cody's housing market
- Poor housing quality
  - Until there are more people who need more homes, the market won't drive higher quality housing
  - Quality of housing in neighborhoods is inconsistent – neighbors lower property values (e.g. manufactured homes/mobile homes next to nicer houses)
  - Neighborhoods are chaotic and fragmented
- There is demand for nice homes on smaller lots

### Growth in Cody

- Cody hasn't grown rapidly for a number of reasons:
  - Transportation access
  - Boom and bust industries that result in lost jobs (e.g. loss of jobs when Husky went out of business)
  - Geographic isolation and distance from other communities

### Retail in Cody

- Wal-Mart has hurt downtown, but it's better that it's here and draws from other smaller communities, rather than in a nearby community
- Need local-oriented retail downtown
- Examine the retail offered in Billings that is not currently offered in Cody
- City should not be involved in buying or owning retail property
- Necessities are well covered, but not necessarily luxuries/wants
- Some feel there is good diversity of restaurants for the size of the community
  - Others feel there is a lack of restaurant variety and quality
- Majority of the day-to-day shopping is boutique style
  - Most people shop online or in Billings instead
- Two grocery stores in town, good supply
  - People leave town for bulk/warehouse stores (e.g. Costco)
- The Powell Mercantile offers a lot of clothing options
- Lack of shopping for residents – e.g. a mall
- It would be nice to have more restaurants, nightlife, shopping

- There are plenty of restaurant liquor licenses, hard liquor licenses are much harder to come by
- It would be nice to have a sports bar to watch sports games in town

### Traffic

- Traffic noise is an issue
- Traffic and circulation problems around the high school, but not necessarily something that should be addressed in the Master Plan Update
  - Congestion at Livingston Elem. on 12<sup>th</sup> street during parent drop off/pick up
  - Could be improved by signage
- Area of high concern for traffic and accidents is where Sheridan Ave meets East Sheridan, especially when middle school gets out
- Traffic light on 8<sup>th</sup> and Canyon has led to traffic congestion in the area, which impacts neighborhoods, especially in the summer
  - Street was not designed to handle the amount and weight of traffic, as Canyon Avenue does have a gross vehicle weight restriction
  - Tourists and residents use Canyon Avenue to bypass downtown
  - Gary Strnad suggestion to close Canyon Avenue to activity in the summer months (using signage – e.g. no right turn)
- Support for continuation of traffic committee
- Biggest resident concern is high traffic volumes on residential streets
  - Want main highways to remain the primary traffic and development corridors
- Speeding has not been a major issue in the city
- The curve around the visitor center speed limit is 35 mph (too high), especially at a blind corner when people are trying to cross the street

### Bicycling and Pathways

- Need to better accommodate bicycling and improve access to and within downtown
- Bicycling should be a viable transportation option, not just for recreational use
- Explore options for sharing bike parking space with the school district (e.g. shared bike lockers in high school parking lot that the city can charge for in the off season and the school can use when school is in session)
- There are currently only three non-motorized trails in town
- The terrain creates barriers to bike pathways (e.g. from downtown up to rec center)
- Diagonal parking creates dangerous situations for bicyclists
- There is currently great access to public lands for mountain biking/recreation, other than USFS lands
- Bike friendliness would enhance quality of life
- Wide streets could accommodate bike infrastructure
- High demand from residents for more bike lanes and pathways

- 8<sup>th</sup> Street is part of the Federal highway system and does not have wide enough ROW for bike lanes
- 16<sup>th</sup> Street through Bighorn Ave was recently reconstructed, but does not have enough ROW for bike lanes
- Bikability needs to be a higher priority to attract young families/professionals

### Trails and Pathways

- Need designated pathways for bicycles/pedestrians (e.g. loop around town)
- Need to improve connections to amenities
- Trail system should connect to parks, subdivisions and schools
- Need to inventory all networks to create a connected system
- Want more bike trails and safe pathways, especially with summer traffic
  - Residents that are farther from downtown don't spend much time downtown in the summer because of tourist traffic
- Have trouble getting new trails designated, especially on Federal land due to NEPA requirements
- Paul Stock trail is popular and sees a lot of use
- Maintenance/costs of trails on public lands are a challenge
  - Bureau of Reclamation has taken a hands off approach to maintaining climbing approach trails
- There is already a bike trail master plan with BLM in the area south of town
- Expansion of greenbelt system would cater toward younger employees

