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# Cheyenne Area Master Plan COMMUNITY PLAN

City of Cheyenne Version – Adopted April 2014



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# Acknowledgements

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# Introduction

## ABOUT *PLAN CHEYENNE*

### BACKGROUND AND CONTEXT

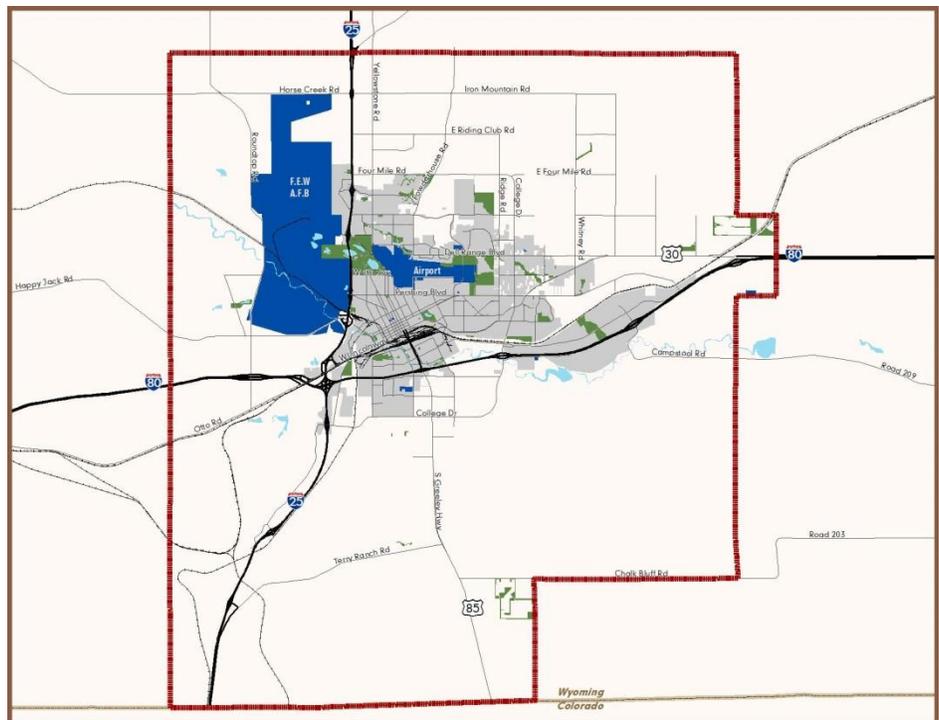
Welcome to *PlanCheyenne*—an integrated City and County master plan that guides how and where growth will occur over the next 10-20 years. First adopted in 2006 following an extensive community involvement process, a major update to *PlanCheyenne* (“the Plan”) was completed in 2014.

The Plan serves as a tool for City of Cheyenne, Laramie County, and Cheyenne Metropolitan Planning Organization (MPO) staff, along with elected and appointed officials, to guide and help inform day-to-day decision making. The Plan is used in this capacity as a resource in the preparation of staff reports, for guidance in the development review process, as well as for the purposes of project and funding prioritization. The Plan also serves as a tool to help inform residents, property and business owners, and other stakeholders about the shared community vision for the future.

This chapter provides an overview of the Plan’s major components, origins and evolution over time, major trends and key issues that influenced the 2013 Update process, and amendment procedures for the Plan.

### PLANNING AREA BOUNDARY

The Planning Area boundary for *PlanCheyenne* (referred to throughout this document as the “Planning Area” or “Cheyenne Area”) encompasses the entire City of Cheyenne plus the surrounding area in Laramie County that falls within the MPO Planning Boundary. The northern boundary of the Planning Area is approximately one mile north of Horse Creek Road/Iron Mountain Road. The Planning Area extends several miles west of Round Top Road and Interstate 25. The southern boundary follows the Wyoming state line and jogs up to Chalk Bluff Road east of US 85. Its eastern boundary extends north towards and past Interstate 80.



The Planning Area boundary for *PlanCheyenne*—also referred to as the “Planning Area” or “Cheyenne Area.”



## PLAN ELEMENTS

From its inception *PlanCheyenne* was intended to be different from most community master plans by placing specific emphasis on integrating three major elements of our community’s planning efforts—land use; transportation; and parks, recreation, and open space. As such, it contains three major plan elements:

- Community Plan (Land Use)
- Transportation Plan
- Parks and Recreation Plan

These three major plans support one another and build on the vision for the Cheyenne Area established by *Vision2020*, described below. The community sought to fundamentally change the typical non-integrated planning process so that land use, transportation, and parks and recreation are more closely linked, bringing the concepts of mobility and livable communities into a sharp focus.

The benefits of this integrated approach are broad, some of which are intangible. Yet in some instances, this approach has led to some real changes in the future development patterns and policies for the community, which will provide for taxpayer savings and alleviation of potential problems in the long-term. For example, in South Cheyenne along I-25, the planning team adjusted land use patterns and the future transportation network in response to traffic congestion concerns to develop a pattern of rights-of-way that can be reserved for the future. In addition, parks and trails are shown on the master plan to coordinate with the land uses and streets in this area to allow for joint planning of facilities such as highway underpasses.

## COMPLIANCE WITH STATE REQUIREMENTS

Municipal planning in Wyoming is authorized under W.S. §15-1-501 to 15-1-512. County planning is authorized by W.S. §18-5-201 to 18-5-208. *PlanCheyenne* was prepared in accordance with these statutory requirements.

## PLANCHEYENNE: A “PEOPLE’S PLAN”

From its inception, *PlanCheyenne* has been a “people’s plan.” By design, both the 2006 Plan and the 2013 update were based on extensive public participation. This section highlights the various ways in which community input helped shape *PlanCheyenne*.

### The Community-Defined *Vision2020*

Prior to the initiation of the *PlanCheyenne* process in 2004 (for the 2006 Plan), the Greater Cheyenne Chamber of Commerce supported a public process to create a master vision for the Cheyenne Area—*Vision 2020*. This “living document”—reflects the community’s input and directions for the future. It provided strategic direction and set the foundation for *PlanCheyenne*. The community-defined *Vision2020* states:

*The Greater Cheyenne Area has a proud past and a promising future. The future of the Cheyenne Area builds on the historic strengths of the West, and looks to the possibilities that new jobs and new people bring. It is poised to become the northern anchor for the booming Front Range economy, and a complete community that attracts people because of its quality of life.*

Furthermore, *Vision2020* stresses the importance of our community’s history, image, and quality of life to economic health and residents’ well-being. Our authentic Western town heritage is key to the community’s identity and it is important to protect and enhance.

While staying firmly rooted in the best of the West, the Cheyenne Area of the future will take advantage of new possibilities, including:

- A solid economy built on family-wage jobs and a vibrant business community;
- Excellent early childcare and a kindergarten through graduate education system that is attractive to new employers and families;
- Recognition, appreciation, and celebration of the diversity of people residing and working in the region;
- Growth that is guided to promote efficient use of public and private resources;
- A range of different housing and transportation choices;

- A network of neighborhoods with both common and different features, and a choice of services that address the needs of all residents;
- A community that provides opportunities for young families and encourages people to return and stay throughout their lives;
- Citizens who exhibit a can-do attitude, are proud of the image of their community and are active in assuring the well-being and safety of their neighbors; and
- A vital downtown that includes unique businesses, a range of housing and attractive gathering places.

PlanCheyenne can assist in making the citizens' vision a reality by helping to define how to address and implement these ideas.

## Public Participation

To find out what direction the community wanted to take in the 2006 Plan the planning team went straight to the best source—the public. The Cheyenne community and plan advisory committees participated throughout the planning process, particularly in the development of the Structure and Shape sections.

In addition to two charrettes held in December 2004 and January 2005, where over 30 committee members attended and 45 members of the public participated at each event, the planning process involved on-going Technical and Steering Committee meetings every few months. A detailed summary of public participation efforts conducted as part of the process of developing the 2006 Plan and list of those who participated in that process is provided in Appendix A: Public Process Summary (2004-2006).

The 2013 update to *PlanCheyenne* drew heavily from the foundation established by the community as part of the 2004-2006 planning process. The 2013 update included opportunities for input focused on confirming and refining the Plan to ensure it is responsive to current trends and key issues and continues to meet the needs of the community over the next ten to twenty years.

The 2013 planning process included extensive opportunities for public engagement at key points in the process, including four community workshops, online surveys, and a dedicated project website. In addition, members of the project team conducted periodic updates on the process for the MPO Technical Advisory Committee and conducted joint updates with the City and County elected and appointed officials.



**Public participation options included in-person and online activities.**

## 2013 PLAN UPDATE

### PURPOSE

This is the first major update to *PlanCheyenne*. Since the Plan was originally adopted in 2006, the Cheyenne community has changed in many ways. The purpose of this update—focused on the Community Plan and Transportation Plan was to:

- Update the baseline data, maps, and analysis that underlie the Plan to reflect current trends and conditions;
- Evaluate what has been accomplished since the Plan was first adopted and identify areas for improvement;
- Confirm and refine the Plan’s seven Foundations and supporting principles and policies with input from the community to ensure they continue to align with the community’s vision for the future;
- Identify priority actions and measures of success to support the Plan’s implementation and track the community’s progress over time; and
- Fine-tune the Plan’s organization and content to make it more user-friendly and accessible.

While the basic tenets of the Plan remain essentially the same, adjustments and updates have been made throughout to reflect current trends and conditions and ensure it continues to be effective moving forward.

### KEY AREAS OF PROGRESS

One of the first steps in the update process was to evaluate progress made in the implementation of the community’s vision since the Plan was first adopted in 2006. *PlanCheyenne*’s vision for the community is organized around seven foundation areas (for additional details see Shape section):

1. Growing as a Community of Choice
2. Creating Livable “Hometown” Neighborhoods
3. Fostering Vital Employment and Activity Centers
4. Developing a Connected and Diverse Transportation System
5. Celebrating our Character and Varied Heritages
6. Creating a Legacy of Parks, Open Spaces, and Trails
7. Developing in a Fiscally Responsible Way

The 2006 Plan contained a series of strategies/actions in each of the seven foundation areas to help guide its implementation—amounting to nearly seventy specific strategies/actions in total. Each of these strategies/actions was reviewed with City, County, and MPO staff to determine what progress had been made since the Plan’s adoption. While much still remains to be accomplished, significant progress has been made in a relatively short period. Key areas of progress are described below.

### New Standards to Improve Development Quality and Character



**Infill standards developed as part of the City’s new Unified Development Code will help protect the character of established neighborhoods.**

In 2006, *PlanCheyenne* established numerous goals and design principles to achieve the character, quality, and authenticity of development desired by the community. Many of these were addressed in 2011 through the adoption of the City’s Unified Development Code (UDC) and the County’s updated Land Use Regulations. Ranging from infill design guidelines, to “big box” standards, to increased signage controls for the City and County, these new regulations will help protect the character of the community’s established neighborhoods and natural environment and ensure that future development is consistent with the community’s vision. While the visual impact of the new regulations will take time to emerge, their presence reinforces the community’s commitment to quality development.

## Increased Opportunities and Incentives for Mixed-Use Infill and Redevelopment



New zone districts and updates to existing districts provide increased opportunities for mixed-use infill and redevelopment within activity centers and along corridors. *PlanCheyenne* places a strong emphasis on mixed-use development patterns as a means of maintaining the Cheyenne Area's identity, creating livable and pedestrian-oriented neighborhoods, stimulating development and revitalization, and promoting energy-efficient development. As part of the City's UDC, a variety of new mixed-use districts were established to support the implementation of the different intensities and types of mixed-use development designated by the Future Land Use Plan (see Shape Chapter, page 82). In addition, some existing zone districts were modified to promote more compact, pedestrian-oriented development patterns. These and other amendments not only help bring the City's regulations into compliance with *PlanCheyenne*, but also serve as incentives for future infill and redevelopment.

## Enhanced Community Gateways and Multimodal Street Design



Recent gateway, traffic, pedestrian, and structural enhancements include new roundabouts at the Vandehei (pictured) and High Plains Road interchanges.

The design principles identified in the Structure section of the Plan highlight the importance of gateways, streetscape, landscaping, signage and other features in defining community character within the public realm. Numerous transportation projects have been completed since 2006, or are currently underway, that enhance both the multimodal functionality and appearance of the community's gateways and corridors, such as:

- I-25 Vandehei Interchange roundabout and enhancements;
- I-25 High Plains Road Interchange roundabout and enhancements;
- West Lincolnway Enhancements; and
- Archer Complex Planned Unit Development.

City roadway design standards adopted as part of the UDC will also support the construction of functional and attractive multimodal facilities over time. In addition, both the City and County have made great strides in updating signage regulations and initiating a billboard amortization effort to promote the consolidation of existing signage and to ensure that the scale and character of future signage is consistent with community objectives. The recently completed Wayfinding Plan, adopted in 2010, also represents an important step since it will aid visitors in navigating to key destinations and attractions and help strengthen the sense of place in the community. Moreover, the recent completion of the Cheyenne Area Street Enhancement Toolbox will help guide future gateway and public right-of-way enhancements.

## Expanded Parks, Recreation, and Open Space System



Sun Valley Park is one of the new parks developed since 2006.

Adopted in 2007, the Parks and Recreation Master Plan is a key element of *PlanCheyenne*. Major goals include the continued implementation of planned trails and greenways and a more even distribution of park space throughout the community. Since then, total parkland acres—developed and undeveloped—have nearly doubled (1,966 in 2012, up from 1,012 in 2006) and greenway trails have more than doubled (nearly 32 miles in 2012, up from 15.9 miles in 2006). Two new parks have also been developed—Romero South Cheyenne Community Park (36 acres) and Saddle Ridge Neighborhood Park (13.6 acres) along with the addition of numerous natural and open space areas.

## MAJOR TRENDS AND KEY ISSUES INFLUENCING THE 2013 UPDATE

Major trends and key issues that influenced the 2012 update include:

- Changes in future land use;
- Uncertainty related to oil and gas exploration impacts;
- Funding infrastructure expansion and maintenance;
- City/County planning area and growth issues;
- Enhanced planning and tools to support multimodal transportation; and
- Population and employment trends.

While many of these trends and key issues have emerged since the Plan was initially adopted in 2006, some of them—City/County planning and growth area and growth issues, and funding infrastructure expansions and maintenance in particular—represent ongoing challenges for the Cheyenne Area.

### Changes in Future Land Use

The development of Swan Ranch in the southwest quadrant of the Planning Area has provided significant opportunities for the community with respect to job growth and economic development. However, the portion of the Planning Area now occupied by Swan Ranch was designated in the 2006 Plan as urban residential and mixed-use development with a residential emphasis. Since residential uses in this area would be incompatible with the industrial/employment emphasis planned in Swan Ranch and industrial/employment uses will have an impact on existing and planned roadways, the Future Land Use map and Transportation Plan were recalibrated to reflect these changes. Opportunities to increase housing capacities in other locations to offset these changes were also a key consideration, as was the need to ensure overall development capacity of the Planning Area is aligned with population and employment projections and housing trends going forward.

## Uncertainty Related to Oil and Gas Exploration Impacts

Beginning in 2010, the State of Wyoming and Laramie County were abuzz with seismic testing and exploratory well drilling associated with the leasing and exploration phase of prospective oil fields. As of May 2011, the State of Wyoming had permitted 150 wells and Laramie County had permitted 45 wells.

Uncertainty associated with the timing and extent of a potential oil boom and the impacts of such a boom (and subsequent bust) on housing, land use, transportation, and the environment were key considerations for the Plan update. The nuances of these issues were explored in depth as part of the employment-based population and employment forecasts that were prepared as a foundation for the Plan update through interviews with industry representatives, City and County planners, and research on other regions that have experienced similar pressures in recent years.

## Funding Infrastructure Expansion and Maintenance

The need for adequate public facilities and level of service standards for both the City and County remains to ensure that the future growth of the community occurs in a fiscally responsible and sustainable manner and that new development contributes its fair share towards the cost of new services. This issue was particularly pressing given the need to allocate increasingly limited resources to both the maintenance of existing facilities and the construction of new facilities. Demand for new infrastructure has been especially high due to employment growth associated with Swan Ranch and an increase in activity and maintenance impacts associated with the prospective oil fields.

## City/County Planning Areas and Growth Issues

Since 2006, questions related to annexation have resulted in numerous disputes between the City and County and some annexation actions have gone to court over the appropriateness of the action—mainly as it pertains to the “adjacency and connectivity” of the land.

To help address the transition of land from rural/suburban (County) to suburban/urban (City) and other ongoing questions, this Plan update includes recommendations for the development of an

urbanization strategy. The strategy seeks to clearly define urban, rural, and transition areas and also establish land uses and services to be associated with each. A key element of the strategy suggests that the City and County work together to align development requirements and procedures within the urbanizing area in order to facilitate growth that is consistent with this Plan.

## Enhanced Planning and Tools to Support Multimodal Transportation

Since 2009, the US Department of Housing and Urban Development (HUD), US Department of Transportation (DOT), and the US Environmental Protection Agency (EPA) have been working together to promote livable communities where safe, convenient, and affordable transportation is available to all people, regardless of what mode they use. They developed six livability principles to improve access to affordable housing, increase transportation options, and lower transportation costs while protecting the environment. The livability principles are incorporated into federal funding programs, policies, and legislative proposals and will be used to guide and evaluate transportation recommendations.

In response to recent changes, key considerations for the Plan update include:

- Incorporation of two new Transportation Plan elements: freight and safety;
- Increased emphasis on the high level application of Complete Streets and Green Streets tools and guidelines was used to address street design, maintenance priorities, interdepartmental coordination, and mode specific policies for the region;
- Analysis and refinement of Plan policies to ensure they are aligned with the livability principles; and
- Updates to the MPO Travel Demand Model to reflect the most recent demographic and socio-economic factors, to meet Federal Highway Administration (FHWA) model validation and reasonableness guidelines, and improve model processes in accordance with industry best practices.

## Population and Employment Trends

The extent to which each of the issues above plays out over time will largely be driven by population and employment trends. To help inform the Plan update process, detailed population and employment forecasts were prepared by Economics & Planning Systems (EPS). One of the key considerations in preparing the forecasts was the need to evaluate, to the extent possible, how development potential for Swan Ranch and the oil and gas development would likely influence population and employment growth in the Cheyenne Area over the next 10 to 50 years. The Cheyenne Area's population has grown parallel with employment over the past 20 years, and given that employment is the primary driver of population in an economy like Cheyenne, an employment-based forecast was developed.

EPS analyzed economic and demographic trends for the previous 20 to 40 years, depending on the data sets available. Factors and relationships were calibrated for the model based on extensive analysis of these data, including: wage and salary jobs by industry; in- and out-commuting patterns; proprietors; unemployment rate; group quarters; and the proportion of population outside a working age (<16 and 65+).

To forecast employment, population, and household growth, EPS also assembled assumptions on the regional and national economic outlook, including interest in oil and gas exploration, and development potential for Swan Ranch. Employment growth assumptions were then calibrated using: factors from the historic data analysis; analysis of industry volatility/stability; national-level employment projections (10-year); and an assessment of each industry's proportion in the Cheyenne Area compared to the state.

Depending on how much growth occurs over the next 25 years, The Cheyenne Area could add another 11,288 to 44,091 residents to its population of 91,738 (2010) by 2035. According to the U.S. Census and local building permit data, growth in Cheyenne Area since 2011 has slightly exceeded these projections, in spite of the recent economic downturn. For example:

- Between July 1, 2011 and July 1, 2012 Cheyenne was among the 20<sup>th</sup> fastest growing metropolitan areas in the country measured by percentage growth (2.2%);
- Between 2011 and 2012 the total population change for the Cheyenne Area was 1,996;

- From 2010-2012, Laramie County's growth rate was 3%, nearly three times the upper end of the forecast growth rate range projected for the Cheyenne Area; and
- A total of 368 housing units were added in 2012 (259 in Cheyenne and 109 in Laramie County), up from 2011, but still less than pre-economic downturn averages of 340 units per year in Cheyenne and 485 units per year in Laramie County.

The amount of growth that occurs will have significant implications on City services, such as utilities, transportation, and parks. While a certain degree of flexibility is inherent in the long-range nature of the Plan and growth rates will change from year to year, it will be important to monitor forecast assumptions made for the planning process over time.

## HOW TO USE THE PLAN

In addition to this introductory chapter, the Plan is organized into two primary sections: (1) the Building Blocks or core chapters of the Plan; and (2) supporting Appendices.

### Building Blocks

*PlanCheyenne* was developed following a 4-step building block approach—Snapshot, Structure, Shape, and Build—which is common to all three plan elements. The Community Plan is organized as four “building blocks”—or chapters—as follows:

- **Snapshot (Background and Trends)**—provides information and analysis about the state of the community today—in a brief “snapshot” format. This chapter identifies trends and key issues related to the Cheyenne Area's population, land use, economy and employment, housing, water and sewer infrastructure, schools, transportation system, parks and recreation amenities, and historic resources.
- **Structure (Vision)**—outlines the community-driven vision that serves as a foundation for the Plan. Key components of this section include: (1) the seven Community Foundations which represent the values and ideals of the community, and (2) the Structure Diagram and Elements that define community and character for the Cheyenne Area's public spaces.

- **Shape (Principles and Policies/ Future Land Use Plan/Design Principles)**—establishes the land use and policy framework for the Cheyenne Area. Key components of this framework include: (1) Principles and Policies to support each of the seven Community Foundations (2) the Future Land Use Plan used to guide growth, and (3) Design Principles to reinforce the character and quality of development desired by the community.
- **Build (Strategies and Actions)**—establishes a roadmap to guide the implementation of the Plan over time. It includes: (1) immediate, near-term, and longer-term actions to implement the foundations and Future Land Use Plan and Transportation Plan, and (2) a monitoring program to track the implementation of the Plan over time.

## Appendices

In addition to the four primary chapters described above, the Plan also contains a series of Appendices for reference as follows:

**A. Public Process Summary**—documents the details of the extensive public outreach effort conducted between 2004-2006 for the development of *PlanCheyenne* and provides a listing of individuals who participated in that process. In addition, this section documents public outreach efforts conducted as part of this 2013 Plan Update.

**B. Comprehensive Plan Elements**—identifies related and more specific planning efforts in the Cheyenne Area. This appendix is divided into two parts: (1) Adopted Sub-area and Corridor Plans, (3) Other Related Plans and Efforts (including other Jurisdictions and Special Districts).

**C. Regional Architectural Identity**—a resource developed as part of the 2006 Plan that documents the architectural heritage of the Cheyenne Area; helps communicate the current context of our community’s built form; and serves as a point of reference for design-oriented policies in the Plan.

**D: Plan Conformity Checklist**—serves as a tool for staff in reviewing proposed development for consistency with the Plan’s vision.

**E: Future Land Use Plan Capacity**—provides a “buildout” analysis of the Future Land Use Plan in terms of total population, households, and employment that could be accommodated based on the land use assumptions presented in the Plan.

## COORDINATED PLANNING

This section highlights subjects where different planning needs have been coordinated through *PlanCheyenne*, and where future coordination will need to take place. The following topics are addressed:

- Land use and transportation;
- Transportation and trails;
- Parks and land use;
- Utilities and growth areas;
- Schools and growth areas; and
- Fire station planning and growth areas.

## LAND USE AND TRANSPORTATION

After testing the proposed future land uses using the transportation model, the land uses were adjusted to reflect market demand and be better aligned with the capacity of the future transportation system. Results and benefits of coordinated land use and transportation planning include:

- Less traffic congestion on the future roadway network;
- A road system that is less costly to maintain;
- Preserved functionality of the transportation roadway system;
- Maximizing effective utilization of the transportation system;
- Integrated jobs, homes and income types in neighborhoods and districts, not just isolated subdivisions;
- Opportunities for transit corridors to serve mixed-use and higher density development areas; and
- Opportunities for “walking” districts within activity centers and mixed-use areas.

## PARKS, TRAILS, AND TRANSPORTATION

*PlanCheyenne* also coordinates parks, trails, and transportation to ensure that parks and trails are synchronized with the future roadway network. Benefits of this relationship include:

- Trail connections meet major roads and parks;
- Trails and roads can share infrastructure (e.g., underpasses or rights-of-way); and
- The community ends up with a more functional trail system that connects with major community destinations.

## PARKS, OPEN SPACE AND LAND USE

*PlanCheyenne's* future land uses are coordinated with existing and future parks and open space needs. Benefits of this coordination include:

- Neighborhoods with access to high quality parks;
- Community and regional parks to serve future growth of the community and ability to reserve land in anticipation of growth; and
- Protection of important natural features and conservation of open space areas.

## UTILITIES AND GROWTH AREAS

*PlanCheyenne* considers impacts of future growth areas and demands for urban water and sewer on the Board of Public Utilities and other service providers. Ongoing coordination will be necessary to ensure that water and sewer are provided in urban areas and can be coordinated with road right-of-way and other infrastructure.

## SCHOOLS AND GROWTH AREAS

*PlanCheyenne* addresses some land use growth and school considerations. Additional coordination between the City, County, and school district will be necessary as the community grows. The community will need additional schools to serve growth as the Future Land Use Plan builds out. Close coordination will allow the community and school district to:

- Acquire land before development process occurs;
- Locate future schools within neighborhoods rather than along arterials to minimize congestion during school hours;

- Co-locate schools with parks within neighborhoods. Schools should be accessed with sidewalks and greenways that provide safe walking access to children. This also reduces the need for busing.
- Identify options for shared facilities.

## FIRE PROTECTION PLANNING AND GROWTH AREAS

*PlanCheyenne* considers the alignment between fire districts and stations and existing and new development areas. Benefits of this coordinated approach include:

- Locating stations where they have access to the transportation system;
- Ensuring adequate access to fire hydrants and water services; and
- Providing a faster response time.

## AMENDMENT PROCEDURES

### OVERVIEW

*PlanCheyenne* is a joint City of Cheyenne and Laramie County Plan. The Community Plan and its related functional plans, including the Parks and Recreation Master Plan and the Transportation Plan, are policy documents used to guide decision-making within the Cheyenne community. *PlanCheyenne* is adopted by conducting a public hearing by the Planning Commissions, which develop a recommendation for the Plan, which then goes through hearings for adoption by the City Council and Board of County Commissioners.

For *PlanCheyenne* to function over time, community decision-makers must be able to be review, revise, and update it on an as-needed basis to respond to significant trends or changes in the economic, physical, social, or political conditions of the community. This section addresses how to revise the Plan. Revisions to *PlanCheyenne* will be conducted according to two distinct processes: (1) Comprehensive Reviews and (2) Plan Amendments. The intended timing, scope, and process for both processes are described below.

Amendment procedures must follow Wyoming State Law regarding notice and comment submission procedures. Due to the complex nature of Comprehensive Plans and in an effort to efficiently

consider all public comments, staff will consider and respond to written comments during a Plan amendment or update. These comments will be considered, according to Wyoming State Statutes, prior to taking the Plan forward to the appropriate governing body.

## COMPREHENSIVE REVIEW PROCESS

It is intended that a Comprehensive Review of *PlanCheyenne* take place at least every five (5) years unless otherwise directed by the City Council and Board of County Commissioners that one should occur sooner. In making a determination of when a Comprehensive Review should be initiated, a prime consideration is the magnitude of the changes that have occurred in the community since the Plan was last updated. For instance, unexpected changes in the economy, the environment, housing affordability, traffic congestion, other local priorities or issues, or projected growth may drive a plan review to occur in less than five years.

When conducting a Comprehensive Review, the City and County will thoroughly assess and re-evaluate the foundations, policies, and strategies of the Plan, noting those that should be changed and those that should be removed, and develop new policies if necessary, so the Plan continues to be effective. In addition, the need for potential changes to the Future Land Use Plan and Transportation Plan maps should be evaluated. A Comprehensive Review will also include a thorough analysis of the validity of all information contained within the Plan and will include opportunities for involvement by the public, boards and commissions, elected and appointed officials, City and County staff, and other affected interests.

Once the review is complete, the City Council and Board of County Commissioners shall then approve, approve with conditions, or deny any necessary updates to the Plan based on its consideration of the recommendations from their respective Planning Commissions, staff, boards and commissions, and evidence from public hearings.