### Pedestrian Amenities and Safety

- Need to better accommodate pedestrians and improve access to and within downtown
- The community has unfinished trail systems that need to be planned out for the future, need to identify what the next connections should be
- Concern about pedestrian safety at school bus crossings
  - Crosswalks and sidewalks an issue on 12<sup>th</sup> street
  - Could be improved by signage
  - There is no visibly painted crosswalk for school children on Bighorn Ave
    - The electrical is present on Bighorn Avenue that could accommodate a crosswalk
- Sidewalk connectivity
  - 11th street to the west does not have sidewalks, but it's a busy area
  - Pedestrian connectivity is currently limited in Cody overall
  - Areas of town don't have sidewalks or poorly maintained sidewalks that make it unsafe for pedestrians
  - Clarify whose responsibility it is to maintain sidewalks and landscaping in the public ROW

- Safe routes to school are important
  - Incomplete sidewalk network on the way to schools, especially out by the new Sunset elementary school
  - Feeder lanes to schools often have no sidewalks or curb and gutter
  - Only ~10% or less of students currently walk to school
- Crosswalk laws are not well enforced and are not always recognized by traffic
- Tourists, especially European visitors like to walk

### Community Facilities and Activities

- Need to protect current amenities that may not be self-supporting now (e.g. recreation center)
- Hospital, recreation center, and opportunities for shopping are major attractants for new employees
- Participation at Senior Center is high
  - The center serves about 60 sit down meals per day, with even more delivery meals (which feeds 150-160 people per day)
  - The center has seen major growth in the past 6 years, and is up ~13% in past year
  - The center can serve both residents and visitors
  - Cost is \$3 for a full meal (suggested donation)
  - Center also serves as a meeting spot for a number of groups (quilters, square dancing, etc.) due to low cost or no cost facility rental and presence of meeting facilities
- People relocating want to see more city-sponsored community events (e.g. marathon, races)
- A monthly community health fair is held in town, many do not know about it
- There are very few amenities that are attractive to kids on vacation
  - Existing parks are primarily attractive to residents
  - Museum considering putting in a children's play space
- If museum converts existing pow wow grounds to parking, it could open an opportunity for an event facility
- Museum wants to improve the entry experience for the museum, which is now dwarfed by the new hospital improvements
- Good sports facilities in town

### Annexation

- Need to identify what the next areas targeted for annexation should be
  - Could use an urban service boundary to identify priority areas
- New annexation not likely to significantly impacts schools, except farther out west

beyond the city

- Need better coordination on subdivision regulations between City and County so developers don't have to go through two different processes
  - County could accept city's regulations for 1 mile buffer area, or a jointly adopted plan for potential annexation areas
  - May require joint coordination of transportation and infrastructure
- Infrastructure is an important consideration for potential annexation areas
- City can't grow west, can grow north (utilities can go in), can grow east toward Sage Creek
- Only annex if there is an economic benefit to the city to annex new land
- City must offer a better range of services to annexed subdivisions (than in Cody Heights, for example)
- Right now developers would prefer to develop new subdivisions in the county where it is less restrictive
- Areas for growth are limited by topography in some directions
- Areas served by city utilities should be annexed so the property tax can benefit the city and pay for services
- Museum owns 100 acre area between museum and river (in county)
  - City has a perpetual ROW on the property
  - Logical area for city to expand
  - Concerned about liability for additional recreation amenities (e.g. ice climbing park)
  - Possibility for ecotourism related activities
  - Have maintained a strip for residential buffer along southern edge – at Monument and Allen
    - Also own a 3-bedroom home on Monument and Allen

### Parks and Open Space

- There is an impact of parks and open space on surrounding areas, both positive (public amenity) and negative (lack of maintenance in some areas)
- Impact fees should be used for operation and maintenance costs in addition to establishing parks/open spaces
  - Right now it's 1 acre per 50 lots
- Open space is most desirable when it offers recreation opportunities
- Level of service for parks/open space needs to be considered when maintaining existing parks/open space and establishing new areas
- Keep open spaces/greenways connected through easements
- Requirement for percentage of space dedicated to park, or fee in lieu of
  - There are places in town where there aren't enough parks
  - Where does the cash in lieu of go? How is the city spending it? Should be spent on more than maintenance of existing parks

- In the Shadow Mountain subdivision the neighborhood group paid for landscape architect, city funded infrastructure
- Master Plan should make general level of recommendations on level of service related to parks

### Fiscal Planning

- Need to evaluate fiscal sustainability of everything in Master Plan
- Limit government involvement in developing their own projects (e.g. the new city parking lot took longer than it may have if a contractor had done it, road improvements tend to move slowly)
  - Suggestion that city should have to bid for construction projects the same way contractors do
- Need to examine the effectiveness public spending
- Feeling that state grants/funding not well spent on new development