## PLAN AMENDMENT PROCESS AND PROCEDURES

Amendments to *PlanCheyenne* that occur outside of a regular Comprehensive Review process are considered to be Plan Amendments. The City and County may perform Plan amendments on a yearly basis or as needed. Plan amendments may include revisions to one or a few sections of *PlanCheyenne* as a result of adoption of other plans or a specific issue/policy plan, or a directive from City Council or the Board of County Commissioners. They may also comprise changes to the Future Land Use Plan map, including those resulting from an approved master development plan that follows the process described in this chapter. Other Plan Amendments may be as small as correcting text or map errors. While there is no cap on the total number of amendments per year, it is recommended that the consideration of single amendments or batches of amendments be limited to three or four times per year.

The process is as follows:

- 1) A directive for an amendment by a governing body or a citizen request occurs.
- 2) Staff reviews the amendment proposal and makes a recommendation and files a staff report. If specifically related to a development project, the proposer should schedule a neighborhood meeting to discuss the project with area property owners prior to bringing the proposal before the Planning Commission.
- 3) The Planning Commission shall hold a public hearing.
- 4) The amendment will go before the governing body that will not have jurisdiction for comment only (e.g., a proposal to amend land uses within City limits goes to the County first for comment only).
- 5) The amendment request goes to the governing body that will have jurisdiction for action.

This sequence of review steps is to ensure plan consistency. The governing body with jurisdiction over the area shall subsequently approve, approve with conditions, or deny the amendment based on its consideration of the recommendations and evidence from the public hearings. Approval of the amendments will be by resolution.

Citizen requests for a Plan Amendment should be considered by the City Council and Board of County Commissioners no more frequently than once per calendar year, unless the City/County Development

Director determines the proposed amendment warrants expedited consideration. Plan amendments initiated by City Council or the Board of County Commissioners, staff, and boards and commissions, may be processed at any time.

A Plan Amendment may be approved by the governing bodies based upon the following considerations:

- 1) The proposed amendment is beneficial to the community or addresses issues not foreseen during the planning process;
- 2) The proposed amendment is compatible with the surrounding area, and the goals and policies of the Plan;
- 3) The proposed amendment will address and mitigate impacts on transportation, services, and facilities;
- 4) The proposed amendment will have minimal effect on service provision, including adequacy or availability of urban facilities and services, and is compatible with existing and planned service provision;
- 5) The proposed amendment does not jeopardize the City's ability to annex the property;
- 6) The proposed amendment is consistent with the logical expansion of the Urban Services Area;
- 7) Strict adherence to the Plan would result in a situation neither intended nor in keeping with other key elements and policies of the Plan; **and**
- 8) The proposed plan amendment will promote the public welfare and will be consistent with the goals and policies of *PlanCheyenne* and the elements thereof.

# Snapshot

## INTRODUCTION

The following Snapshot reports and inventory maps provide information and analysis about the state of the community today—in a brief “snapshot” format. The information benchmarks the Cheyenne Area’s population, economy and employment, and other data for use throughout the *PlanCheyenne* process and beyond. Vast amounts of “existing condition” data and information is available about the Cheyenne Area; these reports summarize information that is available through various organizations but put it in one accessible place. The reports list other sources for additional, more detailed information about particular topics.

The Transportation Master Plan and The Parks and Recreation Master Plans also contain more detailed information and maps. The first edition of *PlanCheyenne* was adopted in 2006. Since that time, the Cheyenne community has changed in many ways. In order to keep the Plan current and up-to-date with current trends, this Snapshot report was updated in 2012 to set the foundation for the 2013 update to the Plan.

## CONTENTS

The *Snapshot* reports contain the following data and information for the Cheyenne Area:

- Population
- Economy
- Land Use
- Housing and Neighborhoods
- Transportation
- Parks, Recreation, and Trails
- Water, Sewer, and Stormwater
- Education and Cultural Facilities
- Historic Preservation

Following the reports are the inventory maps, which form the basis for *PlanCheyenne*.



# POPULATION

## FACTS AT A GLANCE

The Cheyenne Area population has continued to grow over the past few decades. In 2010, the Cheyenne Area accounted for 88% of the total population in Laramie County, so trends in Laramie County generally reflect those in the Cheyenne Area. The following statistics and data are relevant to the Cheyenne Area (the Planning Area for *PlanCheyenne*).

### 2010 U.S. Census Population and Households Profile

- **Population:** In 2010, the Cheyenne Area had a population of 81,163 people in 35,920 households (up from 74,160 people in 2000, US Census, Census Blocks). Of the entire population living in the Cheyenne Area, 73% lived within the City of Cheyenne.
- **Growth:** On a yearly basis from 1990 to 2010, the population of Laramie County (and thus the Cheyenne Area) grew at an annual rate of 1.3%.
- **Household Size:** The average household size in the Cheyenne Area is 2.40 people.
- **1960 to 2010 Growth:** Laramie County had 60,100 residents in 1960 and in 2010 had over 91,700 residents.
- **Median Age:** The median age of residents in Laramie County is rising—from 31.9 in 1990, to 35.3 in 2000, and 37.0 in 2010.
- **Race and Ethnicity:** Cheyenne residents are a mix of ethnicities, including White (87%), Black (3%); Native American (1%); and Asian (1%). Hispanic or Latino residents of all races comprise 14.5% of the population.

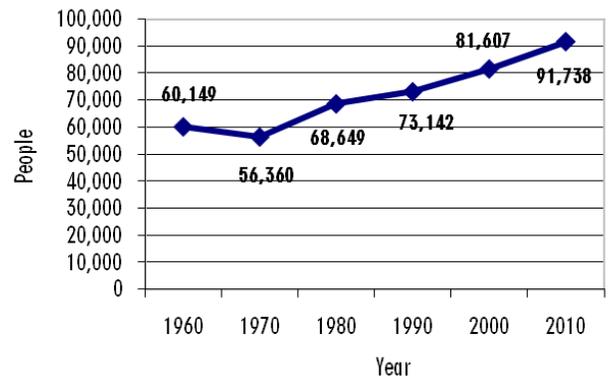
### Laramie County Population

	1960	1970	1980	1990	2000	2010
Census Population	60,149	56,360	68,649	73,142	81,617	91,738
Median Age	26.7	26.7	28.1	31.9	35.3	37.0

### Estimated 2011 Cheyenne Area Population and Households

- From 2010 to 2011, 495 new residential building permits were issued in the City and County. In addition, 576 new address points have been recorded in the Cheyenne Area since 2010, 510 (88.5%) of which are for residential properties.
- Therefore, by the end of 2011, the Cheyenne Area had 36,320 households (34,032 occupied) and a population of 81,676.

Laramie County Population



### TRENDS AND KEY ISSUES

- The City of Cheyenne increased in population by an average of 645 people per year from 2000 to 2010, which is more than double the average increase of 300 people between 1990 and 2000.
- The State of Wyoming and other major Wyoming cities grew at a similar annual rate as the Cheyenne Area from 2000 to 2010 (1.3%), with the State population growing at 1.3% annually, Casper at 1.1% annually, and Laramie at 1.3% annually.
- The population is growing older, and it is important to consider the needs of a growing senior population, including housing (see Snapshot Cheyenne Area Housing report).

## Front Range Population Trends

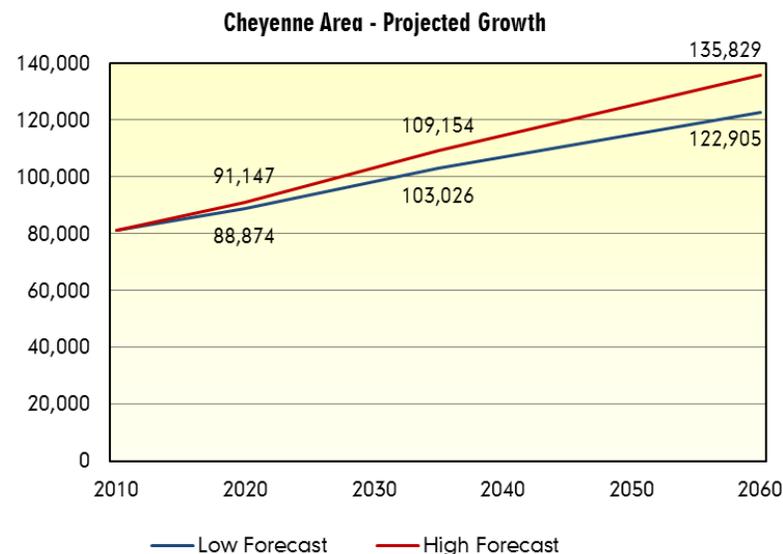
Increasingly Cheyenne is viewed as a part of the Front Range economy, and experiences similar trends. The following table shows how growth rates have varied along the Front Range from Denver to Cheyenne in the past four decades. Laramie County experienced the greatest growth between 2000 to 2010, whereas the northern Colorado communities listed below experienced more growth between 1990 and 2000, and have seen less growth since 2000.

Front Range Population Totals by Decade						
	1960	1970	1980	1990	2000	2010
Adams County, CO	120,296	185,789	245,944	265,038	363,857	441,603
Denver County, CO	493,887	514,678	492,694	467,610	554,636	600,158
Longmont, CO	11,489	23,209	42,942	51,555	71,093	86,270
Larimer County, CO	53,343	89,900	149,184	186,136	251,494	299,630
Loveland	9,734	16,220	30,215	37,352	50,608	66,859
Fort Collins	25,027	43,337	65,092	87,758	118,652	143,986
Weld County, CO	72,344	89,297	123,436	131,821	180,936	252,825
Greeley	26,314	38,902	53,006	60,536	76,930	92,889
<b>Laramie County, WY</b>	<b>60,149</b>	<b>56,360</b>	<b>68,649</b>	<b>73,142</b>	<b>81,607</b>	<b>91,738</b>
<b>Cheyenne, WY</b>	<b>43,505</b>	<b>41,254</b>	<b>47,283</b>	<b>50,008</b>	<b>53,011</b>	<b>59,466</b>

Front Range Overall Growth by Decade						
	1960-1970	1970-1980	1980-1990	1990-2000	2000-2010	
Adams County, CO	54.4%	32.4%	7.8%	37.3%	21.4%	
Denver County, CO	4.2%	-4.3%	-5.1%	18.6%	8.2%	
Longmont, CO	102.0%	85.0%	20.1%	37.9%	21.3%	
Larimer County, CO	68.5%	65.9%	24.8%	35.1%	19.1%	
Loveland	66.6%	86.3%	23.6%	35.5%	32.1%	
Fort Collins	68.5%	65.9%	24.8%	35.1%	21.4%	
Weld County, CO	23.4%	38.2%	6.8%	37.3%	39.7%	
Greeley	47.8%	36.3%	14.2%	27.1%	20.7%	
<b>Laramie County, WY</b>	<b>-6.3%</b>	<b>21.8%</b>	<b>6.5%</b>	<b>11.6%</b>	<b>12.4%</b>	
<b>Cheyenne, WY</b>	<b>5.2%</b>	<b>14.6%</b>	<b>5.8%</b>	<b>6.0%</b>	<b>12.2%</b>	

## Population Growth

Low and high forecasts for population growth in the Cheyenne Area are illustrated below. Depending on how much growth occurs over the next 25 years, the Cheyenne Area could grow at a rate of between 1.08% and 1.38% to a population of between 103,026 to 135,829 residents in 2035.



## PROJECTED GROWTH

- The amount of growth that occurs will have significant implications on City services, such as utilities, transportation, and parks. While forecast assumptions will be made for the planning process, it is important to monitor the growth rate over time and adjust our plans accordingly.

## SOURCE:

U.S. Census 2010 - Census Block data for the 3,046 blocks that correlate with the planning area. State of Wyoming Center for Economic and Business Data, Economic Indicators, September, 2011; Economic and Planning Systems, Population, Employment, and Housing Forecast, 2012.

\* Note: In 2011, the Cheyenne Planning Area was expanded. The 2011 Cheyenne Area population estimate is 81,676 persons.

# ECONOMY

## FACTS AT A GLANCE

Economic indicators for the past five years show that despite a national recession, the Cheyenne Area economy has made gains and is growing. Cheyenne’s employment and market conditions indicate that it functions somewhat independently of national trends.

### Job Profile

- Wage and salary employment in Laramie County increased by 5,912 jobs between 2000 and 2010.
- Factoring in inflation over the past decade, average annual wages have increased 1.6% per year for the decade; in most areas of the nation, wages adjusted for inflation have been flat.
- Health care and social assistance, transportation and warehousing, and public administration were the three industries that saw the greatest job growth between 2000 and 2010.
- The average local unemployment rate for 2011 in the County (6.5%) is slightly above the state rate (6.0%) but well below the national rate (9.1%).
- Total full-time employment in Laramie County is projected to increase from 45,536 in 2010 to between 56,698 and 63,213 in 2035, a compound increase of between 0.88 and 1.32 percent annually.

### Major Employers

- The top five employers in the Cheyenne Area in 2011 were F.E Warren AFB (3,820), the State of Wyoming (3,379), Laramie County School District No. 1 (2,157), the Federal Government (1,804), and Cheyenne Regional Medical Center (1,618).
- In addition to the Cheyenne Regional Medical Center, major private employers in the area include Sierra Trading Post, the Union Pacific Railroad, Lowe’s Companies, Echo Star Communications, and Frontier Oil (now Holly Frontier).

### Employment Percentage by Industry

Industry	L.C.	WY	U.S.
Services	36.4%	37.2%	42.2%
Retail Trade	14.7%	11.4%	11.6%
Government	13.5%	6.5%	4.9%
Construction	7.1%	8.7%	6.8%
Transportation and Warehousing	6.5%	6.8%	5.0%
Manufacturing	5.6%	5.1%	10.7%
Finance, Insurance and Real Estate	5.0%	4.2%	6.8%
Agriculture	2.8%	12.3%	1.9%
Information	2.4%	1.5%	2.3%
Wholesale Trade	1.1%	2.0%	2.9%



## TRENDS AND KEY ISSUES

### EMPLOYMENT GROWTH

- The Cheyenne Area's level of employment generally continued to rise notwithstanding regional and national conditions of the past few years. Total employment in most Western communities is flat compared to 2000, while in the Cheyenne Area employment is up 16% for the decade, with job growth averaging 1.5% per year.
- The extent to which recent oil play exploration will move into the development/production phase and the timing and number of jobs associated with that possible shift remains uncertain; challenges related to lack of housing diversity, retail supply, and infrastructure provision and maintenance will be further amplified should these efforts move forward.
- Compared to the rest of the State and Country, Laramie County has much higher percentages of employment in the retail trade and government industries.

### SOURCES:

Economic Indicators for Greater Cheyenne; Center for Economic and Business Data for Laramie County, September 2011; 2010 American Community Survey 3-Year Estimate; Economic and Planning Systems, Population, Employment, and Housing Forecast, 2012.

## Income and Earnings Growth

- Median household income in Laramie County in 2010 was \$49,065 (2010 American Community Survey), slightly lower than the State of Wyoming (\$54,294), and nation (\$51,222).

## Commuter Trends

- Approximately 80% of Laramie County workers live in Laramie County and 83% of Laramie County residents work in the County.
- There are a greater number of workers that commute into Laramie County for work than Laramie County residents who commute out of the County for work. There is a nearly even split among in-commuters from the north, west, and south.
- The commute flow indicates that the County's economy is relatively independent and has been successful in generating employment and attracting employees from other areas in the region. However, the levels of commuting could suggest a lack of housing that meets the needs of area workers, or other factors like community amenities or a desirable climate.

## Employment Diversity

- The economy is currently reliant on public administration jobs for its stability; this presents a challenge where level of funding in the public sector could change.
- The scale and diversity of employment and intermodal opportunities provided by Swan Ranch and other office/industrial parks provides the Cheyenne Area with a competitive advantage over other communities in the Rocky Mountain west in attracting new jobs. However, the timing of these potential new jobs remains difficult to predict.
- The health care industry has a strong and growing presence in Cheyenne, but faces strong competition from Fort Collins and other communities to the south for specialized treatment facilities. Future expansion of the Cheyenne Medical Center may help address this competition and growing demand for health care services in the Cheyenne Area.

## TRENDS AND KEY ISSUES

### RETAIL SUPPLY

- The retail inventory in the Cheyenne Area has fallen below equilibrium, indicating opportunity for additional development. As with most communities, capturing retail leakage will be a challenge.

### HOUSING INVENTORY AND MIX

- A larger supply and more diverse mix of housing types than that which exists in the Cheyenne Area today is needed to support future employment growth.

# LAND USE

## FACTS AT A GLANCE

The entire Planning Area covers 213 square miles, within which the City of Cheyenne incorporated area covers 25.3 square miles, and F.E. Warren Air Force Base covers 9.2 square miles.

### 2011 Existing Land Use—Cheyenne Area

- 73,724 acres (54%) are currently used for Agricultural/Rural purposes.
- 15,888 acres (11.6%) are County Low Density Residential (residential development on large lots surrounding the City).
- 9.4% of the land is classified as vacant.
- 73% of the land is privately-owned, 20% is public/quasi-public, and 7% is right-of-way.

#### Cheyenne Area Existing Land Use

Land Use	County (ac)	City (ac)	Total (ac)	% of Total
Agricultural/Rural	73,017	707	73,724	54.2%
Low Density Residential	15,888	589	16,478	12.1%
Medium Density Residential	377	3,122	3,498	2.6%
High Density Residential	160	410	570	0.4%
Mobile Home Residential	337	9	346	0.3%
Neighborhood Business	10	6	16	0.1%
Community Business	1,137	1,261	2,398	1.8%
Central Business District		74	74	0.1%
Regional Business		297	297	0.2%
Light Industry	340	120	460	0.3%
Heavy Industry	180	192	372	0.3%
Other	27	2	29	0.1%
Open Space and Parks	417	1,401	1,818	1.3%
Public Land	10,896	2,214	13,110	9.6%
Right of Way	5,999	4,124	10,123	7.4%
Vacant Land	11,146	1,681	12,827	9.4%
Total*	119,930	16,208	136,138	100%

\* Planning Area was expanded in 2011 to include the area south of the City along Highway 85. Source: Existing Land Use Map, Clarion Associates, December 2011.

### Recent Growth and Development Patterns

- Approximately 576 new addresses have been recorded in the Cheyenne Area since the year 2010. Of those new addresses, 140 (24%) are in the County, and 436 (76%) are in the City (including recently incorporated areas).
- Since 2010, 495 building permits for new residences have been issued in Cheyenne and Laramie County.\* The Cheyenne-Laramie County Health



## TRENDS AND KEY ISSUES

### DEVELOPMENT PATTERNS

- Large lot rural residential growth continues to be the predominant residential development pattern, especially in the unincorporated portions of the county.
- Some new residential subdivisions with mixed densities, unit sizes, and housing types have developed in recent years; however, additional diversity is needed to attract and retain new employers and employees.

### CITY/COUNTY URBANIZED AREA

- Additional discussion is needed to resolve issues related to urban development limits, the provision of infrastructure and services, and annexation within the City/County Urbanized Area.

### DEVELOPMENT POTENTIAL

- Residential development potential needs to be re-evaluated within the context of planned employment in Swan Ranch and surrounding areas.

#### Sources:

Laramie County Assessor’s data Center for Economic and Business Data, “Economic Indicators for Greater Cheyenne.” September 2011.

#### See Maps:

- Land Use 2011
- Development Status
- Ownership
- Existing Zoning

Department issued 171 rural septic permits for residential use in the County since 2010.

### Potential Development (Based on Available Land Supply)

The table below provides a snapshot of the 2011 land development status and potential development in the Cheyenne Area based on the available vacant land as currently zoned.

In the City of Cheyenne, the approximately 2,260 acres of vacant and agricultural land could accommodate 3,257 new residential housing units, and more than 7.7 million square feet of business and industry (as currently zoned). The vacant land that is currently zoned could accommodate a variety of housing types and industries. 52% of the City vacant land is zoned for residential uses. 25% is zoned for business and industry, with 23% of the City’s vacant land zoned for heavy industry.

Outside of the City limits, in the unincorporated County portion of the Planning Area, the overwhelming majority of the vacant land (almost 62,000 acres) is zoned for agricultural and rural residential uses. Almost 60,600 acres are zoned A-2 (agricultural use with 1 unit/20 acre residential density permitted). 1,249 acres are zoned for Agricultural Residential (agricultural/rural uses with 1 unit/per acre density permitted). This land could accommodate almost 4,280 new housing units if current development patterns of large lot development continue. 16,755 new residents could reside in the County based on current zoning. In addition, 6,562 acres of County land are zoned for business and industry, potentially accommodating over 4.5 million square feet of space and over 11,200 new jobs. These numbers do not reflect the fact that some parcels platted before current zoning standards will develop at higher densities.

#### INFILL AND REDEVELOPMENT

- Accommodating some new growth through infill and redevelopment and more compact development patterns can help offset the need for future expansion of the urbanized area.

#### OWNERSHIP

- Approximately 22% of the planning area is comprised of public lands.

	City (ac)	County (ac)	Total (ac)
Open Space & Parks	1,880	86	1,966
Private Land	8,265	90,581	98,846
Public Land	2,417	23,512	25,929
<b>TOTAL (excl. ROW)</b>	<b>12,562</b>	<b>114,179</b>	<b>126,741</b>

*Source: Ownership Map, Clarion Associates, October 2011.*

Cheyenne Area - City and County Potential Development										
Land Use	avg (du/ac)	City Potential Development ("A" zone districts and Vacant Land)			County Potential Development ("A" zone districts and Vacant Land)			All Potential Development		
		(Acres) <sup>1</sup>	Housing (Units)	Population (People)	(Acres) <sup>1</sup>	Housing (Units)	Population (People)	(Acres)	Housing (Units)	Population (People)
<b>Agricultural &amp; Residential</b>										
County Agricultural (A-2)	0.05	465	23	52	60,594	3,030	6,793	61,059	3,053	6,845
City Agricultural (AG)	0.05	81	4	9	0	0	0	81	4	9
Agricultural Residential (A-1)	0.20	152	30	68	2	0	1	154	31	69
Rural Residential (AR)	1.0	65	65	146	1,249	1,249	2,801	1,315	1,315	2,948
Low Density Residential (LR)	4.0	58	230	516	67	267	598	124	497	1,114
Medium Density Residential (MR)	8.0	261	2,088	4,682	206	1,648	3,696	467	3,737	8,378
High Density Residential (HR)	12.0	29	352	790	10	116	260	39	468	1,050
Mixed Use (Residential Portion - MU)	8.0	58	464	1,039	145	1,163	2,606	203	1,626	3,646
<i>Residential Subtotal</i>		<i>1,169</i>	<i>3,257</i>	<i>7,303</i>	<i>62,273</i>	<i>7,473</i>	<i>16,755</i>	<i>63,442</i>	<i>10,730</i>	<i>24,057</i>
<b>Business and Industry</b>	<b>(FAR)</b>	<b>(Acres)<sup>1</sup></b>	<b>(SF)</b>	<b>(Jobs)</b>	<b>(Acres)<sup>1</sup></b>	<b>(SF)</b>	<b>(Jobs)</b>	<b>(Acres)</b>	<b>(SF)</b>	<b>(Jobs)</b>
Neighborhood Business (NB)	0.20	2	19,924	50	16	137,026	343	18	156,949	392
Community Business (CB)	0.20	196	1,710,738	4,277	80	693,166	1,733	276	2,403,904	6,010
Central Business District (CBD)	0.75	3	90,264	226	0	0	0	3	90,264	226
Mixed Use (Business Portion - MU))	0.30	58	757,196	1,893	145	1,899,016	4,748	203	2,656,212	6,641
Planned Unit Developmet (PUD)	var.	105	var.	var.	6,102	var.	var.	6,206	var.	var.
Light Industrial (LI)	0.20	196	1,706,425	4,266	188	1,635,314	4,088	384	3,341,739	8,354
Heavy Industrial (HI)	0.15	529	3,454,855	5,182	32	211,343	317	561	3,666,198	5,499
<i>Business and Industry Subtotal</i>		<i>1,089</i>	<i>7,739,402</i>	<i>15,894</i>	<i>6,562</i>	<i>4,575,865</i>	<i>11,228</i>	<i>7,651</i>	<i>12,315,267</i>	<i>27,122</i>
<b>Total</b>		<b>2,258</b>			<b>68,835</b>			<b>71,093</b>		

Source: Clarion Associates, Development Status Map, December 2011.

Key: du/ac = "Dwelling unit/acre"; FAR = "Floor-to-Area Ratio"; SF = "square feet";

**Assumptions:**

**Residential.** Residential Net = 100%. Household Occupancy Rate = 2.39 persons/household. 94% housing units occupancy rate.

**Jobs.** Business = 2.5 jobs/1,000 sf; Heavy Industry = 1.5 jobs/1,000 sf; Light Industry = 2.5 jobs/1,000 sf

# HOUSING AND NEIGHBORHOODS

## FACTS AT A GLANCE

The Cheyenne Area offers a range of housing units and types—in the City of Cheyenne and in the more rural Laramie County. Some Cheyenne Area neighborhoods contain a mix of sizes, styles, types, prices, and age of homes, while other neighborhoods are more homogenous in housing type and prices. In addition to urban housing, the area currently provides opportunities to live in rural areas with a short commute to Downtown.

## 2011 Cheyenne Area Housing Profile

- **Total Units:** In 2011, the Cheyenne Area had 36,320 housing units (up from 29,136 units in 2003, although the Planning Area was expanded in 2011).
- **Single Family Units:** Of the total housing units, 73% were single family.
- **Multi-Family Units:** 27% of housing units were multi-family.
- The **rental vacancy rate** is approximately 6.7% percent while the **homeowner vacancy rate** is much lower at 1.9%.

## Housing Growth and Change

- **Residential Permits:** The City permitted a total of 3,736 residential units between 2000 and 2010, which was 70% of the County total of 5,344 residential units. For the decade, the City permitted an average of 340 units per year and the entire County permitted an average of 485 units per year.
- **Single-Family Permits:** The majority of units permitted between 2000 and 2010 were single-family detached homes (75 to 80%). 2,830 single-family residential units were permitted in the City and 4,438 in the entire County.
- **Multi-Family Permits:** Of the multi-family units permitted within the last decade, 94% (568 units) were in the City.

## New Neighborhoods and Residential Areas

The fastest growing neighborhoods in the Cheyenne Area are located at the edges of the City. Some of the newer neighborhoods and residential areas within the Cheyenne Area include:

- **The Pointe**, located on the north side of the City, includes a mix of single-family and attached units, common open space, and trails.
- **Saddle Ridge**, a planned community on the east side of the City, includes a range of single-family and townhomes and common open space, plus a City park, elementary school, and nearby commercial space.
- **Harmony**, located on the southern edge of the City, includes a diverse mix of single- and multi-family housing, a mixed-use retail area, several school sites, parks, and quality manufactured housing.
- **JL Ranch** is a developing single-family neighborhood located on the southeastern side of the City, near the Cheyenne LEADs Business Park. It includes a small neighborhood park and trail system.



## TRENDS AND KEY ISSUES

### NEW CONSTRUCTION

- 2004 and 2005 were peak years for housing construction in the Cheyenne Area. New housing construction dropped off considerably in 2007 and 2008, but building permits increased somewhat in 2009 and 2010.

### HOUSING INVENTORY

- At 7% vacancy, the Cheyenne Area has a barely sufficient housing inventory to maintain and facilitate an adequate rate of turnover; vacancy rates in Front Range communities to the south are much higher.
- Housing demand is projected to increase along with the Cheyenne Area's continued employment growth. Demand for between 13,637 and 17,516 new housing units is projected by 2035. Between 4,550 and 6,019 of those units will be needed within the next ten years. Estimates show the 2006 Future Land Use Plan may be limited in its capacity to accommodate this estimated demand so additional locations for housing and/or higher densities will be important considerations for the future.

### SOURCE:

U.S. Census 2010, Center for Economic and Business Data for Laramie County, Economic Indicators for Greater Cheyenne, September 2011; Economic and Planning Systems, Population, Employment, and Housing Forecast, 2012.