### Street Network

- Street Master Plan (1984, updated in 1996) needs to be revisited
- Good transportation is an important amenity in Cody
- Evaluate whether the existing arterials/classifications are appropriate (e.g. for Canyon, Ina, Date Street)
- Low support for roundabouts
- Highway 14/16/20 (8<sup>th</sup> street) is part of the national highway system and is controlled by WYDOT
- WYDOT maintains highway surface and reconstruction for Main Street, and the city maintains the rest of the ROW for Main Street
- 16<sup>th</sup> Street through Bighorn Ave was recently reconstructed
- Funding for highway maintenance will be cut by 25% in next 3 years
- Can get funding for local streets in town for cities over a certain population
  - Cody receives \$200,000/yr
  - Projects have to be overseen by WYDOT and are selected by Public Works
- BBHC planning on moving their pow wow grounds, which could affect road re-alignment
- Suggestion to make every E-W street a through street (no stop signs) with only a couple 4 way stops
  - Especially on truck routes to encourage better traffic flow
- Potential streets proposed in the 1997 plan were not based on enough foresight, and do not allow enough flexibility with developers
- Transportation beyond the downtown grid lacks connectivity
  - Need to identify priority areas for transportation improvements
  - May require purchase of ROW or easements

### Building/Fire Code

- Fire sprinkler requirement for new buildings seems to cause more problems than it solves and should be reevaluated
- Transition of residential uses to commercial uses presents some building code challenges
  - Many existing buildings do not meet code, and a change in use triggers a building to be brought up to code
  - Change of occupancy when converting use of multi-family to commercial could present issues
  - For redeveloping near downtown, need to allow enough density to make it financially viable to tear down old, poor quality buildings
- Historical preservation groups seem most concerned with buildings on the Historic Register when they need to be brought up to code

### Schools

- There is currently no need for new land for schools
- There is one recently demolished site that could be a school again if growth demands it
- The 3 elementary schools in town are at capacity
- Middle school currently has room for 150 more students
- High school currently has room for 250 more students
- Student busing occurs for all parts of the school district
- Not open enrollment, but balanced enrollment to get the right numbers in each elementary school
- The school district owns ~43 acres of land out by airport
  - Potential site for a new bus barn, good access point for buses
  - Barrier is money to construct new buildings comes from the state, and ancillary buildings area lower priority than school buildings
  - Building out there now for agricultural technical program with high school
  - Airport prevents a new school being located on the site
- This year was the first time in a few years that the high school had a larger graduating class
- City's relationship with Northwest College is directly benefitting industry/businesses

### Senior Services

- The senior center has 2 buses and 3 vans that serve senior populations (in-home residents and senior housing) for errands, appointments, etc.
  - 1,200 to 1,300 trips per month
  - City of Cody provides gasoline in-kind
  - 10 mile limit for pickups, can be stretched (discretionary)

- Outside that boundary accessibility is an issue
- Parks are accessible for seniors
- New ramp at Cody club is helpful for senior access
- (see also discussion of Senior Center under community facilities)

### Cost of Development

- Contractor costs seem inflated in Cody compared to nearby communities

### Medical Area

- Need focus on medical area/corridor
- Need to address the zoning in the medical corridor
- Need to support medical industry
- Should support quiet, private commercial uses, such as doctor's offices in the medical area

### Outdoor Recreation

- Need winter entertainment/activities
  - Already have ice rink in the Riley Arena and recreation center, but need other activities primarily oriented to residents
  - Suggestion for an events center or hotel with event capabilities for conferences, retreats, banquets to support larger events
- Cody is becoming more outdoor active
  - Has been growth in participation in climbing, biking, rafting
  - More visitors are attracted to area for those activities
  - Not many communities have similar opportunities for fishing, rafting, hiking, biking in town
- A lot of recreation use occurs on Cedar Mountain in the spring, summer and fall months, which presents some private property issues and crowding issues
  - A lot of residents use the area (lunch breaks, after work crowd)
  - 1200 named bouldering locations, a lot of climbing opportunities
  - Opportunity for better partnership with City
- Need better signage and information about hiking/walking/activities for visitors and better promotion of recreation opportunities
  - Visitors don't necessarily know that Cody has similar amenities to other nearby communities, such as Jackson, Montana, Idaho
  - Cody should capture potential recreation users in town
  - Lack of information is a barrier to increasing participation
  - Need new guidebooks, maps