## Existing and Historic Neighborhoods

- Cheyenne includes the historic neighborhoods of Capital North, Lakeview, Moore Haven Heights, Rainsford, Rosenberg, and South Side. (See: *Snapshot Historic Preservation*).
- The Cheyenne Area also features an array of existing neighborhoods that range from compact, and walkable established neighborhoods north and east of Downtown (with an average density of 3.5 units per acre) to very rural, low-density neighborhoods (typically on lots between 5 and 10 acres) on the fringe and outside of the City.

## Housing Market

- **Average Sale Price:** Between 2000 and 2010, the average housing price for homes in the City of Cheyenne increased from \$108,590 to \$182,630. During this period, the average household income for City households increased from \$46,771 to \$62,606. The compound average annual growth rate for home prices in the City was 5.3% and 4.5% in the County from 2000 to 2010.
- **Housing Price to Household Income Ratio:** In 2000, the City's ratio of home price to household income was 2.32, which is low compared to other cities. The ratio increased to 2.92 in 2010, which is more consistent with other markets.
- **Regional Comparisons:** Single-family homes in the City of Cheyenne cost slightly less than those located in the Northern Colorado Front Range, with the exception of the Greeley Area. However, the average cost of rural residential properties in the Cheyenne Area is comparable to Northern Colorado single-family homes.

### Cheyenne Area Average Home Sales Prices

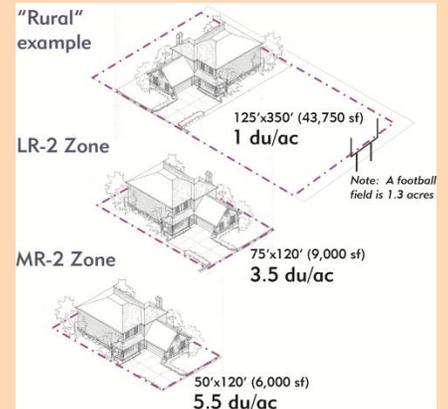
Year	City Residential	Rural Residential
2006	\$169,781	\$252,300
2007	\$174,613	\$259,920
2008	\$173,476	\$253,321
2009	\$168,237	\$245,000
2010	\$182,630	\$261,096
Sept 2011	\$176,056	\$276,287
5-year increase	4%	10%

Source: *Economic Indicators for Greater Cheyenne Annual Trends Edition 2010, and September 2011 Report.*

### Northern Colorado Median Home Sales Prices

Year	Fort Collins	Greeley	Loveland	Windsor
2006	\$248,767	\$174,859	\$257,204	\$319,120
2007	\$253,578	\$165,223	\$245,565	\$332,155
2008	\$251,081	\$150,735	\$240,610	\$311,864
2009	\$239,223	\$139,410	\$226,021	\$286,160
2010	\$245,908	\$142,181	\$235,264	\$308,208
Nov 2011	\$274,169	\$168,049	\$241,059	\$307,824
5-year increase	10%	-4%	-6%	-4%

Source: *The Group, Inc. Annual Report 2010, and The Group, Inc. "Insider Newsletter," November 2011.*



Example of Density (Adapted from "Community by Design")

## TRENDS AND KEY ISSUES

### HOUSING INVENTORY

- There is a good deal of uncertainty in the timing and extent to which recent oil play exploration and the buildout of Swan Ranch will translate into a sudden spike in jobs. This has a direct impact on the timing and extent of increased housing demand, and presents additional challenges in an already constrained housing market.

### HOME PRICES

- Annual home value growth has been 5.3% for the past decade. This figure is much higher than most areas, representing more stability and market pressure on pricing.
- Housing sales prices in 2010 have weathered the recession well, as they are nearly the same as the peak in 2007.

### HOUSING DIVERSITY

- While some new residential subdivisions with mixed densities and housing types have developed since 2005, additional diversity in the housing stock beyond traditional single-family homes is needed to attract and retain new employers and employees.

# TRANSPORTATION

## FACTS AT A GLANCE

Many people understand the transportation system as the network of streets and highways that allows for automobile and truck travel within, to, and through the region. In reality, roads make up only one component of the transportation system, albeit an important one. Transit service, bicycle facilities, and pedestrian infrastructure are also essential to a well-balanced multimodal transportation system. The system even includes railroad corridors, airports, and intermodal truck terminals.

### Roadways

Roadways make up the backbone of the transportation system. Cars and trucks use the roadway system. Transit buses also use roads for their routes. Bicyclists often travel directly on roads, especially in corridors with delineated bike lanes or designated bike routes. Pedestrians walk on sidewalks that are constructed in roadway rights-of-way. The most effective roads, called *complete streets*, often accommodate all of these travel modes. In addition to the travel lanes that accommodate travel by transit and automobile, complete streets include good sidewalks to facilitate pedestrian travel and bike paths or lanes for bicycle travel.

The roadway network is based on a range of different types of facilities with varying characteristics that, when combined, make up the roadway system. These facilities range from state highways, which serve high speed, longer-distance trips, to local streets that are designed for lower speeds and shorter trip lengths. Map 12 shows the facilities that make up the roadway network in the MPO Planning Area.

### Roadway Functional Classification

The Cheyenne Area has an excellent transportation system which serves the needs of its citizens and businesses. However, there are several locations within the area that are congesting and need improvement.

## ROADWAY FUNCTIONAL CLASSIFICATIONS

- **Interstates:** Roadways that serve high-speed and high volume regional traffic. Access to a Freeway is limited to grade separated interchanges without mainline traffic signals. (e.g. I-25 and I-80)
- **Principal Arterials:** Roadways that serve higher-speed and high-volume traffic over long distances. Access is highly controlled with a limited number of intersections, medians with infrequent openings, and no direct parcel access. Adjacent existing and future land uses should be served by other network roadways, service roads and inter parcel connections as often as possible. (e.g. Dell Range and College Drive)
- **Minor Arterials:** Roadways that currently serve higher speed and high-volume traffic over medium distances. Access is restricted through prescribed distances between intersections, use of medians, and no or limited direct parcel access. (e.g. Storey Boulevard and Campstool Road.)
- **Collectors:** Roadways that serve as links between local access facilities and arterial facilities over medium-to-long distances, outside of or adjacent to subdivision developments. Collectors are managed to maximize the safe operation of through-movements and to distribute traffic to local access. (e.g. Vandehei and Walterscheid.)
- **Locals:** Roadways that provide direct parcel access and deliver parcel generated trips to the collector network. (e.g., many neighborhood streets)

## Daily Traffic Volumes and Levels of Congestion

Congestion levels for the Cheyenne Area are depicted in Map 13: Daily Level of Service (Congestion). As can be seen, the Cheyenne Area experiences very little congestion, which is noteworthy for a medium size community. Locations within the area that are congested or congesting include:

### CONGESTED:

- Warren Avenue between Dell Range Blvd and 8<sup>th</sup> Avenue
- Ridge Road north of Pershing Blvd
- 5<sup>th</sup> Street west of Morrie Avenue
- Powderhouse Road between Prairie and Melton
- Norris Viaduct between East 10<sup>th</sup> Street and Campstool Road
- Central Avenue between 8<sup>th</sup> Ave and Pershing Boulevard, 24<sup>th</sup> and 22<sup>nd</sup> Streets

### CONGESTING:

- Pershing Blvd between Snyder Avenue and Pioneer Avenue
- Pershing/Converse/19th Intersection
- Ridge Road between Pershing Boulevard and Omaha Road
- Central Avenue sections between 8th Avenue and 19th Street
- Powderhouse Road between Melton and Carlson
- Dell Range Blvd sections between Bluegrass Circle and Converse Avenue

The issue that needs to be examined as part of the Comprehensive Plan process is how growth in the area will result in increased traffic congestion, and what improvements should be proposed to accommodate this increased growth.

## LEVELS OF SERVICE - CONGESTION

Transportation planning assesses congestion based on a relationship between traffic volumes and capacity called Level of Service. These congestion levels fall into one of three ranges:

- **Uncongested:** Roadways that generally operate in free-flow conditions, where the driver tends to be able to travel without undue delay except for typical traffic control operations, such as stop signs or traffic signals. During the peak hour, there might be some delay at a controlled intersection, but generally the driver can get through the intersection within one cycle of the traffic signal.
- **Congesting:** These are roadways where the driver can generally travel in free-flow conditions during the off-peak hours, but might have to wait more than one cycle at a signalized intersection during the peak hours. Because these roadways have existing traffic volumes approaching capacity, there can be significant variations in congestion from day to day, fluctuating between acceptable and congested.
- **Congested:** congested roadways are those where traffic volumes have either reached or exceeded the facilities capacity to accommodate these volumes. These facilities experience daily congestion delays where it is not uncommon that a driver might have to wait two or more signal cycles to get through the intersection during the morning or afternoon peak periods.

## Transit

The Cheyenne Area's current transit service, provided by the Cheyenne Transit Program (CTP), offers good coverage throughout the City. Approximately 83% of Cheyenne households are within a quarter mile of a transit line. Similarly, over 91% of all businesses, 88% of schools and administrative support, 74% of all places of general employment, and 63% of all places of industrial employment in the region are within a quarter mile of a transit line.

In 2006, total CTP ridership was approximately 221,634. It grew tremendously and peaked at over 291,000 in 2008 but saw a modest drop to 256,000 rides in 2011. Much of this reduction and stagnation may be a result of the economic recession. Buses run hourly on the six routes shown in Map 14 from 6:00 am to 7:00 pm Monday through Friday and Saturdays 10:00 am to 5:00 pm. The overall system utilizes 16 buses and is run by 13 full-time employees and 18 part-time drivers. All routes consist of one-way loops that all stop at the Downtown transfer center where schedules are coordinated to accommodate quick transfers. One way fares are one dollar and allow for free transfers. The CTP also provides Curb to Curb service (dial-a-ride). This service runs on Monday through Saturday by advance reservation.

The Cheyenne Transit Program's fixed route system provided about 226,000 rides in 2011. Additionally, CTP provided 7,000 rides to students of the STRIDE learning program. The dial-a-ride service provided over 23,000 rides in 2011.

The CTP recently received a grant for approximately \$900,000 from the Federal Transit Administration through the American Recovery and Reinvestment Act for design and construction of upgraded and improved bus stops in the Cheyenne Area. An estimated 41 stops located throughout the system were improved with the installation of ADA compliant shelters and pads, with bus bay pull-outs constructed at 9 of those stops.

## Bicycle and Pedestrian

Increased walking and bicycling in a community has positive effects on physical health, and when used extensively, traffic congestion and air quality. The Cheyenne Area existing ADA-accessible greenway system includes 37 miles of physically separated trails that accommodate users throughout the year. The original vision of the greenway system was to build a continuous loop trail around the City. To date, nearly three quarters of the original loop trail has been completed and 96% of Cheyenne Area residents are within one mile of a greenway segment. In recent years, City and MPO staff have worked aggressively to expand the existing greenway system. As a result, nearly nine miles of greenway have been included in the 2010 – 2013 Transportation Improvement Plan. While this has expanded an important resource for the community, it has also created some maintenance concerns. Infrastructure has been expanded while the resources to keep it in good repair have not been similarly expanded.

While cyclists are legally allowed to use all roadways in Wyoming, jurisdictions distinguish on-street bikeway as preferential roadways that have facilities to accommodate bicycles. The Cheyenne Area system of on-street bikeways includes approximately six miles of bike lanes and 50 miles of designated shared roadways. In addition, many roadways have wide shoulders that are commonly used by bicyclists, but are not formally

designated as part of the bikeway systems. Existing designated bikeways are supported by bicycle parking, bicycle detection at signals, and connections to transit. The *Cheyenne On-Street Bicycle Plan and Greenway Plan Update* provides additional information about the existing Cheyenne Area bike system as well as planned projects that will help create a more robust bikeway system.

Pedestrian facilities vary throughout the City. The pedestrian system takes advantage of open space preserved for drainage and policies that support increased pedestrian safety and comfort (e.g., separation from higher speed roadways through the use of tree lawns). Today, the City continues to develop and enhance the existing walkway system by filling sidewalk gaps, constructing greenways, and improving transit connections and roadway crossings. These improvements will result in a truly friendly pedestrian environment, which enables freedom of mobility, encourages more physical activity, allows children to walk and bike to school, reduces traffic congestion, and makes it possible to create economic growth at the same time. The *Cheyenne Metropolitan Area Pedestrian Plan* provides summary information about the existing conditions throughout the Cheyenne Area and proposes projects that could improve the walking environment. The existing Cheyenne Area bicycle network and pedestrian network are shown on Maps 15 and 16 respectively.

## Truck and Freight

The Cheyenne Area is well positioned to capitalize on a growing manufacturing and distribution industry. Several major companies—including Lowes, Wal-Mart, and HollyFrontier Refinery—have chosen to locate their new distribution centers in Cheyenne. In addition, the Cheyenne Logistics Hub at Swan Ranch has chosen to locate in southwest Cheyenne due to access to the Union Pacific Railroad and the BNSF Railway as well as I-25 (with proximity to the Colorado Front Range and I-70) and I-80 (which serves as the principal freight corridor between West Coast ports and the Midwest). As these types of projects continue to develop, more truck traffic will need to be accommodated.

Additionally, the Cheyenne Area is experiencing an expansion in the oil and gas industry. As part of oil extraction, heavy trucks are required to transport materials to and from extraction sites. Heavy trucks can significantly impact the roadways they travel on. See the designated truck routes on Map 17. An analysis of specific truck and freight needs is provided in the Transportation Plan (refer to Shape: Needs Assessment).

## Airports

Commercial air service in the Cheyenne Area is provided by the Cheyenne Regional Airport. Centrally located, the airport provides daily commercial flights to Denver International Airport (DIA) and other destinations in the Rocky Mountain West. The airport also serves as a hub for charter flights within the region. An updated master plan for the airport was completed in April 2013.

# PARKS

## FACTS AT A GLANCE

### 2011 Existing Park Land

- The Cheyenne Area has 1,966 acres of public park land, including the cemeteries and golf courses (compared with 1,012 acres in 2004).
- The City of Cheyenne has 852 acres of developed parks and 1,028 acres devoted to other resources such as cemeteries, natural and open space areas, visual green space, detention ponds, Country Club, and VA parkland.
- Planned future park land development includes open space at Swan Ranch (400+ acres) and the expansion of Romero Community Park.

### Existing Parklands, City of Cheyenne

Park Class	Total Acres	Number of Sites
Open Space Area	560	13
Community	367	6
Other Resource	258	4
Golf Course	219	3
Sports Complex	149	7
Natural Area/Corridor	125	6
County	86	3
Neighborhood	93	7
Cemetery	53	5
Visual Green Space	25	40
Pocket	23	14
Greenway Corridor	4	4
Detention Pond	3	4
<b>Total</b>	<b>1,966</b>	<b>116</b>

Source: City of Cheyenne Parks Department.

### Current Level of Service

Standards have been defined in the Parks and Recreation Master Plan to guide the provision of an adequate level of service for parks. These standards are expressed as acres of parkland provided for each 1,000 residents.

- Neighborhood parks are the smaller parks that serve nearby homes and neighborhoods. The target neighborhood park level of service is 2.5 acres for every 1,000 people. The existing neighborhood park level of service is approximately 1.5 acres for every 1,000 people within City limits, based on an estimated 2011 population of approximately 62,000.
- Community parks, such as Lions Park and Holliday Park, are larger parks intended to serve community-wide needs. The existing community park level of service is approximately 5.9 acres per 1,000 people. The target level of service for community parks is 5.8 acres per 1,000 people. While the target has been exceeded, new growth will increase demand on existing parks.



### TRENDS AND KEY ISSUES

- Several new parks have been developed since 2006, including Romero Community Park and Saddle Ridge Park.
- According to the Parks and Recreation Master Plan, the current offering of community parks seems to be satisfying existing demand, but many people in Cheyenne feel that they do not have adequate access to neighborhood parks, especially in the central and southern areas of the City. As the community grows, additional neighborhood and community parks will be necessary in order to provide a similar or better level of service to the growing population in and around Cheyenne.
- Large lot rural residential growth outside of the City continues to generate additional demands on City services, including parks and recreation.

**GREATER CHEYENNE GREENWAY**

A grassroots group called the Crow Creek Greenway Committee, formed in 1990, was the driving force behind the planning and development of the Greater Cheyenne Greenway. The community has constructed 30 miles of the Greenway pathway with the involvement of government agencies, private businesses, volunteers, and schools. The City also features nearly 13 miles of shared-use pathway that connect schools, neighborhoods, parks, and other destinations. An update of the 1992 Master Plan was completed in 2012.

**RECREATION/AQUATICS/ICE AND EVENTS DIVISION**

The City of Cheyenne offers a variety of youth and adult sports, instructional activities, and special events that take place at City-owned, privately-owned, and Laramie County School District #1 facilities. In November 2012, renovation of the municipal pool was approved by voters; the pool will be upgraded to meet current citizen needs and replace deteriorating mechanical and other infrastructure items. Programs held at the various facilities include youth athletics and aquatics, tennis, ice skating, gymnastics, basketball, baseball, softball, soccer, volleyball and martial arts. There are also a number of private sports programs that use City-owned facilities. Popular programs and numbers of participants are listed below.

Activity	No. of Participants (2011)
Recreational Swim	21,000
Lap Swim	7,500
Goblin Walk	1,700
Women’s Softball	1,400
Co Ed Softball	1,300
Men’s Softball	1,200
Latchkey Program	1,080
Water Exercise	1,020
Swimming Lessons	1,000
Adult Basketball	650
Youth Basketball	400
Youth Gymnastics	350
Youth Swim Team	330
Tae Kwon Do	180
Dance	120
Yoga	110
Superday (all ages, multi-faceted community event one day each year)	25,000

**SOURCE:**

Cheyenne Parks and Recreation Department.

**GOLF DIVISION**

The City manages 219 acres of golf course land. The Golf Division is responsible for all aspects of new construction and course maintenance for the two City-operated courses, Airport and Kingham Prairie View. The Airport Golf Course is an 18-hole course that encompasses nearly 120 acres, and is a certified Audubon Cooperative Sanctuary. The 99-acre Kingham Prairie View Golf Course is a 9-hole course.

The Cheyenne Country Club Golf Course is privately owned and maintained, as are the FE Warren (18-hole) base and Little America (9-hole) courses.

## BOTANIC GARDENS DIVISION

The Botanic Gardens Division oversees the operation of Cheyenne Botanic Gardens in Lions Park. The gardens exhibit a diverse collection of plants, provide opportunities for senior, at-risk-youth and handicapped volunteers, and provide educational and therapeutic outreach to the community in the form of lectures, demonstrations, and special events. Additionally, Botanic Gardens Staff design, plant and maintain about 2 acres of off-site community plantings, and grow approximately 50,000 bedding plants for City parks annually. More than 41,000 people from all over the world visited the gardens in 2010. In August of 2012 Laramie County voters approved a proposal to renovate the existing Cheyenne Botanic Gardens Greenhouse, add a new greenhouse/conservatory and rework roads in South Lions Park for increased safety and accessibility.

The Paul Smith Children’s Village is a children’s garden intended to teach concepts of sustainability from the past, present, and future. The Children’s Village is currently the only children’s garden in the country to receive LEED™ Platinum certification from the U.S. Green Building Council.

## FORESTRY DIVISION

The Forestry Division is responsible for the development and maintenance of over 14,000 trees, plus shrubs, vines, hedges, and ornamental plantings on all public properties and rights-of-way. The Division is responsible for testing, licensing and regulating the work of commercial arborists and pesticide applicators within the City of Cheyenne, and provides educational opportunities to private citizens as well as tree care professionals.

## CEMETERY DIVISION

The Cemetery Division manages and maintains the City of Cheyenne cemetery complex (59 acres) clustered around East Pershing Boulevard. The cemetery complex consists of the following City-owned and managed cemeteries: Lakeview, Beth El and the International Order of Odd Fellows (I.O.O.F.), as well as the Serenity Gardens Columbarium. In addition to these cemeteries, the Cemetery Division staff provides grounds and operations services and maintains the records via contract for the following privately-owned cemeteries within the complex: Mount Olivet and Mount Sinai (Jewish Cemetery). Several of these cemeteries will be improved in the coming years.

## OPEN SPACE – BELVOIR RANCH AND THE BIG HOLE

In 2003, the City acquired 18,800 acres of rangeland west of Cheyenne, known as Belvoir Ranch and the Big Hole. The Belvoir Ranch remains a working cattle ranch, and also offers opportunities for future recreation and potential solar and wind energy development. The Big Hole is protected by a conservation easement held by the Nature Conservancy. The easement protects the area’s natural setting but allows some low-impact recreational activities.



*Lakeview Cemetery*



*Discovery Pond in the Botanic Gardens.*



*Belvoir Ranch west of Cheyenne*

# WATER AND SEWER

## FACTS AT A GLANCE

In the Cheyenne Area, water and sanitary sewer services are provided by the City of Cheyenne Board of Public Utilities and the South Cheyenne Water and Sewer District. The various water, sewer, and stormwater systems are described below.

### Water and Sewer

#### BOARD OF PUBLIC UTILITIES (BOPU) – POTABLE/WATER TREATMENT SYSTEM

- Current capacity is 40 million gallons per day (mgd).
- Current average daily demand is 13.2 mgd.
- Record peak daily demand is 31.2 mgd (July 2007).
- Projected average daily demand (2052) is 20.0 mgd (1% growth).
- Projected peak day demand (2052) is 47.0 mgd (1% growth).
- Current treatment storage capacity is 35 million gallons.
- Areas above 6,150 feet must be served by a booster pumping station.

#### BOARD OF PUBLIC UTILITIES (BOPU) – WATER RECLAMATION SYSTEM

- Current Plant Treatment capacity is 17 mgd.
- Current average daily demand is 9 mgd.
- Peak month last 5 years demand is 12.0 mgd (May 2010).
- Projected average day demand (2052) is 17 mgd (1% growth).

#### BOARD OF PUBLIC UTILITIES (BOPU) – RECYCLED WATER SYSTEM

- New recycled water treatment facilities went on-line in 2007 at the Crow Creek Water Reclamation Plant.
- Recycled water is delivered to cemeteries, parks, athletic fields, and green spaces for irrigation use.
- Current recycled water treatment capacity is 4 mgd.
- Recycled water distribution system currently features 12.2 miles of pipe.

#### SOUTH CHEYENNE WATER AND SEWER DISTRICT (SCWSD)

- The SCWSD provides potable/treated water and sewer service to the area along the S. Greeley Highway and along College Drive.
- The SCWSD acquires water from the BOPU.
- This district is currently only about 45% built out. The district cannot expand without permission from the City of Cheyenne.

#### PUBLIC HEALTH – WELL AND SEPTIC PERMITS

- The Cheyenne-Laramie County Health Department records show that 2,903 rural septic permits have been issued in the County since 2000—an average of 242 per year.
- Growing numbers of septic and wells in the County raise concerns about groundwater and well contamination.



## TRENDS AND KEY ISSUES

- **Raw Water Delivery:** In 2007 the BOPU completed construction of a new 14.7 mile, \$14.2 million raw water delivery pipeline from Crystal Reservoir to the Sherard Water Treatment Plant.
- **Main Rehabilitation:** The BOPU established a water and sewer main rehabilitation program that replaces or relines several miles of water and sewer mains each year. This is done to keep the water distribution and wastewater collection systems current and in working condition.
- **Water Reclamation Plant:** \$39.5 million in improvements to the Dry Creek and Crow Creek Water Reclamation Plants were completed in 2006. In addition to addressing ammonia and chlorine residual removal, the improvements also included construction of a new \$12.3 million recycled water system.
- The BOPU *Master Plan* identifies projects that if constructed, would expand wastewater collection lines to the south of the City within the urban development boundary. See *Utilities (Existing and Proposed) Map*.
- Two recent, major BOPU projects included completion of the first phase of the Southern Water Main project and the replacement and cleaning of a 30-inch transmission main that crosses Warren Air Force Base.

## Stormwater

Currently, new greenfield developments are required to place stormwater detention areas on their site to maintain offsite stormwater releases to historic rates. Redevelopment projects are generally required to detain the difference in impermeable (paved) area between what is existing and the new site design.

The County has completed parts of the Allison Draw Flood Control Project and is in the final stages of removing southern Cheyenne areas from the FEMA floodplain. This project also made major improvements to the area on smaller storm events. There are many areas in the urbanized County area that are still prone to flooding.

Numerous smaller drainage concerns remain unaddressed and existing funding is not adequate to mitigate them. Maintenance funding is likely not adequate to maintain the functionality of the current stormwater system. Moreover, smaller drainage concerns are the source of numerous complaints by the public.

Implementation of federal Clean Water Act requirements (the City and County are now subject to MS4 water quality permit requirements) will require additional funding and personnel, and will continue to strain existing resources.



### TRENDS AND KEY ISSUES, CONT.

- Since the first *PlanCheyenne* effort, two high-priority flood control projects have been completed. They are the Dry Creek Flood Control Channel and the Henderson Basin Detention Pond. The Capitol Basin, Crow Creek Basin and other smaller basins have not been completed and a funding source has not yet been secured.
- The City recently received a Brownfield grant from the Environmental Protection Agency (EPA) that will be used to help identify future stormwater improvements.
- The Wyoming Department of Environmental Quality (DEQ) is currently evaluating Crow Creek between the western City limit and Morrie Avenue for a Total Maximum Daily Loads (TMDL) Development Program for sediment, E. coli, and selenium.

### SOURCE:

Board of Public Utilities Comprehensive Annual Financial Report, 2011. Laramie County Health Department, 2011.

### MAPS:

9. Utilities (Existing and Proposed)
10. Physical Features & Constraints

# EDUCATION AND CULTURAL FACILITIES

## FACTS AT A GLANCE

### Schools

The Laramie County School District Number 1 (the largest school district in the State) provides K-12 education in the Cheyenne Area. The district’s facilities include:

- 24 Elementary Schools;
- 3 Junior High Schools; and
- 4 Senior High Schools (3 comprehensive and 1 alternative).

Cheyenne Residents enjoy close proximity to various higher education institutions including:

- Laramie County Community College, Cheyenne, WY
- Colorado State University, Fort Collins, CO (46 mi.)
- University of Wyoming, Laramie, WY (50 mi.)
- University of Northern Colorado, Greeley, CO (52 mi.)

### Enrollment & Performance

- Total school enrollment has increased by 3.1% since 2005.
- Elementary enrollment has increased by 6.1% since 2005.
- Secondary enrollment has decreased by 4.8% since 2005.
- Average ACT scores for Laramie County have remained on par with Wyoming and the United States for the past 6 years.

School Level	2005-2006 Enrollment	2010-2011 Enrollment
Elementary (K-6)	6,857	7,276
Secondary (7-12)	6,189	5,894
Total	12,776	13,170

### Libraries

Cheyenne has three public libraries located in its Downtown:

- Wyoming State Law Library, 2301 Capitol Avenue
- Wyoming State Library, 2800 Central Avenue
- Laramie County Library, 2200 Pioneer Avenue

### Cultural Facilities

Cheyenne residents and visitors enjoy quality arts, entertainment, and historic tourism opportunities at facilities such as:

- Cheyenne Civic Center
- Cheyenne Depot Museum
- Cheyenne Frontier Days Old West Museum
- Nelson Museum of the West
- Wyoming State Museum
- Cheyenne Little Theatre
- Historic Atlas Theatre
- Historic Lincoln Movie Palace
- Cheyenne Artists Guild in Holliday Park



### TRENDS AND KEY ISSUES

- Several new schools recently opened in the Cheyenne Area. Some of these schools replace older facilities, while others are new facilities to serve a growing population.
  - Freedom Elementary (2005)
  - Baggs Elementary (2008)
  - Sunrise Elementary (2008)
  - Rossman Elementary (2009)
  - Saddle Ridge Elementary (2009)
  - Triumph High School (2009)
  - South Senior High School (2010)
  - Goins Elementary (2012)
- The new Prairie Wind elementary school will open in 2015. Other planned school facility improvements include a new building to replace the old Carey Junior High School, and replacement or refurbishing of Davis, Dildine, Hobbs, and Jessup Elementary Schools.
- Capacity issues within the Laramie County School District Number 1 remain a problem because many of the existing elementary schools in the district are undersized, and elementary enrollment continues to rise.

#### SOURCE:

Laramie County School District #1, “District Profile,” November 2011. Wyoming School Facilities Department, “2010 Approved District Facility Plans.”

#### MAPS:

11. Schools and Elementary School Districts

# HISTORIC PRESERVATION

## FACTS AT A GLANCE

### Cheyenne Historic Preservation Board

The Preservation Board was created in 1986 to be the City’s representative for the Certified Local Government Program created under the U.S. Department of the Interior and the National Park Service and the Wyoming State Historic Preservation Office (SHPO) to preserve local and nationally significant historic properties.

The mission of the Cheyenne Historic Preservation Board is to safeguard the City’s historic structures and features. The Board works to foster civic pride in its past and to promote the use, re-use and adaptation of historic structures, districts, and landmarks for the education, enjoyment, and welfare of the people of the City. They also encourage the preservation of historic integrity in land use and development planning.

#### Current Historic Assets within Cheyenne

Historic Asset	# of Buildings	Area Involved
Capitol North Historic District	130	12 blocks
Downtown Historic District	143	Approx. 7 blocks
Lakeview Historic District	249	Approx. 20 blocks
Moore Haven Heights Historic District	360	32 blocks
Rainsford Historic District	409	Approx. 32 blocks
South Side Historic District	393	Approx. 41 blocks
Historic Schools	10	n/a
Historic Warehouses	7	n/a
Individual Historic Structures	28	n/a

#### Future Historic Assets to be Surveyed and Preserved

Historic Asset	# of Buildings	Area Involved
Capitol Heights Historic Area	Apx 500	Approx. 34 blocks
Pershing Heights Historic Area	Apx 150	24 blocks
Pioneer Park Historic Area	Apx 500	Approx. 46 blocks
Belvoir Ranch/Big Hole	n/a	Approx. 18,000 acres

### Future Goals and Objectives

- Protect and enhance buildings, structures, and other features that reflect the City’s cultural, social, economic, political, and architectural history.
- Safeguard the City’s historic and cultural heritage.
- Stabilize property values in Historic Districts.
- Foster civic pride in accomplishments of the past.
- Enhance the City’s historic attractions for tourist and visitors, thereby stimulating local business.
- Promote the use of Historic Districts and landmarks for the education, pleasure and welfare of the people of the City.

### Significant Historic Cheyenne Buildings Lost to Development



Cheyenne U.S. Post Office, c. 1902



Cheyenne Carnegie Library, c. 1912

### Significant Historic Cheyenne Buildings Restored



Cheyenne Union Pacific Depot



The Plains Hotel

# INVENTORY MAPS

Maps available online at:

<http://www.plancheyenne.com/sites/default/files/documents/Cheyenne%20Community%20Plan%20-%20All%20Snapshot%20Maps.pdf>

1. Planning Area
2. Land Use 1990
3. Land Use 2000
4. Land Use 2004
5. Land Use 2011
6. Development Status
7. Ownership
8. Current Zoning
9. Utilities (Existing and Proposed)
10. Physical Features and Constraints
11. Schools and Elementary School Boundaries
12. Roadway Network
13. Existing Level of Service (2011)
14. Transit System
15. Bicycle Network
16. Pedestrian Network
17. Truck Routes
18. Parks and Recreational Areas
19. Fire Protection
20. Police Patrol Areas

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# Structure

## INTRODUCTION

*Structure* is the community-driven vision that emerged from extensive public outreach conducted as part of the 2004-2006 *PlanCheyenne* process and was confirmed by the community during the 2013 Plan Update. This vision is comprised of a series of “big ideas” that serve as a foundation for the Plan:

## COMMUNITY FOUNDATIONS

The seven Foundations described in this section represent the values and ideals of the Cheyenne community. They guide how the Cheyenne Area should maintain its distinctiveness and livability *and* grow and prosper in the future. In addition, the Foundations serve as an organizing element for the principles, policies, and strategies/actions contained in the Shape and Build sections of the Plan. The seven Foundations are:

- 1) Growing as a Community of Choice
- 2) Creating Livable “Hometown” Neighborhoods
- 3) Fostering Vital Employment and Activity Centers
- 4) Developing a Connected and Diverse Transportation System
- 5) Celebrating our Character and Varied Heritages
- 6) Creating a Legacy of Parks, Open Spaces, and Trails
- 7) Developing in a Fiscally Responsible Way

## COMMUNITY STRUCTURE

This section identifies key elements of the built and natural environment in the Cheyenne Area that contribute to the character of the specific locations within the community, as well as the community as a whole. The importance of these elements emerged as the planning team and the public worked together over a series of months to develop the Structure Diagram, identify locations of key “structure” elements, and ultimately to provide recommendations on how to implement better urban form and design in *public* spaces around the community. The result is a



Community members participating in the creation of the vision in 2004 (top) and confirming the vision in 2011 (bottom).



The Historic Downtown embodies the key community goals of Authenticity, Quality, and Character.



community structure that reflects a series of local opinions, mixed with ideas from around the County and tailored to match the unique Cheyenne culture. These opinions and ideas are embodied in the following:

- **Structure Diagram**—the Structure Diagram highlights the location and distribution of key character-defining “structure” elements within the Cheyenne Area: Gateways, Corridors, Districts, Landmarks, and Activity Centers.
- **Design Principles for Structure Elements**—Variations of each “structure” element are defined and accompanied by a series of design principles to guide the design and character of future improvements in the public realm.

A similar set of design principles to guide the character and quality of development in the private realm also emerged from discussions with the community during the development of the original Structure section in the 2006 Plan. As part of the 2013 Plan Update, these design principles were relocated to the Shape section to reinforce their relationship to the Future Land Use Plan and Land Use Categories.

## WHY ARE THESE CONCEPTS IMPORTANT?

Efforts to enhance the character and quality of the public realm—whether through signage, gateway enhancements, the design of new streets, or other means—are important for a variety of reasons. First, these efforts convey a clear commitment on the part of the City, County, and MPO to improving the community. This commitment, in turn, helps encourage local businesses and property owners to maintain and invest in their properties and enhances the quality of life of area residents.

Second, a high-quality public realm also plays a role in how non-residents perceive the community. One of the first things a visitor sees upon entering the community is its gateways. If these areas are attractive and inviting, visitors are more likely to explore other areas of the community. If these areas are unattractive, or appear neglected, visitors may form a negative perception of the community that is difficult to change.

Finally, a high quality public realm is an important economic development tool. The most competitive communities are often the most attractive communities. Businesses and residents seek to relocate to places that offer high quality amenities and a high quality of life.

## FOUNDATIONS FOR THE COMMUNITY VISION

The seven Foundations that follow articulate what is important when making decisions about Cheyenne’s future, and form the underlying vision on which the Plan principles, policies, and strategies/actions are based.



### FOUNDATION 1—GROWING AS A COMMUNITY OF CHOICE

Cheyenne is a successful and livable community that provides excellent choices in housing and jobs. This Plan focuses on maintaining this high quality of life as our community grows, and attracting new jobs so we can remain competitive in the region. The community will plan for and implement growth in a way that provides opportunities for people of all generations and retains traits that have made it livable and that will attract businesses and economic development. In addition, the Cheyenne Area will be a community that provides a variety of housing—predominantly in attractive hometown neighborhoods—opportunities for employment, and essential retail and other services. Focusing on quality of life factors, including conserving land resources, retaining our Western heritage, supporting arts and cultural activities that enrich residents and support tourism, and planning for distinct urban neighborhoods that are efficiently served, will help our community attract a broader variety of employers to a place with a diverse and multi-generational workforce. Cheyenne will be a community with a reputation as a great place to live and do business.



### FOUNDATION 2—CREATING LIVABLE HOMETOWN NEIGHBORHOODS

The strength of the Cheyenne Area’s neighborhoods is their hometown quality and variety of housing options. Within most neighborhoods, residents are able to choose from a variety of housing styles and types—ranging from historic Downtown to rural developments—and still be within minutes from Downtown and other destinations. Traditionally, residents have had access to a variety of price ranges so that Cheyenne Area housing has satisfied the needs of workers and families. In addition, most of our neighborhoods are safe and livable and have a great sense of place.

As we build new neighborhoods, our community will be strengthened by raising the bar on the quality of new residential development and ensuring that neighborhoods contain a mix of uses and amenities such as parks, integrated trails and open space, schools, convenience retail and personal services, and civic uses. In addition, neighborhoods should be safe, showcase our civic pride, and provide options for housing, including workforce housing and housing for seniors.



### **FOUNDATION 3—FOSTERING A VITAL ECONOMY AND ACTIVITY CENTERS**

The Cheyenne Area has been successful in attracting jobs and industries and is regarded as having a favorable business environment. Low corporate taxes, a high quality of life, solid education system, attractive built environment, vibrant activity centers, and amenities such as parks and trails, make it an attractive place for businesses and workers to invest their energy and resources.

This Plan aims to continue to support a solid economy built on family-wage jobs and a vibrant business community. It promotes on-going partnership efforts among the many economic development organizations (e.g., the Chamber, Cheyenne LEADS) and others (such as the City, County, and Laramie County Community College) to selectively recruit and foster business and industrial development. In addition, one of the strengths of this Plan is its focus on providing new employment business parks, regional commercial activity centers, and mixed-use commercial activity centers as well as its emphasis on breathing new life into established centers and neighborhoods throughout the Cheyenne Area which each offer a unique identity and collection of amenities. These places will provide jobs and services and continue to keep the Cheyenne Area and our neighborhoods vital, safe, and livable. Collectively, these assets and ongoing efforts will help us remain competitive in our ability to attract and retain new businesses and residents over time.



### **FOUNDATION 4—DEVELOPING A CONNECTED AND DIVERSE TRANSPORTATION SYSTEM**

As the Cheyenne Area grows, the transportation system will need to grow also to meet the mobility needs of both people and freight—which plays an important role in our region’s economic vitality. The City and County will improve existing roadways and construct new roads. In addition, improvements to roads and truck movement must occur with minimal impacts to our existing neighborhoods. For new development areas, the mixed-use pedestrian-friendly areas shown on the Future Land Use Plan provide opportunities to support and improve transit, bicycle, and pedestrian mobility throughout the Cheyenne Area to serve not only people who cannot drive, but also those who prefer not to use a car.

The Cheyenne Area is fortunate to have an adequate roadway system that experiences very little traffic congestion or gridlock. Automobile travel is typically quick, efficient, and congestion-free. Cheyenne is also home to a basic bus system that helps to serve residents who cannot travel by automobile, or prefer an alternative. This bus system is vital to those who use it. Sidewalks, bike paths, bike lanes, and trails also provide transportation alternatives. As the Cheyenne Area continues to grow, we will build on these strengths—striving to provide a balanced transportation system that addresses the needs of all users and is effectively integrated into future development.



## FOUNDATION 5—CELEBRATING OUR CHARACTER AND VARIED HERITAGES

The Cheyenne Area is a livable community with a rich history and heritage representing the best of the West. Residents have access to culture in the City and views of wide open spaces outside of the City. Our history and culture is important to our quality of life and economic well-being.

As Cheyenne grows, we will celebrate and enhance our character and heritage by focusing on preserving our historic areas and Downtown, creating and maintaining public places, supporting cultural events, and preserving our rural ranching and cultural landscapes. Cheyenne Area citizens will continue to have opportunities for cultural exchange, recreation, and learning—it fosters our well-being as a community, strengthens community involvement, and makes Cheyenne a unique place for residents and visitors. In addition, our natural areas and wildlife are part of our character and heritage, and we aim to conserve natural landscapes to the extent we are able and support continued farming and ranching.



## FOUNDATION 6—CREATING A LEGACY OF PARKS, OPEN SPACES, AND TRAILS

The Cheyenne Area has a legacy of community parks that are the heart of our community. Lions Park for example, draws thousands of residents and visitors each year. Residents also value the Greenway and trails that get people outside and allow us to have active, healthy lifestyles. We also have long held that part of our community's sense of place is the undeveloped open spaces and wildlife around and within our community.

This Plan aims to improve neighborhood and community parks—providing adequate land to meet our needs and providing accessible parks that carry on the legacy and promote public health and well-being. As our urban area grows, we will add new community and neighborhood parks and extend the Greenway and trails to serve new neighborhoods and connect activity centers. Our public park system will continue to be enhanced by a system of smaller “pocket” parks and green spaces. Parks and open space are not amenities that are ‘tacked on’ to a development, but are an integral piece of the development puzzle.

The Plan will also help conserve significant open space lands and weave the natural environment through our built environment and around it. Open space adds beauty, creates a unique image and sense of place for the Cheyenne Area, provides relief from our built environment, and helps maintain water and environmental quality for the health of our community. We can continue to identify and conserve natural and cultural landscapes before development changes them. The community will work to gather stakeholders to discuss what open space opportunities exist and how to work with landowners to either purchase or encourage private stewardship of these resources.



## **FOUNDATION 7—DEVELOPING IN A FISCALLY RESPONSIBLE WAY**

The Cheyenne Area excels in providing services in a fiscally responsible way. Citizens are generally pleased with their current levels of services and efficiency of government according to prior surveys. Our residents feel safe, have access to health care and other essential services and utilities, and appreciate quality of life amenities, such as parks and libraries.

This Plan aims to guide future growth to promote efficient use of public and private resources and to provide adequate public facilities to sustain our quality of life and to encourage continued growth. On the private side, new development should “pay its own way” and provide the necessary services for the new development concurrent with the development. Government and the public should determine how to invest our fiscal resources strategically to achieve the vision and principles outlined in this Plan.

# COMMUNITY STRUCTURE

Our Community Structure is comprised of two components: the Structure Diagram below, which identifies character-defining features and “structure” elements throughout the Cheyenne Area, and the accompanying design principles specific to each of the key structure elements to help communicate a vision and desired character for our public spaces.

## STRUCTURE DIAGRAM



## STRUCTURE ELEMENTS

The Structure Diagram identifies the location of three types of structure elements: Gateways, Corridors, and Landmarks. The elements are divided into sub-categories (regional, community, district, and neighborhood) in order to help describe their different functions and characteristics at different scales of the community.

The images adjoining the elements illustrate their components and introduce principles to guide their design. In general, these principles apply to places that are part of the public domain, such as streets and interchanges. These public places should contribute to the functionality and aesthetics of the community. Specific design principles and locational criteria for private development, such as residential and commercial, are provided in the Shape section.

### Gateways

*A Gateway is a distinctive and memorable place located at or near an entrance of the community or a District. It may be a distinctive arrangement of landscaping, topography, signs, structures or other elements along a corridor that differentiates itself from its surroundings; and may include a Landmark.*

Types of Gateways in the Cheyenne Area include the following:

- State
- Landscape
- Regional
- Community
- District

The following pages explain the characteristics and applicable design principles for each type of gateway.

#### STATE GATEWAY

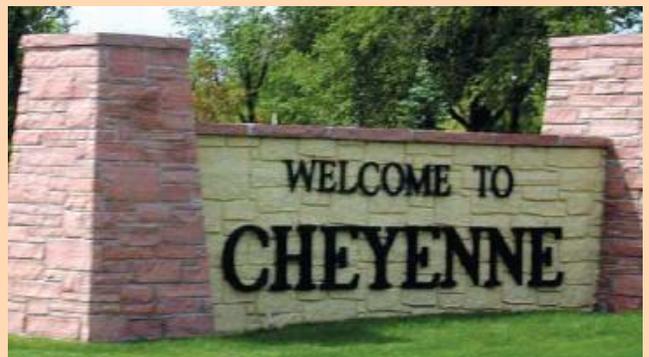
The primary State Gateway is the transition point between Colorado and Wyoming when travelling north on I-25. Refer to the Regional Gateway design principles for possible design ideas for the State Gateway.

#### LANDSCAPE GATEWAY

Landscape Gateways are locations where the natural topography reveals and frames the views into Cheyenne from the interstate and state highways. Five Landscape Gateways are identified on the Structure Plan map: northbound I-25 north of the Regional Gateway, southbound I-25 south of the Regional Gateway, eastbound I-80 just east of the Regional Gateway, westbound I-80 east of the Regional Gateway, and south of the intersection of Dell Range Boulevard and US30/East Lincolnway. Design in these areas should focus on conservation of natural features and views and integration of native plantings and landscaping where appropriate.



State Gateways provide direct entrances into Wyoming and Cheyenne. They can leave a lasting impression on Cheyenne's visitors who use these Gateways to access services.



Gateway signs and landscaping welcome visitors and present a positive image of the community.



Gateways signify the transition point between rural and urban areas, and are often prominent locations within our community that can be visible for miles.

## REGIONAL GATEWAYS AND INTERSTATE CORRIDORS

Regional Gateways are the locations along I-25 and I-80 where one enters Cheyenne; also the locations where “Thank You for Visiting” signs could be sited. Five Regional Gateways are located on the Structure Plan map: northbound I-25 at the new State Welcome Center, southbound I-25 in north Cheyenne, eastbound I-80 at the Urban Growth Boundary, westbound I-80 at the intersection with US30 and northbound US85 south of Cheyenne.



### DESIGN PRINCIPLES

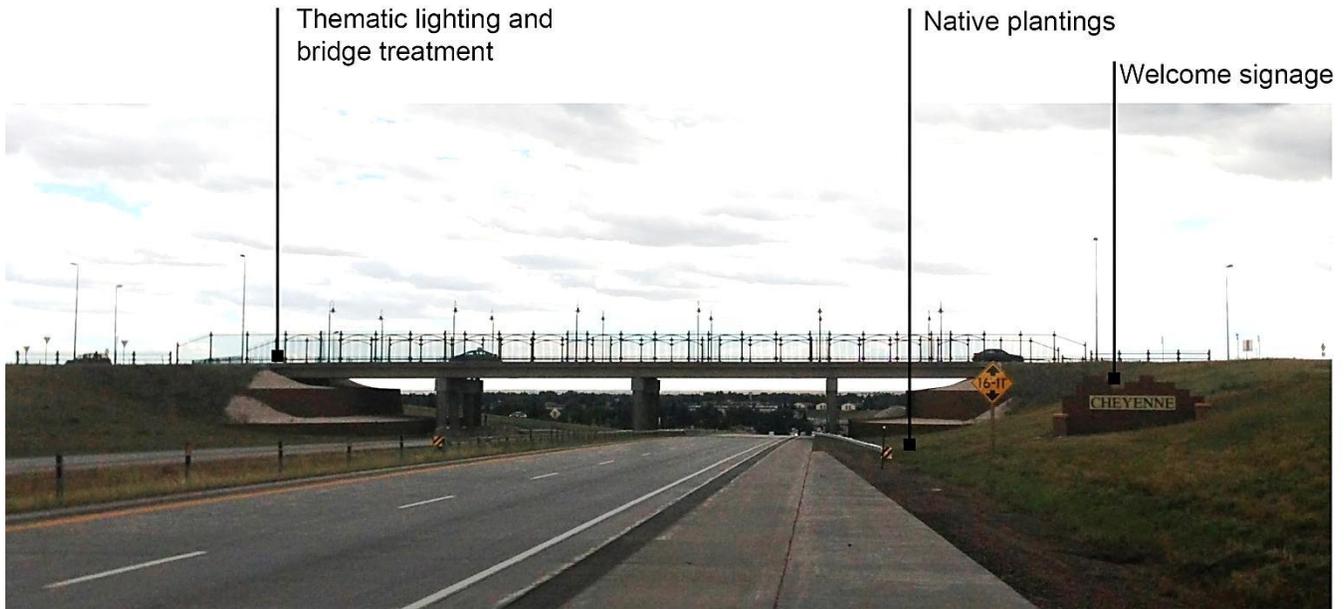
- Create a consistent, thematic image for gateways using landscaping, signage, color, and bridge treatments if appropriate.
- Use native or regionally-adapted and drought-tolerant landscaping for gateway plantings to minimize water use.
- Manage or consolidate signage along interstate highways to preserve scenic views.
- Screen residential areas, parking lots, service and storage areas with landscaping, and consider architectural walls to buffer noise.
- Restrict additional billboards along interstate highways in the future.
- Refer to and employ the design guidelines established in the MPO Interstate Enhancement Guidebook and Wayfinding Plan.

### Why Are These Principles Important?

- As the most traveled places in our community, these gateways and corridors shape the impressions of visitors about our image and identity.
- Enhanced treatment of these gateways, such as those implemented since 2006 along I-25, help define Cheyenne as a quality place to live and visit, and differentiate Cheyenne from other communities.
- Landscaping is an important feature and helps to create a quality appearance; however, if it is to thrive, it should be carefully selected for our region.
- Long-range views and vistas are part of what makes Cheyenne a unique place.

## COMMUNITY GATEWAY

Community Gateways are the entries directly into the City itself from both the interstates and major corridors. Nine Community Gateways are identified in the Structure Diagram. Five Community Gateways are located along I-25 at intersections with the following major corridors: West College Drive, West Lincolnway, Missile Drive, Randall Avenue, and Central Avenue. Three other gateways are along I-80, found at the intersections with US85 and North College Drive, and on I-80 in east Cheyenne at Campstool Road overlooking an Employment District. The final Community Gateway identified on the map is at the intersection of Dell Range Boulevard and US30/East Lincolnway.



## DESIGN PRINCIPLES

- Enhance overpass bridges with surface treatments (such as stucco, stone or brick), plantings, and appropriately-scaled signage.
- Gateway landscaping should use native or regionally-adapted species that minimize water use.
- Create a sense of arrival through the cohesive use of landscape treatments and signage.
- Include “exit” signs that thank visitors for coming to Cheyenne.
- Design signage that identifies businesses without dominating the setting (monument signs rather than tall pole signs). Tall pole-signs stick out in the landscape; low, integrated signs present a positive image for businesses as well as our community.

### Why Are These Principles Important?

- Enhanced treatment of these gateways, such as those implemented since 2006 at the I-25 and Vandehei and I-25 and High Plains Road interchanges help define Cheyenne as a quality place to live and visit, and differentiates Cheyenne from other communities.
- In contrast, the remaining Community Gateways that have not been improved present a sterile environment that does not present a proud and positive image of the City.

## DISTRICT GATEWAY

District Gateways mark a transition point within the community, such as entering the Historic Downtown or Lions Park. Due to the potentially large number of District Gateways that may be desired in Cheyenne, these elements have not been located on the Structure Diagram, though many have been designated in the adopted Wayfinding Plan.



### DESIGN PRINCIPLES

- Announce the entry or passage into a distinct neighborhood or District through the cohesive use of landscape treatments, site furnishings, and signage that reflect the area’s design character.
- Use public art or themed elements to help form an identity for the area.
- Coordinate the style and color of light standards, signage, and site furnishings.
- Consolidate directional signs to avoid a cluttered appearance.
- Design at a scale that is appropriate for the setting and the size and role of the District, reflecting existing materials, forms, and massing, and recommendations from the Wayfinding Plan.
- Adapt transportation system to the context of the District.

#### Why Are These Principles Important?

- Similarly designed and colored benches, trash cans, and other features can help to pull a District Gateway together under a common theme.
- Public art often plays an important role in the unique identity of Districts.
- Consolidated signage is less confusing as well as more visually attractive.
- District Gateways can be defined and/or framed by using a variety of elements, often vertical (such as Lions Park gate).

## Corridors

*A Corridor is a linear path for vehicles, transit, bicycles, pedestrians, or natural systems -- such as arterial roadways, boulevards, greenways, drainageways or wildlife migration routes. They may have important views (such as the view between the UPRR Depot and the Capitol Building) and a consistent or varying character as it travels through the community.*

Types of Corridors in the Cheyenne Area include the following:

- Interstate
- Railroad
- Major Vehicular
- Open Space/Greenway

The following pages explain the characteristics and applicable design principles for each type of corridor.

### INTERSTATE CORRIDOR

I-25 and I-80 as they pass through both developed and undeveloped parts of Cheyenne. Includes both the interstate itself and the immediately adjacent landscape.

### RAILROAD CORRIDOR

Freight transportation corridor for the Union Pacific Railroad that in itself is not used to view the community, but which greatly influences the form, visual quality and connectivity of the community.



Corridors may terminate with important views of iconic buildings like the Capitol.



Buildings and trees help to define the character of a vehicular corridor.



Cheyenne's Greenway system creates several Greenway Corridors through the community, providing opportunities for recreation and natural areas.

## MAJOR VEHICULAR CORRIDOR

Corridors are significant vehicular, and in some cases pedestrian, travel ways for the community. Includes both the streets themselves and the immediately adjacent landscape. Major Vehicular Corridors identified on the Structure Diagram are: US85/South Greeley Highway, US30/Dell Range Boulevard, East and North College Drive, East and West Lincolnway, Randall Avenue, Missile Drive, Pershing Boulevard, Warren Avenue, Yellowstone Road, Storey Boulevard/Summit Drive and Happy Jack Road.



## DESIGN PRINCIPLES

- Incorporate landscaped medians to divide travel lanes at intersections in high travel areas.
- Include sidewalks adequate for several people walking, separated from the roadway with landscaping.
- Provide safe and clearly marked pedestrian crossings.
- Design adequate setbacks between the roadway and adjacent uses to buffer the impacts of traffic, incorporate streetscape elements to help define and enhance the pedestrian realm where setbacks are smaller.
- Design corridors in the character of the Districts through which they pass.
- Include attractive street lighting that is standardized along a corridor, down-directional and dark-sky friendly.
- Enhance the visual quality of roadways by burying overhead utilities.
- Design signage that identifies businesses without dominating the setting or skyline.

### Why Are These Principles Important?

- Landscaping can help make our streets more walkable and seem less defined by just motor vehicles.
- Safety for pedestrians is also an important objective if we are to create a more livable community.
- By standardizing a theme along a corridor, such as through improvements to West Lincolnway, other areas can become distinctive districts, like Downtown Cheyenne has become.
- Many residents appreciate the black light posts in the Downtown area, and would like to see more of them in the community.
- If properly designed, signs can be an attraction, not a distraction, for the motorist.
- Attractive and inviting corridors can create lasting impressions on visitors, which helps boost tourism and economic vitality.

## OPEN SPACE/GREENWAY CORRIDOR

Open Space and Greenway Corridors are identified by their lack of built features and have a focus on the natural environment. They may have recreational trails, waterways, drainage components or wildlife value. Some Open Space Corridors located on the Structure Diagram are related to creeks and drainageways such as: Childs Draw, Crow Creek, Allison Draw and Dry Creek. Other Greenway Corridors follow the existing trail system within Cheyenne and are not identified on the map.



## DESIGN PRINCIPLES

- Design paths and trails to provide a comfortable width for several people walking or riding bicycles.
- Use primarily native vegetation in open space/natural areas, with maintained landscaping in adjacent park areas.
- Incorporate landscaping to enhance the visual aspects of corridors.
- Design trails and open space corridors to take advantage of distant views.
- Increase pedestrian and bicycle connections between residential areas, businesses, and other key destinations.
- Improve visibility of access points through trailhead signage and information kiosks that are attractive and integrated into the setting.

### Why Are These Principles Important?

- Greenway facilities that are designed to accommodate multiple users will meet the needs of more people, including children, the elderly, and those with accessibility needs.
- In our dry climate, we should plan our landscapes carefully into high and low water use areas, as appropriate based on visibility, and for levels of activity and usage.
- Open space and Greenway Corridors can serve an important role in linking our neighborhoods with other areas of the City, encouraging active lifestyles, and helping to enhance the quality of life of our residents.
- Natural open spaces and Greenway Corridors offer habitat for area wildlife and enhance the character of the community.

## Landmarks

*A Landmark is a visually prominent and memorable architectural, sculptural or natural feature in a community. It may be found in association with an Activity Center or Gateway.*

The following page explains the characteristics and applicable design principles for Landmarks identified as part of the 2006 Plan process, as well as for the siting and design of new Landmarks that are added in the future.



Sculptures focus attention in public areas, and provide a tribute to historic events, people or places in the community.



Public facilities can also serve as landmarks, as they often have distinctive architecture and are located on prominent sites.

## LANDMARK

Existing Cheyenne Landmarks identified on the Structure Diagram are the Laramie County Community College, the Holly Frontier refinery, historic Union Pacific Railroad Depot, historic railroad bridges, the Capitol building and grounds, the Cheyenne Regional Airport, Lions Park, Frontier Park, F.E. Warren Air Force Base, the water tower in north Cheyenne and the Wyoming Hereford Ranch east of Cheyenne. New Landmarks will emerge or be added over time.