- Could develop one large guidebook that covers all activities
- Need to identify points of access to river
- New residents moving to town are not aware of existing recreation opportunities
- Marketing of activities is important
- Shoshone River Canyon
  - Hiking, fishing, walking, kayaking, climbing, biking
  - Getting more regional visitation/recognition
  - Numerous hot springs along river
  - Lower river corridor is currently underutilized by residents, could be an opportunity
- Potential for a kayak play park on the Shoshone
  - Could try to convince Bureau of Reclamation to do a scheduled release once a year for a festival
  - Water is owned by the irrigation districts, which is a major barrier
- When flow gets low, it's difficult to maintain blue ribbon fishery in the Shoshone River
  - Base minimum instream flow is 150 cfs
- Ice climbing
  - Potential for an ice climbing park – have identified a potential area
    - Area has water, parking, north facing aspect
    - City already has an easement on the land (but there may be some deed restrictions)
    - Yellowstone Recreation Foundation could run it
    - Jackson Hole Mountain guides could operate it
    - Property owner (Buffalo Bill Museum) concerned about liability, which is the biggest barrier
  - The south Shoshone is a major ice climbing destination
    - Should look at Ouray as a model/case study
  - There is a competitive nature to developing niche recreational opportunities, and Cody could be in a good position to offer ice climbing
- Should target Billings residents for outdoor recreation visitation
- Outdoor recreation is a major attractant for potential new employees
- There is a need for an outdoor summer facility (e.g. outdoor swimming pool)
  - Could ideally be located in same complex as recreation center and library
  - For both locals and tourists, families
  - No central place in Cody for families to stop and remember, unlike some other towns in Wyoming
- The community should focus on using the assets we already have in a better way (e.g. the river, lakes/ponds)
  - Need better recreational amenities at lakes and ponds (e.g. beaches)

## Airport

- Airport is constantly fighting to maintain air service
  - Cody is a very seasonal market –airports only make money June-September, difficult the rest of the year
  - Demand for additional service in the summer
  - Ongoing dialogue with airlines is essential
  - Airlines are moving toward larger planes, which are hard for Cody to fill
  - Wyoming Division of Aeronautics is conducting an economic impact study
    - Economic impact of \$32 million dollars on Cody (see webpage)
- Airport is essential to many of the businesses in Cody
  - Wild Sheep Foundation
  - BBHC – 7% of visitation is from air travel
  - New technology-based language school
  - Data centers – commercial air service, remote, dry climate, good temperatures
- Opened a new airport terminal 1.5 years ago, \$12.5 million, no local money from city/county, but there's a negative image in the community about the cost
- Billings, MT is next closest airport – 90 miles away
- Airport currently landlocked, need to protect the land they have
- Currently updating airport layout plan (a piece of the master plan), triggered by new terminal building
  - Some land will be designated to be released along the Greybull Highway
- No success with industrial park near the airport so far
  - Airport board just agreed to lower the lease rate, plus a compensation package for a realtor for bringing an interested leasee
  - FAA doesn't favor selling the land, but the business development grant would probably favor selling the property
  - Lease was equal to the value of land over a 20 year period
  - FAA only allows a 50 year lease, but Aleutian would have preferred to buy the property—why went elsewhere
- City has an airport overlay – part 77 airspace

## Employment

- 420 employees in school district
- A lot of young people come to Cody without jobs and have trouble finding jobs
- Employment numbers for Cody Labs have more than tripled since 2008
- Cody Labs hire from entry level no degree to masters/PhD
  - Employees attracted to lifestyle, cleanliness, recreation center and amenities, museum, friendliness of the community

- Employees like the relationship of the company with Northwest College
  - Classes in Cody, ability to do technical training up at the college for professional development
- Businesses have needed to increase lower wages so people can better fit in the community (to afford housing, etc.)
  - Many entry-level employees struggle with the cost of living
- Surprising number of entry level employees with degrees
- Marathon Oil had a shift away from consolidation in 2009 to create a greater presence in Cody, and has had flat growth since then
  - Flat growth will probably continue in future, as Cody is a base area for the company, not a growth area
  - Focused on enhanced oil recovery on existing oil fields – probably won't result in additional permanent positions
- Marathon spends a lot of money locally on capital improvements, etc.
- Attractiveness of Cody to younger demographic varies by the individual, used to be more popular for relocations than it is now
- Once people have been here a while, don't usually want to leave
- Cody has a lot to offer to potential employees for a town of its size

### Hotels

- Cody still has hotel capacity, and has recently replaced some older run-down hotels
  - Better hotels keeps more tourists from passing through
  - Cody may even have capacity for an additional hotel
- A new Hampton Inn is proposed by the Wal Mart, which would include a sit down restaurant

### Transit

- There is demand for public bus/shuttle for visitors during the tourist season
  - Could be provided or subsidized by either the city or the business community