High activity area  
fronting Landmark



Icon of the  
community

Icon of the community



## DESIGN PRINCIPLES

- Preserve notable existing Landmarks, particularly those with a direct link to the community's history and identity.
- More notable landmarks, such as the Union Pacific Depot, should include plazas or other areas designed for high levels of public activity.
- Provide a landmark at the terminus of major roadways, such as the end of Capitol Avenue.
- Landmarks may also include smaller design features, such as a prominent sculpture or a gazebo.
- Landmarks should be located to be viewed from a direct line of sight along a corridor, and visible from a distance.
- Landmarks should be placed in a strategic location, in areas of high levels of activity (such as intersections, community and neighborhood centers).
- New public buildings should respect the design principles most closely associated with their use and function. Public facilities should set a positive tone for our community.

### Why Are These Principles Important?

- Landmarks help strengthen the community's sense of place.
- Existing buildings and structures that are architecturally significant can help establish a strong identity for designated areas of the City.
- Incorporating plazas and other activity areas with landmarks will strengthen the community's civic pride as well as create opportunities for public events.

## Activity Centers

*An Activity Center is an area of high activity, that is a significant or special place or a community gathering area. Activity Centers may be located where Corridors converge or in association with a Landmark.*

Types of Activity Centers in the Cheyenne Area include the following:

- Community/Regional
- Mixed-Use Commercial
- Neighborhood Business

Specific criteria and design principles in the Shape chapter help determine the location and characteristics of different types of Activity Centers. (See page 86.)

### COMMUNITY/REGIONAL ACTIVITY CENTER

Activities Centers that are located throughout the community to serve the day-to-day commercial needs of the community and/or region, usually located at an interchange or at the intersection of two major arterial roadways.

### MIXED-USE COMMERCIAL ACTIVITY CENTER

Activity Centers that are located throughout the community to serve the day-to-day commercial needs of surrounding neighborhoods, usually located at the intersection of two major arterial roadways.

### NEIGHBORHOOD BUSINESS CENTER

Activity Centers that are not specifically delineated on the Structure Diagram, but are intended to be located in areas where they can serve the convenience shopping needs of a neighborhood. Some elements that can transform a cluster of businesses into a Neighborhood Business Activity Center often include streetscape enhancements, themed fixtures and lighting, and unified signage.



The Depot Plaza in Downtown Cheyenne serves as an area for community events such as the farmer's market, concerts and festivals.



Mixed-Use Activity Centers throughout the City consolidate businesses in places that become a crossroads of activity. While not all Activity Centers include a diverse mix of uses today; the incorporation of a broader mix of uses over time will be encouraged.

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# Shape

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## INTRODUCTION

This chapter establishes a framework to guide how and where the community should grow in the future. This framework is comprised of:

- **Foundations, Principles, and Policies**, which establish the overarching guiding principles and policies for the community to follow.
- **The Land Use Plan**, which includes the Future Land Use Plan map and descriptions of the various categories illustrated.
- **Design Principles for New Development**, which provide guidance on site and building design specific to individual land use categories, or in some cases, specific building forms.

## FOUNDATIONS, PRINCIPLES, AND POLICIES

### OVERVIEW

The foundations, principles and policies that follow are intended to be used by landowners, staff, and elected and appointed officials to ensure decisions made with

regards to the growth and development of the community are consistent with the community's vision.

The decision framework is expressed as:

- **Foundations** which represent the vision—or values and ideals—of our community. They are also the organizing elements for the principles and policies that follow. (See Structure section for a more in depth introduction to the Community Foundations.)
- **Principles** are broad-based directions for our community, much like goals.
- **Policies** will guide decisions to achieve our principles and help outline necessary actions.

Together, the foundations, principles, and policies carry forward many of the ideals our community seeks—from Vision2020 and as initially defined as part of the 2004-2006 *PlanCheyenne* process, and confirmed during the 2013 Plan Update. While targeted updates and adjustments to the principles and policies were made as part of the 2013 Plan Update to reduce repetition, clarify the intent of original language, and reflect recent trends, the core of this section remains the same.

Using this decision framework as a guide—as we have since 2006—will allow us to continue to maintain and enhance the qualities that make this a great community and to build on our assets as we grow.



## FOUNDATION 1 – GROWING AS A COMMUNITY OF CHOICE

*Cheyenne is a successful and livable community that provides excellent choices in housing and jobs. This Plan focuses on maintaining this high quality of life as our community grows and attracting new jobs so we can remain competitive in the region. The community will plan for and implement growth that provides opportunities for people of all generations, retains traits that have made it livable, and that will attract businesses and economic development. In addition, the Cheyenne Area will be a community that provides a variety of housing (predominantly in attractive hometown neighborhoods), opportunities for employment, and essential retail and other services. Focusing on quality of life factors, including conserving land resources, retaining our western heritage, supporting arts and cultural activities that enrich residents and support tourism, and planning for distinct urban neighborhoods that are efficiently served, will help our community attract a broader variety of employers to a place with a diverse and multi-generational workforce. Cheyenne will be a community with a reputation as a great place to live and do business.*

### Principles and Policies

**Principle 1.1: Our community will continue to have a balanced land use pattern—with choices of housing and employment for long-term stability.**

#### **POLICY 1.1.A: BALANCED MIX OF LAND USES**

The Future Land Use Plan establishes a balanced mix of residential and non-residential land uses throughout the Cheyenne Area. The City and County should use the Future Land Use Plan and this Plan’s policies as the main tools for guiding decisions about growth and development.

#### **POLICY 1.1.B: FLEXIBILITY TO RESPOND TO MARKET DEMANDS**

The Future Land Use Plan does not predetermine all land uses on individual parcels and is intended to provide some flexibility for the market to help determine which uses are needed at a given time. However, when evaluating land uses for a proposed development, consider whether a diverse and integrated mix of uses is provided throughout the entire Cheyenne urbanized area.

#### **POLICY 1.1.C: REGIONAL COORDINATION ON LAND USE AND DEVELOPMENT ISSUES**

Coordinate City and County policies with respect to growth and development, provision of public facilities and services, and conservation of natural resources at the regional level to achieve this Plan’s proposed land use mix. Other agencies should be included in planning as well, including F.E. Warren Air Force Base and area utilities. (See Foundation 7 for a full list of agencies and organizations.).



The Cheyenne Area will be a community that provides a variety of high quality housing, employment, and essential services in the future.

**Principle 1.2: The major growth of the Cheyenne Area will take place within the Urban Service Boundary to promote efficient long-term use of land and urban services.**

#### **POLICY 1.2.A: URBAN SERVICE BOUNDARY**

The Future Land Use Plan guides major growth by establishing an Urban Service Boundary (USB) and distinguishing between different urban and rural places—agricultural/rural and rural residential uses in the non-urban areas, and urban residential and other mixed-use and non-residential uses in urban areas within the Urban Service Boundary.

**POLICY 1.2.B: MONITOR FUTURE GROWTH AREAS**

Monitor the Future Land Use Plan and emerging growth areas on an ongoing basis and adjust as needed. Coordinate updates with the BOPU and other service providers to ensure consistency.

**POLICY 1.2.C: COUNTY ENCLAVES**

Address annexation through duly adopted City/County annexation criteria, including measures to prevent future County “islands” within the Urban Service Boundary and treatment of existing enclaves.

**POLICY 1.2D: URBANIZATION STRATEGY**

Establish clear guidance and increased predictability for future development within the USB, including:

- 201 Agreement level of service standards for all “urban” level development within the USB;
- Joint development standards for the urbanizing area;
- Simplified procedures for annexation of property seeking water services in a phased manner; and
- Consistent development review procedures.

**POLICY 1.2.E: HAZARD MITIGATION STRATEGY**

Support strategies identified in the Combined Laramie County Hazard Mitigation and Strategy Plan, as adopted, to minimize loss of life and property from natural and industrial hazard events and protect public health and safety.

**Principle 1.3: Our community will accommodate all generations through a diverse range of housing and neighborhoods.**

**POLICY 1.3.A: NEIGHBORHOODS AS BUILDING BLOCKS**

Design new residential development as a series of neighborhoods that include a full range of urban services and contain a variety of housing types to support the housing needs of a diverse population. Incorporate complementary non-residential uses that serve the primary residential uses in the neighborhood, where appropriate. *(See also Foundation 2: Creating Livable “Hometown” Neighborhoods.)*

**POLICY 1.3.B: VARIETY OF HOUSING IN NEIGHBORHOODS**

Encourage the incorporation of integrated mixed-use development at an appropriate scale, and a mixture of housing types with varied price ranges, unit sizes, and densities to attempt to meet the needs of all segments of the community.

**POLICY 1.3.C: HOUSING NEEDS ASSESSMENT**

Prepare a Housing Needs Assessment for the City to identify specific housing needs based on demand, demographics, and other factors, and to assess how well the Plan is accommodating specific housing needs.

**Principle 1.4: Revitalization and infill in our urban core will increase choices for housing, employment, and services in our older neighborhoods and districts.**

**POLICY 1.4.A: INFILL OPPORTUNITIES**

Support compatible infill development in existing neighborhoods and districts through the use of design standards—design guidelines in the County—to address the scale, height, and character of infill as it relates to existing development.

**POLICY 1.4.B: LOCATIONS FOR FUTURE REVITALIZATION**

Support more detailed planning and identify strategies to revitalize key areas, such as public improvements to encourage reinvestment. Potential locations for future community revitalization include the following:

- County pockets and underutilized land;
- Lincolnway corridor (from I-25 to Downtown);
- Western part of Downtown;
- I-80 Corridor and other highway corridors;
- Aging and underutilized strip malls and big-box plazas; and
- Small industrial/retail areas along Nationway and east Lincolnway.



**POLICY 1.4.C: DOWNTOWN REVITALIZATION AND MIX OF USES**

Continue to encourage renovation, revitalization, building reuse, restoration, and infill in the Downtown core, along with a mix of retail, restaurants, employment, commercial, office, residential, and civic uses. Encourage retail and restaurant uses, along with public art, and inviting public spaces at the street level to promote pedestrian activity. Support residential uses above existing non-residential uses and at higher densities in strategic areas to further increase the Downtown area’s vitality.

**POLICY 1.4.D: INFILL AND REVITALIZATION INCENTIVES**

Explore the use of incentives, as appropriate by location, to encourage infill and revitalization activities in underutilized areas or areas that are simply in need of reinvestment. Possible incentives include:

- Flexibility in development regulations, such as reduced parking requirements, flexible dimensional standards, and higher densities for properties that are served by transit or are located in designated Activity Centers to encourage creativity in design and help make projects on challenging sites more feasible while still meeting purpose and intent standards;
- Implementation of projects such as streetscape or other infrastructure enhancements, that will catalyze the market;
- Urban Renewal Authority tools to provide financial incentives;
- Housing tax credits; and/or
- Expedited review and processing of development applications in priority infill areas.

**POLICY 1.4.E: BUILDING REUSE**

Balance business opportunities with respective impacts as properties change to new uses, encouraging private investment that is calibrated to the surrounding context.

**Principle 1.5: Our community leaders will act strategically to position Cheyenne as a competitive community and northern anchor of the Front Range region, recognized for its high quality of life.**

**POLICY 1.5.A: POSITION IN REGIONAL ECONOMY**

Continue to work with local and regional economic development, educational, and business partners to



position the Cheyenne Area as a leading place to live and do business in the Northern Front Range region.

**POLICY 1.5.B: EDUCATION LEADER**

Continue to support and promote enhanced educational facilities and access to education, drawing from the experiences of communities in the Northern Front Range region, including the following approaches:

- Seek ways to draw graduates from the University of Wyoming and other schools to Cheyenne;
- Expand educational opportunities by continuing to work with Laramie County Community College, Laramie County School District, and by supporting and promoting private colleges and schools;
- Focus on nightlife and Downtown revitalization;
- Maintain standards for quality development that create an attractive and desirable community;
- Support a range of housing options, particularly within Downtown and other Activity Centers; and
- Support the arts and a variety of cultural enrichment opportunities.

**POLICY 1.5.C: QUALITY OF LIFE AMENITIES**

Strive to provide and maintain public facilities and other quality of life amenities (e.g., parks, trails, libraries, recreational centers) that are competitive with those of other communities in the Northern Front Range region.

**POLICY 1.5.D: COMMUNITY MARKETING**

Continue to work with regional partners to market the Cheyenne Area as a prime community in which to live and to do business.

## FOUNDATION 2 – CREATING LIVABLE HOMETOWN NEIGHBORHOODS

*The strength of the Cheyenne Area’s neighborhoods is their hometown quality and variety of housing options. Within the region, residents are able chose from a variety of housing styles and types—ranging from historic neighborhoods to rural developments—and still be within minutes from Downtown and other destinations. Traditionally, residents have had access to a variety of price ranges so that Cheyenne Area housing has satisfied the needs of workers and families. In addition, most of our neighborhoods are safe and livable and have a great sense of place.*

*As we build new neighborhoods, our community will be strengthened by raising the bar on the quality of new residential development and ensuring that neighborhoods contain a mix of uses and amenities such as parks, integrated trails and open space, schools, convenience retail and personal services, and civic uses. In addition, neighborhoods should continue to be safe, to showcase our civic pride, and provide options for housing, including workforce housing and housing for seniors.*

### Principles and Policies

**Principle 2.1: Protect and strengthen our existing neighborhoods’ assets to keep them livable and desirable.**

#### **POLICY 2.1.A: ENHANCE AND STABILIZE EXISTING NEIGHBORHOODS**

Stabilize and enhance the City’s established and older core neighborhoods by:

- Applying infill standards (which are designed to protect their character);
- Monitoring the conversion of residential uses to office uses;
- Exploring the use of new programs and tools to support existing neighborhoods, as appropriate; and
- Monitoring infill development over time to ensure standards are balanced in their ability to protect desirable neighborhood characteristics while not discouraging reinvestment.

#### **POLICY 2.1.B: TRANSITION BETWEEN EXISTING AND NEW NEIGHBORHOODS**

Provide transitions where new neighborhoods abut established neighborhoods, particularly if the new neighborhood is more intense in terms of density or building heights. Transitions may be achieved through:

- Variations in the massing and height of taller buildings to provide a more gradual transition or “step down” in height towards the adjacent neighborhood;



Existing Cheyenne neighborhood near downtown.

- Incorporation of similar building forms or lower intensity uses (e.g., single-family homes or duplexes) along a shared property line;
- The use of similar fencing, an open space buffer, and/or landscape treatments.

#### **POLICY 2.1.C: NEIGHBORHOOD REVITALIZATION**

Identify Cheyenne neighborhoods in need of revitalization. To encourage reinvestment, assess infrastructure needs and deficiencies, and provide targeted infrastructure improvements.

#### **POLICY 2.1.D: CONVERSIONS OF HOMES ALONG ARTERIALS**

Support the adaptive reuse/redevelopment of existing residential structures with driveways facing major and minor arterials to home-based offices. Residential structures along the following roads qualify:

- Dell Range (east of Yellowstone);
- Pershing (west of Converse Avenue);
- Ridge Road; and
- Fox Farm.

**POLICY 2.1.E: PROTECT HISTORIC NEIGHBORHOODS**

Protect and enhance historic Cheyenne neighborhoods through existing historic designations and through the designation of additional historic landmarks, historic districts, or conservation districts within the City as appropriate. Strengthen existing protections by allowing for local designation of historic districts and establishing design review requirements for historic districts.

**Principle 2.2: Our future urban neighborhoods will be designed in traditional patterns with a mix of uses, amenities, and convenient connections to services.**



Open space or parks are neighborhood amenities.

**POLICY 2.2.A: NEIGHBORHOODS WITH “CENTERS”**

Include “centers” or focal points such as parks, civic uses, places of worship, or other activities such as convenience shopping within one-half mile radii of neighborhoods.

**POLICY 2.2.B: MIX OF USES IN NEIGHBORHOODS**

Incorporate a mix of uses in new neighborhoods including complementary non-residential uses such as neighborhood commercial services, where feasible and appropriate, that serve nearby residents and are designed and operated in harmony with the residential characteristics of a neighborhood.

**POLICY 2.2.C: CONNECTED STREETS AND SIDEWALKS**

Design neighborhoods with connected streets, sidewalks, systems of open space, bikeways, and trails to make walking and bicycling safe and convenient. Provide internal links as well as links to other neighborhoods, neighborhood centers, transit services, and greenway trails.

**POLICY 2.2.D: NEIGHBORHOODS WITH AMENITIES**

Maintain standards that require amenities in new neighborhoods to provide opportunities for residents to recreate or congregate, especially in neighborhoods with smaller lot sizes and/or higher density housing. Such amenities may include:

- Centralized neighborhood gathering spaces such as parks or community centers;
- Shared open space;
- Community gardens; and
- Landscaped areas that are suitable for children’s play areas, including appropriately sized turf areas.



Neighborhoods should be focused around common spaces and should contain a mix of housing types.



Connected sidewalks are an important part of vibrant neighborhoods.

**POLICY 2.2.E: NEIGHBORHOOD COMMON AREAS**

Design common areas, streets, and other public or semi-public areas and amenities in new neighborhoods to include distinct landscaping and materials, lighting, signage, and other such design elements to distinguish individual neighborhoods from others.

**Principle 2.3: Our future urban neighborhoods will contain a mix of housing types, styles, and densities.**

**POLICY 2.3.A: MIX OF HOUSING TYPES**

Provide expanded housing options by strongly encouraging the use of a variety of housing types, models, sizes, and price ranges in new neighborhoods. Incorporate a mix of housing types at both the neighborhood level and the block level to help create varied and interesting streetscapes and a more diverse community.



Mix of housing types, including multi-family.

**POLICY 2.3.B: HIGHER DENSITY HOUSING**

Locate higher density and senior housing near or within activity centers and adjacent to transportation corridors (streets, transit, and trails) to provide for convenient access. Incorporate common areas such as courtyards, playgrounds, or open space as part of higher density housing projects.

**Principle 2.4: Future rural residential areas beyond the Urban Service Boundary will continue to provide a rural lifestyle choice.**

**POLICY 2.4.A: RURAL RESIDENTIAL ONLY WHERE DESIGNATED**

Locate rural residential development in areas designated as such on the Future Land Use Plan. This Plan discourages this pattern of development within the Urban Service Boundary and generally does not promote

rural residential development because it consumes land inefficiently, creates a net loss in revenues compared to costs of providing services, and limits housing choices.

**POLICY 2.4.B: RURAL RESIDENTIAL OPEN SPACE DESIGN PREFERRED**

Encourage the use of Open Space Design (or clustering) as a means of preserving scenic view corridors and ridgelines, conserving natural features, creating transitions between areas of different development intensity, and providing open space for the common use and enjoyment of residents in rural areas. This Plan also encourages the use of cluster development patterns as one means of preserving cohesive agricultural lands.



Clustered residential development conserves agriculture land.

**Principle 2.5: The Cheyenne Area will continue to have affordable “workforce” housing throughout our community.**

**POLICY 2.5.A: COMMUNITY HOUSING NEEDS MET**

Include a variety of housing types, ranging from apartments to single-family homes, to help address growing community concern about the availability of attainable or workforce housing for low and moderate-income families. Workforce housing is essential to the strength of our community to allow multiple generations to live, work, and settle here—from families with young children to senior citizens.

**POLICY 2.5.B: WORKFORCE HOUSING THROUGHOUT THE COMMUNITY**

Disperse workforce housing throughout the community in locations that are accessible to major transportation corridors and within or adjacent to activity centers, rather than concentrating it in one area. Encourage the development of smaller-scale, nontraditional forms of housing, such as cottage lots and accessory dwelling

units, that can be readily integrated into established neighborhoods.

**POLICY 2.5.C: QUALITY WORKFORCE HOUSING**

Ensure that higher-density affordable or workforce housing is high quality, meaning it is:

- Constructed of durable materials that minimize maintenance and will stand the test of time;
- Designed with architectural details that are functional and attractive;
- Designed to be energy efficient, keeping lower energy costs in mind;
- Located to provide convenient access to goods, services, and employment centers in the community;
- Integrated with neighborhood amenities; and
- Designed with a character and scale that is compatible with the surrounding neighborhood .

**Principle 2.6: Our community will contain housing for senior citizens and other populations with special needs, truly making it a place for all generations.**

**POLICY 2.6.A: SENIOR/SPECIAL NEEDS HOUSING THROUGHOUT THE COMMUNITY**

Disperse senior and special needs housing throughout the community, incorporating it as part of neighborhoods rather than concentrating it in one area. Place it in locations that are accessible to major multimodal transportation corridors and near activity centers.



Special needs, senior, or higher density housing should be near transportation corridors and activity centers.



Senior housing should have access to community services and facilities.

**POLICY 2.6.B: SENIOR HOUSING WITH ACCESS TO FACILITIES**

Develop senior facilities and housing near Downtown, activity centers, medical facilities, and other community facilities, such as libraries and parks and in areas that are accessible to multimodal transportation options.

**Principle 2.7: Our future housing will be of high quality design to give lasting value to our neighborhoods and community.**

**POLICY 2.7.A: RESIDENTIAL DEVELOPMENT QUALITY**

Elevate the quality of new residential development to establish stable residential neighborhoods that retain their value and appeal over time. Achieve high quality design in new neighborhoods through the application and maintenance of development standards that address topics such as varied lot sizes, building styles and colors, orientation of buildings and garages, roof pitches, neighborhood streets, quality materials, and other unique architectural features on homes to create a diverse character and aesthetic interest.

## FOUNDATION 3 – FOSTERING A VITAL ECONOMY AND ACTIVITY CENTERS

*The Cheyenne Area has been successful in attracting jobs and industries and is a favorable business environment. Low corporate taxes, a high quality of life, a solid education system, an attractive built environment, and amenities such as parks, entertainment, and shopping, make it an attractive place for businesses and workers to invest their energy and resources.*

*This Plan aims to continue to support a solid economy built on family-wage jobs and a vibrant business community. It promotes ongoing partnership efforts among the many economic development organizations (e.g., the Chamber, Cheyenne LEADS) and others (such as the City, County, and Laramie County Community College) to selectively recruit and foster business and industrial development. In addition, one of the strengths of this Plan is its focus on providing new employment business parks, regional commercial activity centers, and mixed-use commercial activity centers as well as its emphasis on breathing new life into established centers and neighborhoods throughout the Cheyenne Area which each offer a unique identity and collection of amenities. These places will provide jobs and services and continue to keep the Cheyenne Area and our neighborhoods vital, safe, and livable. Collectively, these assets and ongoing efforts will help us remain competitive in our ability to attract and retain new businesses and residents over time.*

### Principles and Policies

**Principle 3.1: Our community will continue to promote a thriving and vital economy.**

#### **POLICY 3.1.A: SUPPORT EXISTING SMALL BUSINESSES**

Support existing small businesses in the Cheyenne Area, and allow and encourage them to grow by promoting opportunities for local entrepreneurs to expand existing businesses and establish new start-up businesses.

#### **POLICY 3.1.B: RECRUIT NEW EMPLOYERS**

Work with partners, such as the Chamber and LEADS, to continue to recruit larger employers that provide family-wage jobs and that are predominantly clean, non-polluting industries.

#### **POLICY 3.1.C: BUSINESS-SUPPORTIVE ENVIRONMENT**

Continue to support quality of life initiatives and projects such as community recreation centers, community centers and sports centers, that attract employers and families, including support for education and training (e.g., LCCC programs and partnerships, cultural facilities, and parks and recreation).

#### **POLICY 3.1.D: ACTIVE CHEYENNE AIRPORT**

The City will continue to work with the Cheyenne Airport to support an active airport with convenient connections to meet the growing needs of area employers. This Plan will avoid potential conflicts between land use and the airport.



F.E. Warren Air Force Base.

#### **POLICY 3.1.E: COORDINATION WITH F.E. WARREN AIR FORCE BASE**

Continue to cooperate with F.E. Warren Air Force Base to monitor each other's plans and avoid potential conflicts between future development of the community and the base.

#### **POLICY 3.1.F: MINIMIZE CONFLICTS BETWEEN DEVELOPMENT AND AGRICULTURE**

Minimize conflict between development and the farming and ranching industries as growth occurs in order to retain the economic benefits and potential of these industries. (See also Foundation 5: Celebrating our Character and Varied Heritages, which provides additional policies regarding farming and ranching lands.)

### Principle 3.2: Downtown Cheyenne will thrive as our community's dynamic center.

#### POLICY 3.2.A: MIX OF ACTIVITIES DOWNTOWN

Support the expansion of the mix of uses and activities in Downtown to help reinforce its role as the community's vital economic and social center, focusing on unique businesses, attractive gathering places, civic and cultural activities and offices, and housing.

#### POLICY 3.2.B: ACTIVE USES ON THE STREET LEVEL

Concentrate retail and other activity-generating uses, such as restaurants and sidewalk cafes on the ground level of buildings Downtown while encouraging housing and offices on upper floors.

#### POLICY 3.2.C: DOWNTOWN PLACEMAKING

Support the development of community gathering places and a public realm in Downtown that are designed to provide opportunities for year-round activity and contribute to its sense of place. Landscape planters, public art, street trees, and other urban design elements are all important considerations.



Downtown should have an active pedestrian environment.



Activities that attract people create a vibrant pedestrian environment.



New buildings should be compatible with Historic character of downtown.

#### POLICY 3.2.D: HISTORIC CONTEXT-SENSITIVE DESIGN

Design new buildings in the Downtown with architectural features and building massing that are compatible with the historic character and scale of buildings. (See also Appendix C: Regional Architectural Identity which provides background on traditional architectural styles and features found in Cheyenne.)

#### POLICY 3.2.E: DOWNTOWN PEDESTRIAN ACTIVITIES

Encourage pedestrian activities in the historic core, while mitigating the effects of drive-thrus on the pedestrian realm.

#### POLICY 3.2.F: COMPATIBLE PARKING LOCATION AND DESIGN

Site and design new surface parking in a manner that is compatible with the historic character of the Downtown and its surrounding neighborhoods. Locate off-street parking areas to the side or rear of structures and provide screening with a low masonry wall and landscaping where feasible.

#### POLICY 3.2.G: ROLE OF STREETS DOWNTOWN

Focus on streets within Downtown as a primary placemaking opportunity, rarely compromising the pedestrian for the sake of automobile convenience.

### Principle 3.3: Our businesses and jobs will be primarily located in commercial, mixed-use, and employment activity centers.

#### POLICY 3.3.A: COMMERCIAL DEVELOPMENT IN DESIGNATED ACTIVITY CENTERS

Encourage the concentration of commercial, employment, and other services within designated activity centers (Community/Regional Activity Centers, Mixed-Use, and Neighborhood Business), as delineated on the Future Land Use Plan. Ensure individual uses are

aligned with the scale, mix of uses, locational guidance, and desired characteristics defined for each type of center in this chapter. Place a particular emphasis on the design quality of business development to create vital and lasting centers and attractive places. (See also *Shape: Land Use Categories* and *Shape: Design Principles*)

**POLICY 3.3.B: MIXED-USE EMPLOYMENT CAMPUSES**

Support the continued development of major mixed-use employment campuses as designated on the Future Land Use Plan. Place a particular emphasis on the design quality of employment and industrial development to create vital and lasting centers and attractive places. (See also *Shape: Land Use Categories* and *Shape: Design Principles*)

**Principle 3.4: Our commercial and mixed-use activity centers will be pedestrian-oriented, multimodal, and well-designed with public spaces.**

**POLICY 3.4.A: CENTER CHARACTERISTICS**

Activity centers in Cheyenne will function as Community/Regional, Mixed-Use, or Neighborhood Business, as defined by the markets they serve, their location, and other design features as described later in this chapter. (See page 87)

**POLICY 3.4.B: ACTIVITY CENTERS CIRCULATION AND ACCESS**

Provide clear, direct pedestrian connections through parking areas to building entrances and to surrounding neighborhoods or streets. Integrate main entrances or driveways with the surrounding street network to provide clear connections between uses for vehicles, pedestrians, and bicycles.



Pedestrian walkways and landscaping.



Variation in façade materials and entrance features.

**POLICY 3.4.C: PARKING DESIGN AND LOCATION**

Design parking facilities to minimize visual impacts and to promote safe circulation of pedestrians, bikes, automobiles, and public transit vehicles:

- Avoid uninterrupted expanses of parking;
- Design landscaped islands and pedestrian facilities to minimize conflicts between modes;
- Break parking areas into smaller blocks divided by landscaping and pedestrian walkways that are physically separated from vehicular drive isles; and
- Distribute parking areas between the front and sides of buildings, or front and rear, rather than solely in front of buildings to the maximum extent feasible.

**POLICY 3.4.D: COMMERCIAL DESIGN STANDARDS**

Support the implementation of adopted design standards for larger footprint retail buildings, or “big-box” stores and other commercial development. Design of these stores and commercial centers should address features such as:



Example of a horizontal mix of uses in an activity center.

- Façade and exterior wall plane projections or recesses;
- Arcades, display windows, entry areas, awnings, or other features along facades facing public streets;
- Building facades with a variety of detail features (materials, colors, patterns, textures, or architectural elements);
- High quality building materials;
- Multiple entrances;
- Location, and screening of parking, mechanical equipment, waste disposal, outdoor storage, and service areas; and
- Distribution of parking and landscaping.

**Principle 3.5: Provide opportunities for a range of industrial employment uses.**

**POLICY 3.5.A: LOCATIONS FOR HEAVY INDUSTRIAL USES**

Continue to leverage the Cheyenne Area’s unique location and physical assets, such as heavy rail and interstate access, by designating and maintaining areas for heavy industrial uses that may not be suitable within designated activity centers due to design and/or traffic impacts. Such uses may include trucking and distribution facilities, oil and gas support services, and warehousing among others.

**POLICY 3.5.B: BUFFERING AND SCREENING**

Establish buffering and screening requirements for industrial uses located along Interstate or Major Vehicular Corridors or within designated Regional or Community Gateways to minimize visual impacts. (See also, Design Principles for New Development.)

## FOUNDATION 4 – DEVELOPING A CONNECTED AND DIVERSE TRANSPORTATION SYSTEM

*As the Cheyenne Area grows, the transportation system will need to grow also to meet the mobility needs of both people and freight—which plays an important role in our region’s economic vitality. The City and County will improve existing roadways and construct new roads. In addition, improvements to roads and truck movement must occur with minimal impacts to our existing neighborhoods. For new development areas, the mixed-use pedestrian-friendly areas shown on the Future Land Use Plan provide opportunities to support and improve transit, bicycle, and pedestrian mobility throughout the Cheyenne Area to serve not only people who cannot drive, but also those who prefer not to use a car.*

*The Cheyenne Area is fortunate to have an adequate roadway system that experiences very little traffic congestion or gridlock. Automobile travel is typically quick and efficient. Cheyenne is also home to a basic bus system that helps to serve residents who cannot travel by automobile, or prefer an alternative. This bus system is vital to those who use it. Sidewalks, bike paths, bike lanes, and the greenway also provide transportation alternatives. As the Cheyenne Area continues to grow, we will build on these strengths—striving to provide a balanced transportation system that addresses the needs of all users and is effectively integrated into future development.*

### Principles and Policies

**Principal 4.1: Roadways in and around our new neighborhoods will be designed to accommodate increased travel demand while maximizing safety.**

#### **POLICY 4.1.A: ARTERIAL CONSTRUCTION**

Construct arterial roadways in developing areas to accommodate increased travel demand and preserve right-of-way to accommodate future travel demand.

#### **POLICY 4.1.B: RIGHT-OF-WAY PRESERVATION**

Preserve right-of-way in developing areas to accommodate expected buildout traffic volumes. When development occurs along a proposed arterial, require dedication of enough right-of-way to accommodate the Buildout Transportation Vision Plan.

#### **POLICY 4.1.C: NEIGHBORHOOD DESIGN AND MIX OF USES**

Build new neighborhoods with a mix of compatible uses so that residents have employment and shopping opportunities within walking or bicycling distance of their homes. Ensure safe non-motorized facilities are provided in these areas so trips shifted to non-motorized modes can be made safely.

#### **POLICY 4.1.D: ACCESS MANAGEMENT**

Provide acceptable spacing between access roads—1,320 feet between driveways on new principle arterials—by consolidating driveways and space signals to facilitate a properly timed system and reduce conflict points.

#### **POLICY 4.1.E: SCHOOL LOCATION**

Locate new schools within neighborhoods preferably on collector or local streets to avoid school crossings on higher speed roadways. Schools should be located adjacent to a collector street or streets within neighborhoods. Selection of new school locations should consider the ability of students to safely walk and bicycle to school. Avoid constructing new schools adjacent to principal arterials and or constructing principal arterials near schools.



**Cheyenne Neighborhood Street.**

#### **POLICY 4.1.F: TRAFFIC STUDY REQUIREMENTS**

Require traffic studies for all larger development proposals to address not only automobile and transit, but also bicycle and pedestrian travel. All projects should consider all modes and their connection to the

transportation system as well as anticipated safety impacts.

**POLICY 4.1.G: INTERCONNECTED NEIGHBORHOOD STREET, BIKEWAY, AND SIDEWALK PATTERNS**

Design new neighborhoods to contain street systems that encourage internal pedestrian, bike, and auto circulation as well as provide direct connections to the larger transportation network. Limit traffic volumes and speeds on neighborhood collector and local streets where houses front. Sidewalks should be installed on both sides of streets.

**Principle 4.2: Impacts to existing neighborhoods will be minimized when making road improvements.**

**POLICY 4.2.A: LIMIT MAJOR ROADWAY WIDENING IN NEIGHBORHOODS**

Avoid widening roadways that may impact existing neighborhoods to the extent possible, only considering those roadways that already serve as major thoroughfares.

**POLICY 4.2.B: CONSIDER ALTERNATIVE SOLUTIONS TO ROAD WIDENING**

Consider multimodal solutions as an alternative to roadway widening even if the solutions may be less effective at reducing traffic congestion. Prioritize alternatives that will improve safety, increase mobility, and minimize impacts to existing neighborhoods.

**POLICY 4.2.C: IMPACTS ON HISTORICALLY SIGNIFICANT NEIGHBORHOODS**

Preserve the integrity and character of historically significant neighborhoods when widening roadways and seeking alternatives. Consider reducing street width in appropriate context.

**Principle 4.3: The Cheyenne Area will build a safe, multimodal transportation system that consists of streets, sidewalks, bicycle facilities, and transit.**

**POLICY 4.3.A: COMPLETE STREETS**

Build arterial and collector streets as complete streets, providing travel lanes for automobiles and buses, as well as bicycle facilities and sidewalks. Ensure safety is a primary consideration in street design—seek to provide buffered bicycle lanes when possible and carefully evaluate the safety of street design on higher-speed roadways. Provide for MPO review of all applicable projects to ensure complete streets integration.

**POLICY 4.3.B: NEIGHBORHOOD DESIGN TO SUPPORT WALKING AND BICYCLING**

Design new neighborhoods to contain a mix of compatible uses so that residents have recreation, employment and shopping opportunities within walking or bicycling distance of their homes. (See also Foundations 1 and 2.)

**POLICY 4.3.C: PUBLIC TRANSIT**

Develop and maintain a public transportation system that increases mobility choices and per capita ridership.



Streets should be safe for people as well as cars.

**POLICY 4.3.D: BICYCLE CONNECTIONS**

Develop and maintain a system of safe and efficient bikeways connecting neighborhoods with activity centers, schools, parks, and other destinations.

**POLICY 4.3.E: PEDESTRIAN CONNECTIONS**

Develop and maintain a pedestrian circulation system that provides direct, continuous, and safe movement within and between neighborhoods and activity centers.

**POLICY 4.3.F: SAFE ROUTES TO SCHOOLS**

Use the 5-E strategy to encourage and facilitate walking, bicycling, and the use of other non-motorized modes of transportation for school travel. Strategies should focus on Evaluation, Engineering, Education, Encouragement, and Enforcement, including (but not limited to):

- Providing safe infrastructure for non-motorized transportation and removing existing barriers;
- Providing educational materials to both students and parents to enhance understanding and address potential safety concerns; and
- Conducting ongoing encouragement activities to incentivize and reward program participation.

**POLICY 4.3.G: SYSTEMATIC SAFETY**

The Cheyenne MPO will coordinate with implementing agencies to consider installation of appropriate low-cost countermeasures to reduce the occurrence and severity of crashes at signalized intersections and countermeasures at non-signalized intersections, such as installing roundabouts at high crash locations in preference to signalizing.

**POLICY 4.3.H: STORMWATER MANAGEMENT**

Coordinate City/County stormwater and detention goals in concert with planned roadway improvements, addressing unique site considerations on a case-by-case basis.



Transit will serve future development areas in Cheyenne.

**Principle 4.4: The Cheyenne Area will maintain a fiscally responsible Transportation Plan.**

**POLICY 4.4.A: PURSUE DEVELOPER FUNDING**

The City and County will pursue development funding for improvements to the transportation system that are development driven.

**POLICY 4.4.B: PRIORITIZE TRANSPORTATION IMPROVEMENTS**

Consider life-cycle accounting of costs and benefits of potential transportation improvements when prioritizing transportation improvements to ensure that the most effective transportation improvements are built with limited funds.

**Principle 4.5: The Cheyenne Area will maximize use of the existing roadway system.**

**POLICY 4.5.A: LAND USE AND TRANSPORTATION**

To minimize the need to expand arterial streets for new arterial streets, compact development will be promoted as described in the Community Plan.

**POLICY 4.5.B: CONGESTION MANAGEMENT**

Employ Traffic Congestion Management techniques to efficiently utilize existing roadways.

**Principle 4.6: Transportation improvements that provides opportunities for residents to lead healthy and active lifestyles will be promoted.**

**POLICY 4.6.A: SUPPORT ACTIVE TRANSPORTATION**

Support physically active transportation (e.g., bicycling, walking, etc.) by building and maintaining infrastructure such as bike lanes, sidewalks, trails, lighting, and facilities for easy and safe use; implementing bike, pedestrian, and transit safety education and encouragement programs; and providing law enforcement

**POLICY 4.6.B: DESIGN FOR ACTIVE LIVING**

Promote neighborhood and community design that encourages physical activity by planning development that allows for direct non-motorized connections, close proximity between community destinations, aesthetic improvements, and pedestrian and bicycle amenities that make active transportation comfortable and appealing.

**Principle 4.7: The Cheyenne Area will accommodate truck and freight goods movement.**

**POLICY 4.7.A: FREIGHT MOBILITY**

Maintain a truck routing plan with designated truck routes to provide commercial access and minimize truck travel through residential neighborhoods.

**POLICY 4.7.B.: INDUSTRIAL DEVELOPMENT**

Coordinate industrial development with transportation investments to promote freight efficiency, productivity, and economic competitiveness.

## FOUNDATION 5 – CELEBRATING OUR CHARACTER AND VARIED HERITAGES

*The Cheyenne Area is a livable community with a rich history and heritage representing the best of the West. Residents have access to cultural amenities in the City and views of wide open spaces outside of the City. Our history and culture is important to our quality of life and economic well-being.*

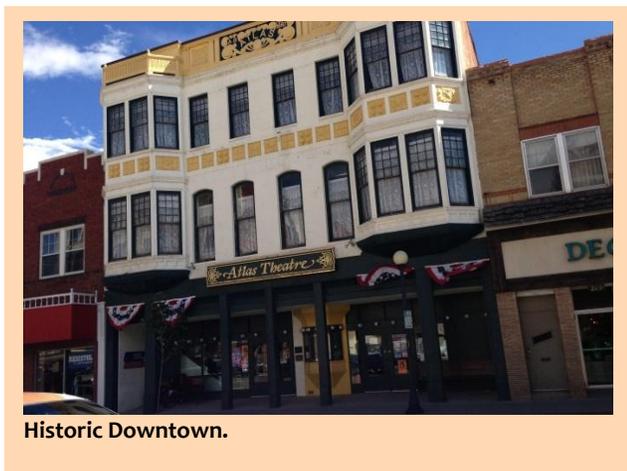
*As Cheyenne grows, we will celebrate and enhance our character and heritage by focusing on preserving our historic areas and Downtown, creating and maintaining public places, supporting cultural events, and preserving our rural ranching and cultural landscapes. Cheyenne Area citizens will continue to have opportunities for cultural exchange, recreation, and learning—it fosters our well-being as a community, strengthens community involvement, and makes Cheyenne a unique place for residents and visitors. In addition, our natural areas and wildlife are part of our character and heritage, and we aim to conserve natural landscapes to the extent we are able and support continued farming and ranching.*

### Principles and Policies

**Principle 5.1: Our community will preserve our historic places.**

**POLICY 5.1.A: HISTORIC BUILDING RESTORATION**

Support the use and restoration of historic buildings for residential and business purposes. In addition, the City will enhance historic preservation programs, education, awareness, and outreach since historic districts and structures define our urban heritage. (See Appendix C: Regional Architectural Identity for additional information on Cheyenne’s historic resources.)



**POLICY 5.1.B: INFILL DEVELOPMENT**

Support preservation efforts that include the construction of complimentary new structures that add to the overall character of the area. (See also, Policy 1.4A: Infill Opportunities.)

**Principle 5.2: Our community will preserve our cultural resources and heritage.**

**POLICY 5.2.A: PROTECT ARCHAEOLOGICAL AND CULTURAL SITES**

Protect significant archaeological and cultural sites, to the extent possible, using a variety of techniques. These sites are generally identified as part of the Natural/Cultural Resource Areas on the Future Land Use Plan and on Laramie County’s Cultural Resources Map.

**POLICY 5.2.B: CONSERVATION DESIGN AND DEVELOPMENT**

Encourage development to be directed away from cultural sites and for developers to use site sensitive design that takes into account these resources. (See also Design Principles for Agricultural and Rural Land Uses.)

**POLICY 5.2.C: CULTURAL RESOURCES EDUCATION AND AWARENESS**

Inform the public about cultural resources and heritage and support partners’ cultural awareness efforts.

**Principle 5.3: Our community will conserve natural resources and landscapes.**

**POLICY 5.3.A: DESIGNATED NATURAL/CULTURAL RESOURCE AREAS**

Prioritize the conservation of Natural/Cultural Resource Areas (including ridgelines, steep slopes, and riparian areas and draws) identified on the Future Land Use Plan. Other significant areas may be identified during the development review process or in subsequent planning.



Example of a natural area trail and information about open space and natural areas.

### **POLICY 5.3.B: LIMIT DEVELOPMENT IN NATURAL/CULTURAL RESOURCE AREAS**

Discourage development in designated Natural/Cultural Resource Areas to the extent feasible, through use of techniques such as clustering and conservation design. These designated areas are not intended to restrict landowners' rights, but to encourage better, more creative planning and conservation.

### **POLICY 5.3.C: USE A VARIETY OF TOOLS TO CONSERVE NATURAL/CULTURAL AREAS**

Use a variety of tools to conserve natural/cultural areas that are fair to property owners and that achieve the goal of conserving these landscapes. For instance, use the following measures:

- Establish an overlay zone for conservation site planning and design to avoid resources;
- Allow density transfers out of the natural and cultural areas to other parts of the property, if feasible;
- Encourage clustered development away from resources; and
- Establish guidelines for wildlife-friendly development.

### **POLICY 5.3.D: RESTRICT FUTURE DEVELOPMENT IN HAZARDOUS AREAS**

Limit or restrict development in potential natural hazard areas, including but not limited to floodplains and steep unstable slope areas, to the maximum extent possible. Coordinate with mitigation strategies in the *Combined Cheyenne/Laramie County Hazard Mitigation Plan*. Encourage use of xeric landscaping to maintain natural landscapes and reduce impacts of drought.

### **POLICY 5.3.E: PRESERVE HISTORIC LANDSCAPING AND TREE CANOPY**

Strive to preserve, maintain, and as a last resort, replace the historic tree canopy and landscapes that define our neighborhoods and streets, while also creating new streets that have similar character.

## **Principle 5.4: Our community will manage its natural resources, which are part of our heritage, legacy and economic sustainability, for use by current and future generations.**

### **POLICY 5.4.A: WATER CONSERVATION**

Work cooperatively with partners in the community to encourage water conservation and reduce water use through the use of drought-tolerant vegetation, efficient watering techniques, and the use of non-potable water for landscape irrigation.

### **POLICY 5.4.B: WATER QUALITY**

Protect water quality by protecting well fields, streams, and other significant infiltration points.

### **POLICY 5.4.C: AIR QUALITY**

Protect air quality through development patterns that reduce reliance on automobiles, careful siting and design of heavy industrial uses and gravel roadways, and other strategies as appropriate.

### **POLICY 5.4.D: RESOURCE AND ENERGY EFFICIENCY**

Work with community partners to encourage the use of:

- Energy-efficient building design and rehabilitation techniques;
- Innovative site design techniques, such as orienting new buildings and residential lots to maximize solar-access;
- Energy-efficient and recycled materials;
- Water-conserving landscaping design and materials;
- Renewable energy sources such as solar and wind; and
- Recycled or locally sourced construction materials.

## **Principle 5.5: Our community will maintain its ranching and agricultural heritage.**

### **POLICY 5.5.A: FUNCTIONING AGRICULTURAL LANDS**

Continue to support the south part of the Cheyenne Area (outside the Urban Service Boundary) as a functional agricultural and ranching area. Because of large land

parcel ownership, limited road access, and lack of cost effectiveness to provide services, it is the intent of this Plan to limit rural residential development in this area and to conserve land for agriculture and ranching. Some residential development could occur on large lots, but alternative patterns (including clustered development), or density transfer out of this area is preferred.



Example of rural clustered development.

**POLICY 5.5.B: RURAL RESIDENTIAL DEVELOPMENT**

Allow continued expansion of rural residential development (on lots ranging from one to 35 acres) outside of the Urban Service Boundary, where water and public rights-of-way are available.

**POLICY 5.5.C: SUPPORT AGRICULTURE AND RANCHING**

The County will work with landowners, ranchers and farmers to develop tools that support the business of agriculture and ranching (e.g., Right to Farm and Ranch; and support agricultural activities, such as home and farm-based operations, barns, fences, roadside stands, and tourism-related agriculture and ranching).

**POLICY 5.5.D: ENCOURAGE ALTERNATIVE DEVELOPMENT PATTERNS**

Work with landowners to master plan for any future development to conserve range and cropland. Encourage cluster development or density transfers to minimize land consumed by rural development.

**Principle 5.6: Our community will recognize and enhance our gateways and interstate corridors.**

**POLICY 5.6.A: GATEWAY DISTRICTS**

Protect the positive qualities of our gateways and improve their appearance. The Structure Diagram (See page 47) identifies Regional Gateways along I-25 (from the north and south), along I-80 (from the east and west)

and on South Greeley Highway. It also identifies smaller Landscape and Community Gateways. Employ a variety of tools to improve these gateways, such as:

- Special funding options like Tax Increment Financing;
- Guidelines for quality development and landscape enhancements;
- Strategies to limit expansion of billboards and signs; and
- Coordinated public and private investment and development.

**POLICY 5.6.B: COHESIVE GATEWAY DESIGN**

Develop gateways with cohesive design, landscaping, and unified signage, as conceptually illustrated by the Design Principles for Structure Elements. (See page 48.) Identify or establish funding for the maintenance of gateway enhancements concurrent with construction.

**POLICY 5.6.C: OPEN SPACE AND VISTAS AROUND GATEWAYS**

Conserve open space and vistas around gateways, to the extent feasible, as shown on the Future Land Use Plan.

**POLICY 5.6.D: WYDOT COORDINATION**

Coordinate with WYDOT on all projects that impact Regional Gateways and Corridors to ensure applicable Design Principles for Structure Elements are carried out.

**Principle 5.7: Our public spaces will be designed for people to support local gatherings and events that contribute to reinvestment in our community.**

**POLICY 5.7.A: ATTRACTIVE, INVITING PUBLIC SPACES**

Design public spaces to meet the needs of a variety of people, including youth, families, young children and



Art enhances public spaces.

seniors. They should also be attractive and reinforce the sense of community. A great public space builds on community assets, values and historical perspectives, and is a meaningful place. It makes people feel comfortable and welcome and relates to businesses and activities around it. (See also *Design Principles for Structure Elements*.)

**Principle 5.8: Our community will recognize and celebrate arts and culture and the diversity of our people.**

**POLICY 5.8.A: PARTNERSHIPS TO RECOGNIZE AND SUPPORT ARTS AND CULTURE**

Continue to work with a variety of arts and cultural organizations, economic development organizations, and others in the community to support the role of arts and culture in enhancing the livability of the community.

**POLICY 5.8.B: ART IN PUBLIC PLACES**

The City will support arts and culture in public places (such as but not limited to Downtown or near the Depot) and the Art in Public Places Program. Visual arts should be integrated into the context of a development project or outdoor space—not added as an afterthought.

**POLICY 5.8.C: HERITAGE AND HISTORY LEARNING OPPORTUNITIES**

Provide opportunities for the public to learn about the community’s history, arts, and heritage so that Cheyenne will continue local traditions, and become even more of a destination for the arts and festivals.

**POLICY 5.8.D: FACILITIES FOR CULTURAL ACTIVITIES AND ARTS**

Continue community support for the Civic Center and performing arts and provide facilities for cultural activities (e.g., music and visual arts) and education (including libraries, LCCC, Botanic Gardens, and others). In collaboration with local arts organizations, ensure programs are geared for our diverse public and multiple generations, including youth, young professionals, elderly, and families. When possible, arts activities should be concentrated into a district or focal point.

**POLICY 5.8.E: EVENTS AND FESTIVALS**

Continue to support and promote events, festivals, and public gatherings, such as Frontier Days, in Downtown and throughout the community, including in parks and other smaller public gathering spaces.

**POLICY 5.8.F: FUNDING**

Identify dedicated funding sources within the community to ensure on-going support for arts programs and to

recognize the importance of arts and culture for economic development and community livability goals.



Frontier Days is a significant public event for the community and thousands of visitors.



Public space designed for people.

**TEN BENEFITS OF CREATING GOOD PUBLIC SPACES**

1. Support the local economy.
2. Attract business investments.
3. Attract tourism.
4. Provide cultural opportunities.
5. Encourage volunteerism.
6. Reduce crime.
7. Improve public safety.
8. Increase use of public transportation.
9. Improve public health, and,
10. Improve the environment.

(from the Project for Public Spaces [www.pps.org](http://www.pps.org)).

## FOUNDATION 6 – CREATING A LEGACY OF PARKS, OPEN SPACES, AND TRAILS

*The Cheyenne Area has a legacy of community parks that are the heart of our community for many residents and visitors. Lions Park for example, draws thousands of residents and visitors each year. Residents also value the Greenway and trails that get people outside and allow us to have active, healthy lifestyles. We also have long held that part of our community’s sense of place is the undeveloped open spaces and wildlife around and within our community.*

*This Plan aims to improve neighborhood and community parks—providing adequate land to meet our needs and provide high quality accessible parks that carry on the legacy and promote public health and well-being. As our community grows in the urban area, we will add new community and neighborhood parks and extend the Greenway and trails to serve new neighborhoods and connect activity centers. Our public park system will continue to be enhanced by a system of smaller pocket parks and green spaces. Parks and open space are not amenities that are ‘tacked on’ to a development, but are an integral piece of the development puzzle.*

*It is also the aim of this Plan to conserve significant open space lands—to weave the natural environment through our built environment and around it. Open space adds beauty, creates a unique image and sense of place for the Cheyenne Area, provides relief from our built environment, and helps maintain water and environmental quality for the health of our community. We can continue to identify and conserve natural and cultural landscapes before development changes them. The community will work to gather stakeholders to discuss what open space opportunities exist and how to work with landowners to either purchase or encourage private stewardship of these resources.*

### Principles and Policies

**Principle 6.1: Our neighborhood and community parks will continue to be a legacy for our community.**

#### **POLICY 6.1.A: ADOPT AND IMPLEMENT PARKS AND RECREATION MASTER PLAN**

The City will adopt and follow the recommendations of the Parks and Recreation Master Plan (the “Master Plan”), as updated from time to time.



Example of a neighborhood park play area.

#### **POLICY 6.1.B: PARK LEVEL OF SERVICE STANDARDS**

Maintain and improve the high level of service (LOS) for parks the community has already achieved. The City will implement the recommendations (including LOS standards) of the Master Plan related to neighborhood and community parks.

- **Neighborhood Parks** provide access to recreation within neighborhoods. They should be accessible by car, bicycle, and foot and provide useful play areas. Distribute neighborhood parks equitably throughout neighborhoods in the community, near a neighborhood center when possible.
- **Community Parks** provide a balance between active sports fields and self-directed activities. Larger community parks will continue to be located throughout the community.

#### **POLICY 6.1.C: OTHER FACILITIES**

The City will continue support for our well-loved regional facilities, such as the Botanic Gardens and for cemeteries.

#### **POLICY 6.1.D: DEDICATED FUNDING FOR PARKS**

The City will identify and allocate funding for acquisition, capital improvements, and maintenance of parks.

**POLICY 6.1.E: JOINT USE FACILITIES**

Work with the Laramie County School District #1 to promote joint planning of parks and schools so facilities are co-located when desirable. In addition, identify opportunities to achieve stormwater and detention goals in concert with the development of future parks.

**POLICY 6.1.F: POCKET PARKS ENHANCE SYSTEM**

The City will continue to recognize pocket parks and other small open spaces as important parts of the overall park system; however, they are generally private. Homeowner Associations or other groups will be responsible for pocket parks.



Greenway trail system.

**Principle 6.2: Our community will extend and enhance our trail system and Greenway.**

**POLICY 6.2.A: CONNECTED GREENWAY SYSTEM**

Identify and reduce gaps in the current Greenway system, recognizing it is an important recreation and transportation trail resource.

**POLICY 6.2.B: CONNECTED COMMUNITY-WIDE TRAIL SYSTEM**

Establish a larger, community-wide primary trail system to connect major destinations and provide opportunities to recreation routes, as identified through the Master Plan. Developers should provide local trails to connect neighborhoods to the regional Greenway.

**POLICY 6.2.C: DEDICATED GREENWAY FUNDING**

Identify funding sources for the acquisition, development, and operation of a community trail system.

**Principle 6.3: Our community will protect lands of community-wide significance.**

**POLICY 6.3.A: LANDS OF COMMUNITY-WIDE SIGNIFICANCE**

Identify and protect lands of community-wide significance, including our Natural/Cultural Resource areas. (See also Foundation 5.) Generally, these lands will

not be publicly dedicated, but may be conserved by private organizations or landowners, such as the Nature Conservancy or others. However, parts of these significant areas might be integrated into the parks and open space system.

**Principle 6.4: Our community will develop an open space system.**

**POLICY 6.4.A: OPEN SPACES RELATED TO WESTERN IDENTITY**

Protect open space that preserves unique or sensitive environmental resources or views that contribute to western identity. Open space should be publicly-owned and may have public access, depending on the purpose and intent (e.g., for recreation or education), or could be restricted for continued agricultural uses.

**POLICY 6.4.B: COORDINATE CITY/COUNTY PROGRAMS**

The City and County should develop a joint program to identify and address needs for conserving public open space and a coordinated trails system, as identified in the Master Plan.

**POLICY 6.4.C: DEDICATED FUNDING FOR OPEN SPACE**

The City and County should identify funding sources for acquisition and land stewardship of public open space.

**Principle 6.5: Our community supports the expansion and maintenance of our recreation facilities.**

**POLICY 6.5.A: REGIONAL RECREATION FACILITIES**

Continue to locate and develop regional recreational facilities that serve large numbers of people in central locations, as determined in the Master Plan (e.g., an aquatics center).

**POLICY 6.5.B: OTHER OUTDOOR ACTIVE RECREATION**

Pursue opportunities for other outdoor active recreation facilities as identified in the Master Plan.

**POLICY 6.5.C: PARKS AND RECREATION FACILITIES AS REINVESTMENT TOOL**

Prioritize and target public investment in parks and recreation in a selective manner to help spark private investment that is complimentary to a particular district or neighborhood.

**POLICY 6.5.D: DEDICATED FUNDING FOR RECREATION**

Identify funding sources for the acquisition, development, and operation of community recreation facilities.

## FOUNDATION 7 – DEVELOPING IN A FISCALLY RESPONSIBLE WAY

*The Cheyenne Area excels in providing services in a fiscally responsible way. Citizens are generally pleased with their current levels of services and efficiency of government according to prior surveys. Our residents feel safe, have access to health care and other essential services and utilities, and appreciate quality of life amenities, such as parks and libraries.*

*This Plan aims to guide future growth to promote efficient use of public and private resources and to provide adequate public facilities to sustain our quality of life and to encourage continued growth. On the private side, new development should “pay its own way” and provide the necessary services for the new development concurrent with the development. Government and the public should determine how to invest our fiscal resources strategically to achieve the vision and principles outlined in this Plan.*

### Principles and Policies

**Principle 7.1: Our community will coordinate and plan for growth regionally to ensure efficient and cost effective services and utilities.**

#### **POLICY 7.1.A: CONSISTENT DEVELOPMENT STANDARDS**

Coordinate County and City land use and development standards and establish joint development standards and infrastructure requirements within the Urban Service Boundary. Establish a consistent development review process for projects within the urbanizing area.

#### **POLICY 7.1.B: REGIONAL COORDINATION**

The City and County will continue to coordinate on land use issues of regional importance, including meetings and dialogue with key leadership from other agencies in the region, including: F.E. Warren Air Force Base, the Board of Public Utilities, the South Cheyenne Water and Sewer District, Laramie County School District #1, the Greater Cheyenne Chamber of Commerce, the Cheyenne Area Convention and Visitors Bureau, LEADs, Wyoming Department of Transportation, Cheyenne Airport, Federal Highway Administration, and other non-profit or public organizations not mentioned by name.

#### **POLICY 7.1.C: CAPITAL IMPROVEMENTS COORDINATION**

Coordinate City/County capital improvements efforts and plan for strategic investments that provide necessary infrastructure and meets other community goals simultaneously. For example:

- Identify opportunities to achieve stormwater and detention goals in concert with the development of future parks and roadways;

- Prioritize infrastructure investments that align with future growth or revitalization areas; and
- Incorporate pedestrian or streetscape enhancements that support community design and connectivity goals in concert with planned improvements to roadways.

**Principle 7.2: The Cheyenne Area will provide adequate public facilities and services for current and future residents in a fiscally responsible manner.**

#### **POLICY 7.2.A: SERVICE STANDARDS**

Establish adequate level of service and land dedication standards for roads, water and sewer, stormwater, fire protection, police protection, parks, and schools.

#### **POLICY 7.2.B: TIMING OF FACILITIES**

Ensure that adequate public facilities—including streets, schools, fire protection, water and sewer, and other services and utilities—are in place or planned for within a reasonable time of the start of a new development.



Continue regional coordination.



Water and sewer should be in place at time of development.

**POLICY 7.2.C: MAINTAIN LEVEL OF SERVICE**

Coordinate with service providers and other governmental organizations that provide services to community residents to ensure that existing and new neighborhoods have adequate services, and that existing public facilities are properly maintained to serve the needs of current and future residents.

**POLICY 7.2.D: COORDINATED SCHOOLS**

Coordinate with the Laramie County School District #1 to investigate a fee system or land dedication requirements and to locate schools according to the guidelines listed on page 105.

**POLICY 7.2.E: MAXIMIZED INFRASTRUCTURE INVESTMENTS**

Focus urban development within the Urban Service Boundary to maximize the efficient and economic use of both public and private infrastructure investments.

**Principle 7.3: Our community will continue to provide high quality and cost-effective government services and access to information.**

**POLICY 7.3.A: DIGITAL PLANNING INFORMATION**

Continue to ensure that PlanCheyenne and subsequent planning or regulating documents are available to the community in digital format online on the City, County, and MPO websites. Digital planning information should provide the following opportunities:

- On-going public involvement for planning;
- Initiatives for high speed wireless internet in public spaces; and
- Advancement and enhancement of community websites and better coordination between community sites.

**Principle 7.4: Our community will continue to provide essential services in an effective and efficient manner.**

**POLICY 7.4.A: FUNDING AND STANDARDS FOR ESSENTIAL SERVICES**

Continue to fund essential services through dedicated funding sources, including police and fire protection and street maintenance, and water and sewer services. Ensure that standards are in place for new development to provide these essential services and utilities.

**POLICY 7.4.B: LONG-TERM WATER SUPPLY**

Continue to coordinate with the Board of Public Utilities to plan for a long-term water supply, including conservation measures.

**Principle 7.5: Our community will consider how to fund quality of life services in an effective and efficient manner.**

**POLICY 7.5.A: FUNDING FOR QUALITY OF LIFE SERVICES**

Continue to identify and provide funding for services and amenities that contribute to quality of life and economic vitality of the community, including parks and recreation, cultural and library facilities, and other services.



Quality of life amenities such as parks should have dedicated funding.

# THE LAND USE PLAN

## OVERVIEW

The Land Use Plan establishes the long-term physical growth strategy for the Cheyenne Area designed to help the community achieve its vision for the future. The Land Use Plan contains three primary components:

- **Future Land Use Plan**—the map features various land use categories that illustrate the overall desired pattern of development for the community where key activity centers and special overlay areas are located.
- **Land Use Categories**—explain the meaning and intent behind the colors and symbols on the map to guide future development.
- **Design Principles for New Development**—illustrate the various types of new development that may occur in the community and the desired physical form and design characteristics for each.

A series of major concepts served as the underpinnings for developing the components of the Land Use Plan. These concepts are evident in the Future Land Use Plan map, and are also carried throughout the Land Use Categories and Design Principles for New Development.

### THE MAJOR LAND USE PLANNING CONCEPTS INCLUDE:

- Urban Development focused within an Urban Service Boundary;
- Balanced mix of housing and jobs;
- Neighborhoods with housing choices;
- Variety of vital Activity Centers;
- System of parks throughout neighborhoods and the community;
- Connected transportation system;
- Viable agricultural and rural lands;
- Natural/cultural resource conservation;
- Attractive community gateways and Interstate corridors; and
- Flexibility in land use categories.

## FUTURE LAND USE PLAN

The Future Land Use Plan is a long-range growth-focused map that provides a framework for future development in the Cheyenne Area. It is not intended to change stable neighborhoods—its primary focus is on places where new development will occur in the future, including some redevelopment areas.

The Future Land Use Plan does not pre-determine specific land uses or densities for given parcels of land. Instead, it illustrates general land use concepts and categories with preferred location, density, and design characteristics to achieve the community’s vision for development in the Cheyenne Area. It allows flexible, creative, and efficient use of land according to this Plan’s principles and policies as follows:

- **Flexible land use categories**—If a proposed project is generally consistent with the categories shown and with locations for activity centers identified on the Future Land Use Plan then the proposed project is considered to be in conformance with this Plan.
- **Concept plan option**—For properties that are greater than five acres in contiguous ownership and where mixed-use activity centers are proposed, the City and County encourage a developer to create a mixed-use concept plan prior to development review to ensure the mix of uses is compatible with surrounding uses and achieves the desired overall mix before significant time and resource are invested.
- **Master development plan option**—A master development plan may be developed for larger properties provided that it is generally consistent with the land use patterns and principles contained in this Plan and is approved through the amendment process defined in the Introduction to this Plan.

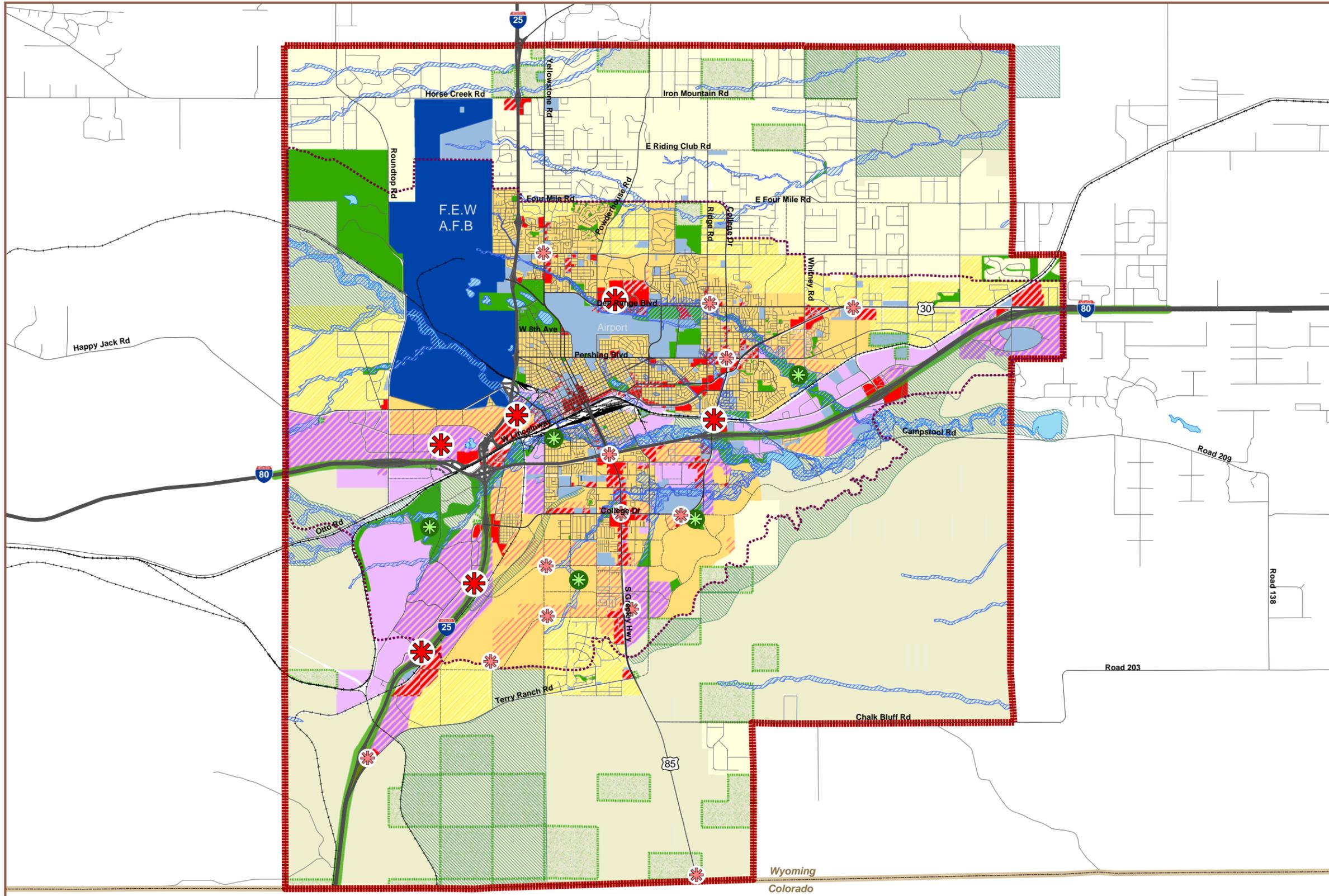
Determinations of consistency with this Plan shall be made by the Planning Commission, based on a review and recommendations from planning staff. Amendments to the Future Land Use Plan should be made in accordance with the Plan Amendment and Procedures defined on page 17.



# Future Land Use

## Legend

- Planning Area Boundary
  - City Boundary
  - Urban Service Boundary
  - State Lands
  - Floodplain
  - Natural/Cultural Resource Area
  - Highway Corridor/Gateway
- ### Future Land Use
- Agriculture/Rural
  - Rural Residential
  - Urban Transition Residential
  - Urban Residential
  - Mixed-use Residential
  - Mixed-use Commercial
  - Mixed-use Employment
  - Industrial
  - Central Business District
  - Community Business
  - Public and Quasi-Public
  - Military/Federal
  - Open Space and Parks
- ### Future Roadways
- Mixed-Use Commercial Activity Center
  - Community/Regional Activity Center
  - Community Park Site
  - Interstate
  - Principal Arterial
  - Minor Arterial
  - Collector
  - Ramp/Local Road



# FUTURE LAND USE

## Cheyenne Area Master Plan

*City of Cheyenne Version*

April 2014



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## LAND USE CATEGORIES

The land use categories are intended to encourage the creation of distinctive, diverse neighborhoods and activity centers with a mix of compatible activities, while also providing some flexibility to respond to market conditions. The land use categories are grouped under five major headings, as outlined in the table below. Each category is described in detail on the following pages. For each land use category, the Plan describes allowable land uses (primary and secondary), general characteristics, and location. New development proposals should reflect the appropriate uses, location, and desired characteristics specified in the applicable future land use category. New development proposals should also strive to satisfy the applicable Design Principles for New Development established later in this chapter.

Land Use Category	Page #	Most Applicable Zone District(s)*	
		City	County
<b>MIXED LAND USES AND ACTIVITY CENTERS</b>			
Community/Regional Commercial Centers	87	MUC, CB	CB, MU
Mixed-Use Commercial Activity Centers	87	MUC	CB, MU
Neighborhood Business Centers	87	NB	NB, MU
Central Business District	91	CBD	n/a
Mixed-Use Commercial Emphasis	92	MUC	MU
Mixed-Use Employment Campus	93	MUE	MU, LI
Mixed-Use Residential Emphasis	94	MUR	MU, LR, MR, HR, NB
<b>BUSINESS AND INDUSTRY</b>			
Industrial	96	LI, HI	LI, HI
Community Business	97	CB	CB
<b>URBAN NEIGHBORHOODS</b>			
Urban Residential	99	LR-1, LR-2, MR-1, MR-2, HR-1, HR-2, NR-1, NR-2, NR-3	LR, MR, HR
Urban Transition Residential	100	RR, LR-1, LR-2	AR
<b>AGRICULTURE AND RURAL</b>			
Rural Residential	102	AR, RR	AR, A1
Agriculture/Rural	103	AG, AR	A1, A2
<b>OTHER</b>			
Public/Quasi-Public	105	P	P
Parks and Open Space	106	P	P
Natural/Cultural Resource Area	106	varies	varies
Urban Service Area	107	varies	varies

\* Note: most applicable zone district(s) listed, but others may be applicable based on existing conditions and/or proposed uses.

## ACTIVITY CENTERS AND MIXED-USE LAND USE CATEGORIES

A key direction of this Plan is to develop mixed-use activity centers as a focus for economic and social activity in the community. The intent is that a variety of different kinds of centers will serve different needs in the community. Centers will range from small-scale neighborhood or community-oriented centers to large regional centers.

Cheyenne’s Downtown historic core has traditionally been the community’s primary activity center and hub for mixed-use development—where offices, homes, and shopping coexist in one discrete area. Outside of the Downtown core, the community has shifted away from this pattern of mixed-use. The automobile as the dominant mode of transportation has led to a more dispersed pattern of land uses, and consumer demand for larger single family homes on larger lots has dispersed the community more over time.

This Plan promotes activity centers and mixed-use development patterns in areas designated on the Future Land Use Plan to maintain Cheyenne’s identity, to create livable neighborhoods, with safe and inviting pedestrian environments, and to stimulate development and revitalization of some areas.

These will all be places with high quality site design, containing a range of complementary land uses, as well as some public or quasi-public spaces such as parks, plazas, natural open space, or outdoor seating associated with restaurants. Finally, the location of activity centers must be coordinated with the transportation system and surrounding land uses.

The following types of activity centers and mixed land use categories are detailed on the following pages:

### **Activity Centers**

- Community/Regional Activity Centers
- Mixed-Use Commercial Activity Centers
- Neighborhood Business Centers (not shown on the Future Land Use Plan)

### **Mixed-Use Land Use Categories**

- Central Business District
- Mixed-Use Commercial Emphasis
- Mixed-Use Employment Campus
- Mixed-Use Residential Emphasis



**Neighborhood Business Centers** contain a mix of retail and services and should be pedestrian-oriented and to relate to surrounding neighborhoods. (See page 89.)



**Mixed-Use Commercial Activity Centers** may contain retail, offices, and some residential development, including lofts or townhomes. (See page 89)



**Example of a park and plaza focal area** in an activity center.

## ACTIVITY CENTERS

The Future Land Use Plan designates distinct types of Activity Centers throughout the Cheyenne Area. While there are some common characteristics that all activity centers share, each Activity Center is a unique and special destination, shaped by its surrounding neighborhoods and roadways, its community and regional role, and its design, layout and amenities. The following pages detail the three types of Activity Centers and the general characteristics they share, as well as some differences between existing and newly developing centers that are important to consider with future growth and investment.

### Considerations for Existing Activity Centers

While some existing Activity Centers in the Cheyenne Area are thriving, others will require significant reinvestment to help transition them from single-use, auto-oriented centers to the more compact, pedestrian-oriented centers envisioned by the community as part of this Plan. This transition will not occur over night—but rather incrementally over time. In some instances, modest investment in façade improvements and other cosmetic enhancements to an existing center may be sufficient to rejuvenate existing businesses and attract new ones. In other instances, wholesale redevelopment of an existing center may be viable. Both of these scenarios should be encouraged.

### REINVESTMENT IN AN EXISTING CENTER

Existing Activity Centers vary greatly in terms of their current configuration, mix of uses, size, density and neighborhood context. Therefore, a flexible approach to the revitalization of these properties is needed. To the extent feasible, the following should be encouraged when targeted reinvestment in an existing center is contemplated:

- **Aesthetic enhancements**—Basic façade improvements, landscaping, and new signage can vastly improve the appearance and viability of an aging center.
- **Broader mix of uses**—Most existing centers contain a limited range of uses (e.g. commercial and office). Incorporation of a broader range of uses—particularly housing is desirable.
- **Higher densities**—Existing densities in most Activity Centers are far lower than that which is allowed by the UDC. Viable ways to increase development intensity include expanding existing building foot

prints, adding stories to existing buildings where structurally feasible, or adding new buildings.

- **“Break up” surface parking**—Surface parking is a prominent feature in many existing centers. Where sufficient space is available, the incorporation of pad site buildings at the street edge to break up existing surface parking and help “frame” the street and the center’s entrance are encouraged. Where space is more limited, low walls and/or landscaping can be used to screen parking from the street without significantly reducing available parking. Existing parking could also be improved by reconfiguring the layout to improve flow, make room for landscaping, and enhance screening.
- **Pedestrian linkages**—Pedestrian linkages between existing centers and adjacent neighborhoods should be provided where they do not already exist, and enhancements to the streetscape and pedestrian areas would also be beneficial.

### REDEVELOPMENT OF AN EXISTING CENTER

As redevelopment of existing activity centers occurs, key considerations include:

- **Enhanced connectivity**—Existing block patterns should be respected by carrying street connections to and through the activity center. Where a pattern of blocks doesn’t already exist, one should be established to promote multimodal connectivity.
- **Transitions to adjacent neighborhoods**—Since larger scale redevelopment is often accompanied by significantly higher densities, steps should be taken to minimize impacts on adjacent neighborhoods. (See Policy 2.1B for examples.)

## Considerations for New Activity Centers

The Design Principles for New Development illustrate and describe the desired characteristics for the various types of new Activity Centers. Some common considerations for all types of new Activity Centers include the following:

- Locate new centers where they may be readily served by existing or future transit.
- Locate larger commercial uses closer to major roadways where visibility and access are greatest.
- Divide parking areas into a series of smaller lots and centrally locate them to serve multiple uses.
- Use smaller retail and residential activities to provide a transition between existing residential areas and higher intensity activity areas.
- Incorporate residential units near (or above, where feasible) retail storefronts to allow for easy access to services and employment.
- Provide amenities such as pedestrian plazas and landscaping as well as sign and access control to create a cohesive development.
- Provide direct access and amenities for pedestrians and bicyclists within activity centers and to adjacent neighborhoods.
- Design in a manner that is compatible with the scale and character of surrounding neighborhoods.

Activity Center Type	Community/ Regional 	Mixed-Use Commercial 	Neighborhood Business <i>(Not shown on map due to small scale and number)</i>
<b>Overview</b>	These Centers serve Cheyenne residents as well as residents of the surrounding region. Each of these Centers is unique in its age, scale, development, intensity, and overall mix of uses. These centers typically include large-scale retail and employment uses, mixed-use development and residential.	These Centers are intended to meet the needs of a group of neighborhoods or the entire community. They are destinations that include grocery store anchors, office, and service uses, mixed-use development and housing.	These Centers are intended to serve the convenience shopping needs of a neighborhood. They are characterized by a compact scale and pedestrian-friendly design that provides ease of access from adjacent neighborhoods.
<b>General Scale and Location</b>	<ul style="list-style-type: none"> <li>▪ Range in size up to 100 acres.</li> <li>▪ Serve a trade area up to 50 miles, and in some instances even further.</li> <li>▪ Have a gross floor area of over 200,000 square feet for non-residential uses.</li> <li>▪ Located on one to two quadrants of an Interchange or on one quadrant of the intersection of two arterials</li> </ul>	<ul style="list-style-type: none"> <li>▪ Vary in size depending on the mix of uses.</li> <li>▪ Serve a trade area up to 2 miles.</li> <li>▪ Have a gross floor area up to 200,000 square feet of non-residential uses.</li> <li>▪ Located on one quadrant of the intersection of two arterials.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Vary in size depending on the mix of uses.</li> <li>▪ Serve a trade area up to 2 miles.</li> <li>▪ Have a gross floor area up to 200,000 square feet of non-residential uses.</li> <li>▪ Located with frontage on an arterial and a collector or two collector roads.</li> </ul>
<b>Locations</b>	<ul style="list-style-type: none"> <li>▪ Frontier Mall (existing)</li> <li>▪ Downtown (existing)</li> <li>▪ 17<sup>th</sup> and 18<sup>th</sup> from Pioneer to Evans (existing)</li> <li>▪ Future locations vary</li> </ul>	<ul style="list-style-type: none"> <li>▪ King Soopers Plaza (existing)</li> <li>▪ Cheyenne Plaza (existing)</li> </ul>	Too many to list each one. Examples include: <ul style="list-style-type: none"> <li>▪ E. Pershing Blvd. from Airport Pkwy. to Dunn Ave. (existing)</li> <li>▪ Logan Ave. from Lincolnway to 20th St. (existing)</li> <li>▪ The Village (existing)</li> </ul>
<b>Related Underlying Future Land Use</b>	<ul style="list-style-type: none"> <li>▪ Mixed-Use Commercial Emphasis</li> <li>▪ Central Business District</li> <li>▪ Community Business.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Mixed-Use Commercial Emphasis</li> <li>▪ Community Business.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Mixed-Use Residential Emphasis</li> <li>▪ Urban Residential</li> </ul>
<b>Appropriate Primary Uses</b>	Mix of uses is dependent upon the types of activities within the individual activity center but a typical format might include one or two anchor or “big box” stores, such as a supermarket or department store, or could be a regional shopping center or mall.	Mix of uses is dependent upon the types of activities within the individual activity center but a typical format consists of one anchor store, such as a supermarket or drug store, and smaller retail and services uses, plus residential.	Varies by center depending on the location and surrounding neighborhood context; however, a typical format might include restaurants, coffee shops, offices, personal services, and small-scale retail shops.
<b>Appropriate Secondary Uses</b>	Range of activities including office, restaurants, institutional, other public, and residential uses.	Range of activities including office, restaurants, institutional, other public, and residential uses.	Residential uses such as attached single-family units, apartments, or condominiums.
<b>Typical Residential Density</b>	Greater than 10 dwelling units per acre.	Greater than 8 dwelling units per acre.	Greater than 6 dwelling units per acre.

## Examples from Other Communities

### COMMUNITY/REGIONAL ACTIVITY CENTER



### MIXED-USE COMMERCIAL ACTIVITY CENTER



### NEIGHBORHOOD BUSINESS ACTIVITY CENTER



## Central Business District

The Central Business District (CBD) encompasses Downtown Cheyenne and functions as the community's core business and civic area. Many of the buildings and features in the district reflect the City's historic roots, and preservation efforts have retained many historic assets. Because the CBD is largely developed, reinvestment and redevelopment are key areas of emphasis. However, pockets of undeveloped or underdeveloped land exist and may provide opportunities for compatible infill development.

### Uses

**Primary Uses:** Intended for a variety of commercial businesses and civic uses. Business uses are generally smaller in scale and not dependent on direct vehicular access. Residential and office uses are encouraged on upper floors in the Downtown core, and as free-standing uses at the Downtown fringe.

**Secondary Uses:** Places of worship and other public or civic uses are also appropriate.

### Location

The Central Business District encompasses the entire Downtown area.

### Density

Existing residential densities vary tremendously, but new developments are typically greater than 8 dwelling units per acre within the Central Business District.



Central Business District.

### Desired Characteristics

- Reflect Cheyenne's historic and unique identity in building materials and architectural styles. (See Appendix C for details.)
- Establish strong relationships between buildings and public streets and sidewalks.
- Facilitate a walking environment and provide vibrant public spaces for gathering and celebration.
- Provide appropriate buffers and transitions to nearby existing development and neighborhoods.
- Integrate a wide variety of uses, and intensify over time through the addition of new uses and activities, including residential.



## Mixed-Use Commercial Emphasis

The Mixed-Use Commercial Emphasis category encompasses existing and future developments, many of which align with activity centers. This category includes a wide variety of land uses and activities, focused primarily on commercial activities, but also including other employment, public, and residential uses. While many existing Mixed-Use Commercial Emphasis areas do not currently integrate residential uses, as they redevelop and change over time, residential units may be incorporated to add more activity to these areas.

### Uses

**Primary Uses:** Primarily retail, office, light industrial, and live-work designed as an “activity center.” Parks, plazas and/or open space should also be part of the core of Mixed-Use Commercial areas.

**Secondary Uses:** Apartments and townhomes and other residential uses are also encouraged as part of the mix of uses. Places of worship and other public or civic uses are also appropriate.

### Location

Located near principal arterial or minor arterial streets or transit facilities and often integrated with Mixed-Use Activity Centers. Higher intensity employment and residential developments are encouraged in the core of Mixed-Use Commercial areas, or adjacent to principal arterial roadways or at the intersection of a principal arterial or as part of activity centers.

### Density

Existing residential densities vary, and new residential uses are typically greater than 8 dwelling units per acre within Mixed-Use Commercial Emphasis areas.



**Examples of mixed-use development:**  
 (a) Commercial on the ground floor and residences above, and (b) ground floor retail and offices and lofts, Lowry, Denver.

### Desired Characteristics

- Create an environment that has employment and shopping opportunities, a range of housing types and parks, open space and civic uses, if appropriate.
- Mix uses either vertically or horizontally.
- Develop in an integrated, pedestrian friendly manner.
- Provide building height transitions and step-downs to be compatible with adjacent development.
- Do not dominate the area with any one land use or housing type. No single land use should exceed eighty (80) percent of the land area of a project, nor should any single land use exceed eighty (80) percent of total building square footage where a mix of uses are provided within the building.



## Mixed-Use Employment Campus

The Mixed-Use Employment Campus category is intended to include a variety of uses, with a primary focus on employment designed in a business campus setting. Many of the Mixed-Use Employment Campuses in the community (e.g. portions of Swan Ranch) are in the early stages of development or are established (e.g. North Range Business Park, and Cheyenne Business Parkway), but still have many sites available.

### Uses

**Primary Uses:** Primarily office and light industry in a campus setting, which should include open space, parks and plazas, and pedestrian walkways.

**Secondary Uses:** Retail and services are an important component to creating a functional business campus. Places of worship and other public or civic uses are also appropriate.

### Location

Mixed-Use Employment Campus areas should be located in areas designated on the Future Land Use Plan. Higher intensity employment is encouraged in the core of Mixed-Use Employment Campus areas, or adjacent to collector or arterial roadways.

### Density

New residential uses are not encouraged in Mixed-Use Employment Campus areas.

### Desired Characteristics

- Create an environment that has employment opportunities integrating buildings and outdoor spaces transportation and parks, open space, civic uses, and other uses as appropriate.
- Mix uses either vertically or horizontally.
- Develop in an integrated, pedestrian friendly manner and should not be overly dominated by any one land use.
- Provide building height transitions and step-downs to be compatible with adjacent development.



Examples of Mixed-Use Employment Campus uses.



## Mixed-Use Residential Emphasis

The Mixed-Use Residential Emphasis category promotes self-supporting neighborhoods primarily containing a mix of housing densities with complementary Neighborhood Business Centers. This category includes existing and future neighborhoods. Many of the newer Mixed-Use Residential Emphasis areas in the Cheyenne Area have focused on development of the residential components first, with development the non-residential and other amenities lagging somewhat behind due to market demand. These non-residential elements and other amenities are important next-steps for enhancing these newer neighborhoods as they become more established.

### Uses

**Primary Uses:** A range of residential housing types, such as single-family residences, duplexes, patio homes, townhomes, apartments, condominiums, and live-work units.

**Secondary Uses:** These mixed-use areas should also include a mix of retail, offices, and light trade. A range from 10 percent to 30 percent of the site area should be allocated to business and industry uses that are related to the neighborhood—to provide neighborhood business centers. Open space, parks, plazas, and other public or quasi-public uses, such as schools, places of worship, libraries, and community centers are also appropriate.

### Location

Appropriate near activity centers and near or along arterials and collector streets as designated on the Future Land Use Plan.

### Density

Existing residential densities vary, and new residential uses are typically greater than 6 dwelling units per acre within Mixed-Use Residential Emphasis areas.

### Desired Characteristics

- Provide a vertical or horizontal mix of uses on sites, including some multi-family residential.
- Integrate residential townhomes and apartments and other more urban development, generally in the core (highest-intensity area) of the mixed-use development in combination with some non-residential uses.
- Provide common usable or connected open space, parks, or plazas.
- Provide building height transitions and step-downs to be compatible with adjacent development.



Example of a mixed-use neighborhood with an integrated, small-scale Neighborhood Business Center.



Example of live-work units that are encouraged for mixed-use areas (either in residential mixed-use or commercial mixed-use).

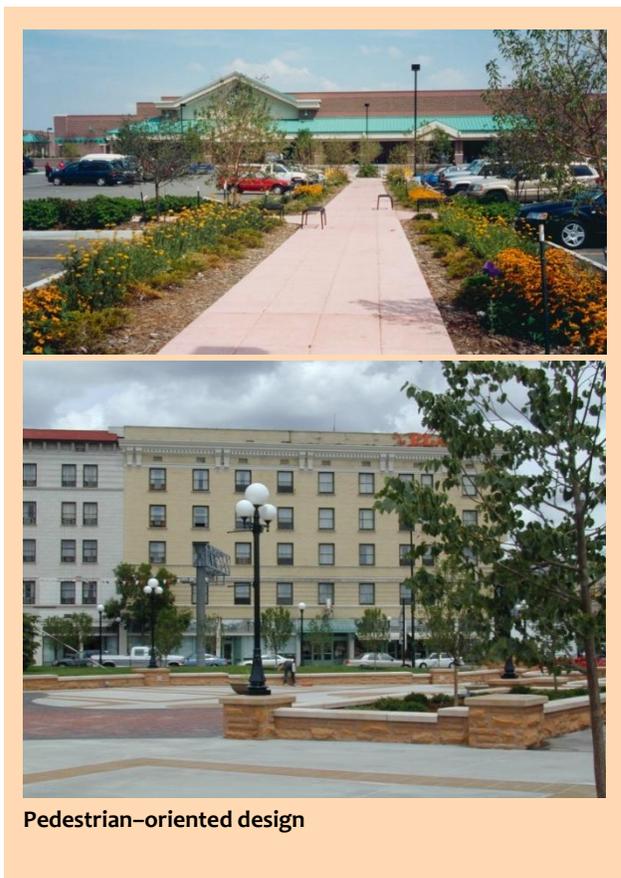
## BUSINESS & INDUSTRY LAND USES

The business and industry categories on the Future Land Use Plan have a variety of uses, development intensities, and characteristics that generally do not include residential development. These are the areas of the community designed to provide jobs, services, and economic vitality. The industrial and commercial uses are planned to be compatible with existing and proposed development, site constraints, and market demand.

The following pages describe the two business and industry land use categories:

- Industrial
- Community Business

The Central Business District and Mixed-Use Activity Centers are also area where large concentrations of business and employment uses are found; however, due to their mixed-use nature, these categories are discussed in the previous section.



Pedestrian-oriented design

## Industrial

The Industrial category encompasses existing and planned areas that include a range of employment-focused uses, which may have impacts such as noise, outdoor storage, and freight needs that make them incompatible in other areas of the community. Integration with the intermodal transportation network—rail, freight, and air—is an important factor in siting Industrial areas.

### Uses

**Primary Uses:** Offices, distribution and warehouses, and manufacturing and fabrication are appropriate in this category.

**Secondary Uses:** Supporting retail uses and services are also appropriate in this category, as are open space and recreation, and other public or civic uses.

### Location

Located with access to major transportation facilities, such as interstates and railroads, as designated on the Future Land Use Plan.

### Density

N/A.

### Desired Characteristics

- Encompass heavier and light industrial areas and provide a location where less restrictive regulations are applied.
- Consider proximity to residential neighborhoods (existing or planned), transportation impacts (e.g. conflicts between heavy trucks and pedestrians), and potential visual impacts of proposed outdoor storage and heavy industry uses.
- Pay greater attention to design in high visibility locations.



Industrial development examples.

## Community Business

The Community Business category emphasizes a range of retail and office uses to serve neighborhoods and the community and region, and some align with designated Commercial/Regional Activity Centers. Many of the Community Business areas are already established and thriving, while others are in need of future reinvestment or redevelopment to retain their role as important destinations for commercial activities.

### Uses

**Primary Uses:** This category focuses on a range of commercial activities such as general retail and office, large tenant retail (e.g., “big boxes”), and regional malls, but also allows for offices, hotels, and service businesses. Intensive industrial activities are not appropriate.

**Secondary Uses:** Supporting uses, open space and recreation, and other public or civic uses are appropriate. Where permitted by underlying zoning, multi-family housing (e.g., apartments) may be appropriate if designed as part of an integrated mixed-use concept plan.

### Location

Generally at interstate interchanges or at the intersection of an arterial or state highway, or at two arterials, usually in conjunction with Community/Regional Activity Centers, as designated on the Future Land Use Plan.

### Density

New residential uses are typically greater than 8 dwelling units per acre within Community Business areas.

### Desired Characteristics

- Where possible, provide access and connections to nearby neighborhoods using internal streets and sidewalks.
- Blend community businesses with nearby neighborhoods, in terms of scale, design, signage, and lighting.
- Quality site and building design to enhance property values and economic resiliency.



Community/Regional Business examples.

## URBAN RESIDENTIAL LAND USES

Cheyenne's residential areas have a variety of characteristics and densities. The locations of future residential areas will be designed to protect and strengthen existing and proposed neighborhoods. The developer will propose the desired project density at the beginning of the process, taking into consideration current zoning, proposed zoning, site constraints, adjacent development, and the desired character described in this Plan. Project density will be subject to review and approval by the Planning Commission and appropriate Governing Bodies. The community will also consider availability of utilities, the development's impact on the transportation system and roads, accessibility, and proximity to, and impact upon community facilities such as schools, parks, and open space.

The following pages describe the two urban residential land use categories:

- Urban Residential
- Urban Transitional Residential



**Example of housing variety. For multiple family residential (e.g., townhomes and apartments), vehicular, bicycle, and transit routes should be accessible, yet residential areas should be protected from heavy traffic. In addition, these types of residential developments should be within convenient proximity to neighborhood retail centers as well as open space and parks.**

**Land designated for higher intensities is encouraged to be maintained for agriculture production until such time as urban development becomes feasible.**

## Urban Residential

The Urban Residential category includes many of the Cheyenne Area's existing neighborhoods, as well as planned future neighborhoods that will connect to City utilities.

### Uses

**Primary Uses:** A broader variety of residential types, including single-family residences, duplexes, patio homes, townhomes, condominiums, and apartments.

**Secondary Uses:** Supporting and complementary uses, including open space and recreation, schools, places of worship, and other public or civic uses are encouraged. Senior housing facilities are also appropriate. Neighborhood commercial may be appropriate in newly developing areas if it complies with the characteristics of Neighborhood Business Centers on page 89. It is not the intent of this Plan to change existing stable neighborhoods with single family residential development, except those where redevelopment is desirable.

### Location

Established neighborhoods and newly developing neighborhoods within the Urban Service Boundary.

Multi-family residential (e.g., townhomes and apartments with densities higher than six dwelling units per acre and up to 20 dwelling units per acre) is appropriate in locations closer to activity centers or supporting business uses. These types of housing are generally served by collector streets or arterial streets and in the future should have access to transit or transit centers.

### Density

Existing residential densities vary. New residential uses are no less than 2 dwelling units per acre but generally range from 2 to 6 dwelling units per acre for single-family detached uses, 6 to 12 dwelling units per acre for small lot single-family detached and single-family attached uses, and greater than 12 units per acre for multi-family uses.

### Desired Characteristics

- Develop in traditional development patterns with a mix of densities, lot sizes, housing types, and home sizes that are well integrated with one another.
- Provide a wide variety of housing types, lot sizes, styles, and patterns in new urban developments.
- Include well planned amenities such as parks and open space that is usable and/or connected.



Urban Residential example.

- Design the core of an urban residential neighborhood to contain apartments and townhomes and may even include neighborhood retail uses organized around a public space that is inviting for pedestrians.
- Integrate secondary uses that to serve the neighborhood and develop and operate them in harmony with the residential character.
- Design streets and sidewalks to provide connections to, from, and within the neighborhoods to make it safe and convenient for people to walk and ride bicycles.
- Connect to central water and sewer utilities.
- Provide paved streets with sidewalks.
- Establish transitions between different intensities or activities. For example, lower density residential (e.g., with a minimum of four dwelling units per acre and ranging up to six du/acre) is appropriate away from shopping and other activity centers and should be accessed from local or collector streets. For these areas, some common open space should be provided.
- Provide common open space or other private amenities, such as tot lots, playground or gardens/courtyards, in multi-family residential areas.
- Step down building heights where multi-family development is adjacent to lower density development, so that no building is 150% taller than an adjacent building, and provide open space buffers.



## Urban Transition Residential

The Urban Transition Residential category, along with the Rural Residential category, provides a gradual transition from the urbanized areas of the Cheyenne Area to the rural areas on the periphery. It includes existing homes and neighborhoods, as well as some planned and recent new growth areas.

### Uses

**Primary Uses:** Limited range of lower density residential uses, blending urban and rural standards. It allows single family residences and multi-family duplexes, patio homes, and townhomes.

**Secondary Uses:** Supporting and complementary uses, including open space and recreation, equestrian uses, schools, places of worship, and other public or civic uses are also appropriate in this category. Senior housing is appropriate if compatible with the surrounding area. Farm animals and horses are appropriate as permitted by City and County regulations.

### Location

Generally located along the northern edge of the City of Cheyenne where some large lot development has already occurred on well and septic systems. It also occurs at the “edge” of other parts of the Urban Service Boundary (USB).

### Density

Existing residential densities vary, and new residential developments are generally less than 2 dwelling units per acre.

### Desired Characteristics

- Allow for a blend of “urban” neighborhood housing with more “rural” characteristics, such as larger lots.
- Connect development on lots smaller than 5 acres to central water and central sewer. Development design should accommodate future connection to central water and central sewer, if not immediately available.
- Discourage development at densities higher than typically found in the adjacent urban residential areas.
- Developers should provide urban improvements in these areas, such as sidewalks, trails, and developed parks.
- Developers should provide transitions between less intense uses on neighboring properties (such as single family residences), and proposed higher intensity uses, such as townhomes. Transitions should include transitions in building heights, and landscaped buffers. Landowners and developers may develop large lot single-family rural residential, or cluster development on smaller lots to conserve open space, views, and other natural features.



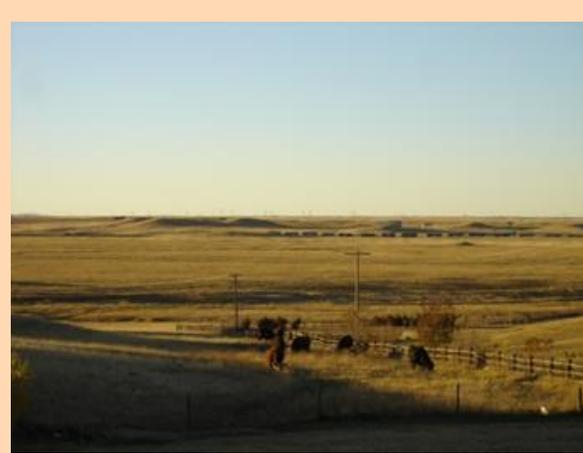
Urban Transition Residential examples.

## AGRICULTURE & RURAL LAND USES

The areas illustrated as agricultural in Laramie County outside of the City of Cheyenne contain vast undeveloped areas. It is the intent of this Plan to promote continued ranching and farming in these areas, rather than rural residential development. Rural residential will continue to be a choice north of the City of Cheyenne.

The two agricultural and rural land use categories are described on the following pages:

- Rural Residential
- Agricultural



Agricultural land.



## Rural Residential

The Rural Residential category, along with the Urban Transition Residential category, provides a gradual transition from the urbanized areas of the Cheyenne Area to the rural areas on the periphery. The Rural Residential category includes a mix of rural and residential uses and is not intended to be an area for intensive future residential development.

### Uses

**Primary Uses:** Single family residences on individual large lots; clustering is encouraged. Farm animals and horses are permitted.

**Secondary Uses:** Supporting and complementary uses, including open space and recreation, equestrian uses, schools, places of worship, and other public uses are appropriate, as well as accessory structures, such as barns and stables.

### Location

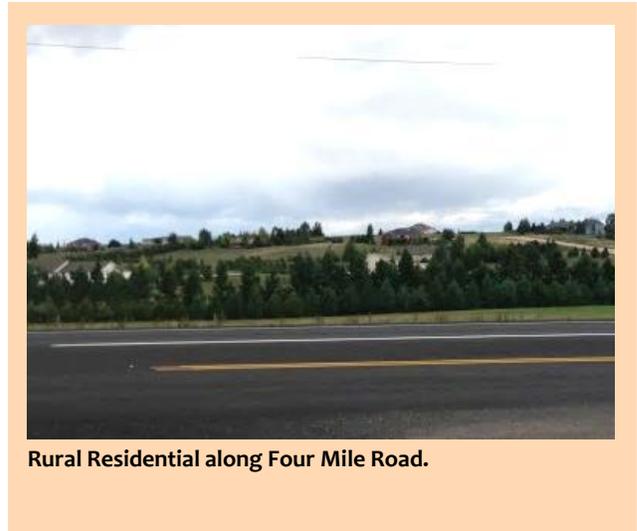
Generally north or south of the City of Cheyenne and abutting or outside of the Urban Service Boundary.

### Density

Existing densities vary, and new residential development in rural areas is generally one unit per 5-10 acres, depending on underlying zoning and availability of water.

### Desired Characteristics

- Develop at densities lower than typically found in the more urban residential areas (*e.g.*, within the Urban Service Boundary) with lifestyles oriented to more rural characteristics, such as keeping horses and other large animals, rather than convenience to services.
- Roads may be paved based on the number of units and trips using the road.
- Landowners may develop large lot single-family rural residential, or cluster development on smaller lots to conserve open space, views, and other natural features.



Rural Residential along Four Mile Road.

## Agriculture/Rural

The Agriculture/Rural category is an area for current and future agricultural activities, and is not intended to be a place for widespread future development. Scattered areas of residences on large lots are also located here. These residences rely on individual wells and septic systems, and open space is usually owned privately.

### Uses

**Primary Uses:** Farming, ranching, and other agriculturally related uses, including farm animals, are appropriate.

**Secondary Uses:** Agriculture-related businesses and ranch support services are encouraged (e.g., equestrian activities, breeding and boarding, vet services, roadside stand, agricultural tourism activities, farm machine repair, and others). Very low density residential (e.g., large lots or designed on smaller lots to conserve land for agriculture or ranching or natural and cultural resources). Laramie County may explore the option to increase the minimum buildable lot size in the future. Wind energy generation and other energy production facilities may be appropriate but should be located away from the urban area.

### Location

In the southern part of the Planning Area outside of the Urban Service Boundary, the vast majority of land is dedicated to farming or ranching and agriculturally related uses.

### Density/Intensity

Existing residential densities vary but new residential development generally occurs on parcels are greater than 10 acres.

### Desired Characteristics

- Conserve the large parcels of land typically required by agricultural operations and provide agricultural operations with access to minor County roads.
- Recognize that agriculture depends on soil capabilities, requires some basic utility services, and is permitted in floodplains and geologic hazard areas, subject to State and County regulations. Limit and, to the extent possible, cluster new residential development.



Agriculture/Rural examples: (a) barns and accessory structures, and (b) grazing land.

## OTHER LAND USES AND BOUNDARIES

This section includes existing public or semi-public lands uses and activities and some future sites for schools on the Future Land Use Plan. The other land use categories and boundaries include the following:

- Parks and Open Space
- Public and Quasi Public
- Natural/Cultural Resource Overlay
- Urban Services Area



Example of public /quasi-public uses (school and cemetery).

## Public and Quasi-Public

The Public and Quasi-Public category encompasses areas related to governmental and other community-based services and activities, like educational facilities and other institutions. Many of these areas are already developed, and future Public and Quasi-Public areas will need to be coordinated with the City, County, and their partner organizations and service providers as necessary.

### Uses

Uses related to community services, such as fire stations, schools, libraries, community centers, hospitals, civic buildings, utilities, and cemeteries, and also churches and places of worship.

### Location

Future locations will vary depending on the type of facility.

Schools should be located according to the following criteria:

- Schools should be located adjacent to a collector street or streets within neighborhoods. Avoid locations adjacent to major thoroughfares or arterials.
- They should be near parks, trails, and other recreation facilities to provide combined recreation facilities.
- Middle and high schools should be planned as combined campuses, facilitating opportunities for shared facilities and transportation options.



Civic buildings, schools, and Colleges (LCCC).

## Parks and Open Space

The Parks and Open Space category includes existing and planned future parks and open space areas.

### Uses

Public and private open space, public and private parks, country clubs, and golf courses are appropriate uses. Some public utilities or facilities may also be appropriate. This category may also include a natural/cultural resource area.

### Location

Existing parks and open space are shown on the Future Land Use Plan and some general locations for future community parks; however not all future parks are shown. Locations for neighborhood parks will be addressed through the policies of this Plan and the Parks and Recreation Master Plan and during neighborhood development. The characteristics and location will vary, depending on the type of use.

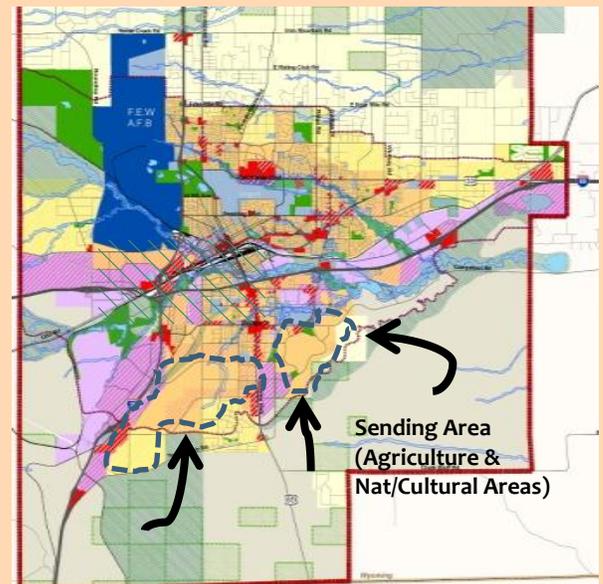
Open space includes public sites and areas for active and passive recreation, conservation and mitigation of environmental hazards. The location, access, terrain, size, and design will vary for future open space, depending on the specific use.



Golf Course and park examples.

## Natural/Cultural Resource Conservation Overlay

The Future Land Use Plan identifies Natural/Cultural Resource areas to the west, adjacent to the U.S.D.A. Research Station, the northeast corner of the planning boundary, and to the south of the Urban Service Area along the ridgelines and Crow Creek. These are undeveloped lands rich with natural and cultural values. This plan promotes conserving these areas and encourages developers to transfer development away from sensitive resources or ridgelines. *BuildCheyenne* addresses a variety of strategies that balance fairness with property owners and that still accomplish the goal of steering development away or designing it carefully to protect resources.



Example of “sending” and “receiving” sites for Natural/Cultural sites and agricultural lands. Other strategies to implement the Natural/Cultural Resource Areas are discussed in *BuildCheyenne*. (See the “Rural Design Principles” later in this chapter.)



### **URBAN SERVICES AREA**

The Future Land Use Plan establishes an Urban Service Boundary to distinguish between the urban and rural portions of the Planning Area. Within the Urban Services Boundary, urban-level development exists or is expected to develop in the future, meaning development that is connected to central water and sewer services, and features other urban amenities such as parks, trails, and protected open space. Outside of the Urban Services Boundary, existing development is limited and future development is not encouraged in order to retain the rural character, protect agricultural uses, and maximize investments in services and infrastructure in the urban area.

## DESIGN PRINCIPLES FOR NEW DEVELOPMENT

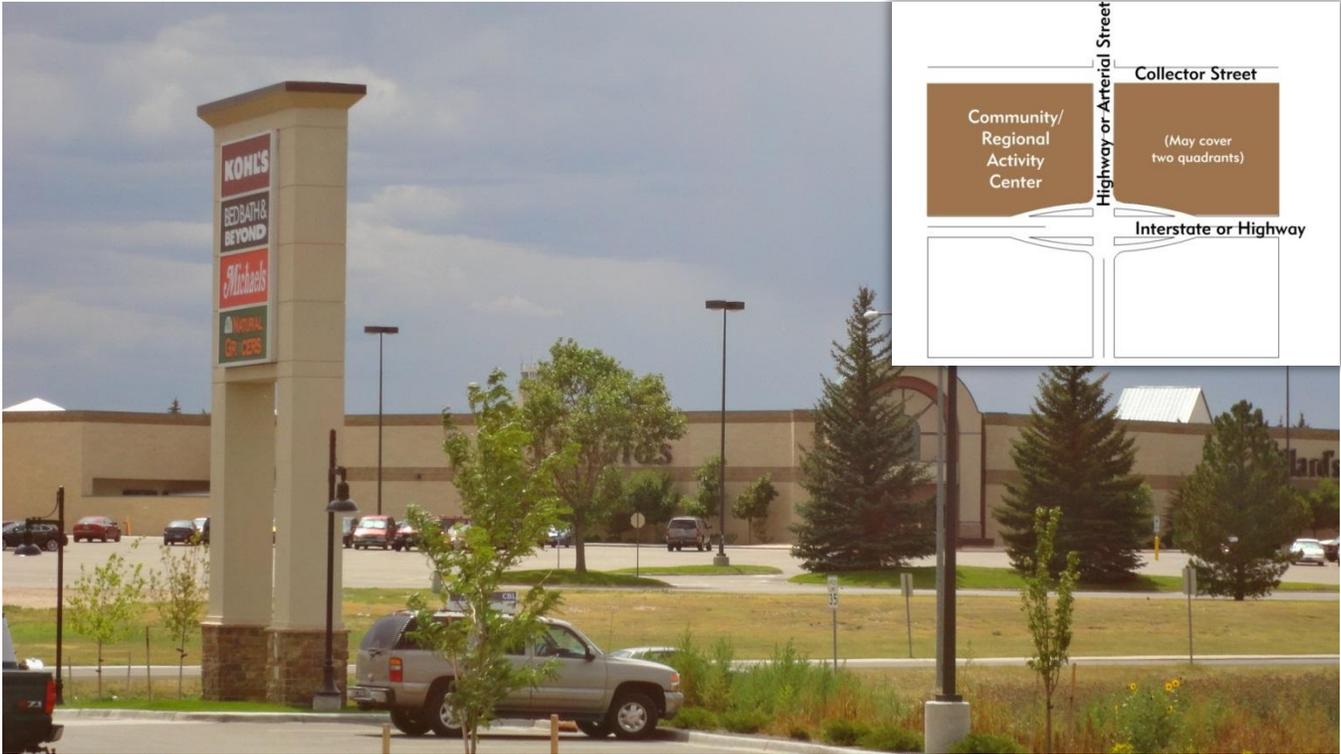
The following examples illustrate design principles to help ensure that new development is consistent with the community’s goals. These principles were originally established as part of the 2006 *PlanCheyenne* process to raise the bar for design in new development, help the Cheyenne Area retain its authenticity, and protect and enhance community character. To support their implementation, many of these principles were codified as part of the City’s new Unified Development Code and the County’s updated Land Use Regulations. As the Cheyenne Area continues to grow over time, these principles (and supporting regulations) should be applied consistently to new development to enhance community character and livability, demonstrate the level of commitment and quality that the community desires, and provide the predictability needed for property owners, businesses, and new residents to feel confident in their decision to invest in the community.

These design principles illustrate various development types, ranging from the design of specific buildings or residential projects, to large activity centers and employment areas. They guide the design for private developments, and should be used in conjunction with the Land Use Concepts and Structure Elements (which guide the design of public spaces) discussed earlier in *StructureCheyenne*. These design principles also relate closely with the Future Land Use Plan Map and Categories introduced earlier in this chapter, and should be used for reference for all new development proposals.

Design Principles to Guide New Development	Related Land Use Category(ies)											
	Central Business District	Mixed-Use: Employment Campus	Mixed-Use: Commercial Emphasis	Mixed-Use: Residential Emphasis	Industrial	Community Business	Urban Residential	Urban Transition Residential	Rural Residential	Agriculture/Rural	Public and Quasi-Public	Open Space and Parks
Community/Regional Activity Center	X	X	X			X						
Mixed-Use Commercial Activity Center	X	X	X	X		X	X					
Neighborhood Business Activity Center	X	X	X	X		X	X					
Downtown	X											
Large Tenant Commercial	X	X	X	X		X						
Neighborhood Commercial	X		X	X		X	X	X				
Convenience Commercial	X	X	X	X	X	X	X					
Light Industrial/Flex Space	X	X	X		X	X						
Office	X	X	X	X	X	X	X				X	
Mixed-Use Urban Neighborhood			X	X			X	X				
Multi-Family Residential	X		X	X		X	X	X				
Single-Family Residential	X		X	X		X	X	X	X			
Alleys	X		X	X		X	X	X				
Cluster Development								X	X	X		
Parks and Open Space	X	X	X	X	X	X	X	X	X		X	X

## Community/Regional Activity Center

Community/Regional Activity Centers serve Cheyenne Area residents as well as residents of the surrounding region. Each one is unique, but they are all major existing or future destinations for shopping, employment, and/or civic uses. Most existing Community/Regional Activity Centers do not currently feature residential development, but intensification of existing uses and integration of housing are appropriate as these Centers mature. Integration of housing is also appropriate in new Centers.



### DESIGN PRINCIPLES

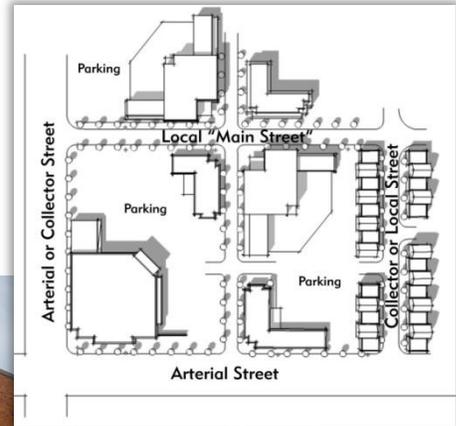
- Locate on one or two quadrants of an Interstate interchange (as illustrated above), or on one quadrant of the intersection of two arterials.
- Encourage a mix of use, including residential uses over time (either above or nearby retail storefronts).
- Incorporate public spaces, such as plazas and patios, into the design to serve the needs of area residents and visitors.
- Integrate a variety of features such as architectural details, landscaping, signage, and art to differentiate each Community/Regional Activity Center and build a unique sense of place.
- Site buildings, roadways, and parking areas with an emphasis on safety and appeal for pedestrians.
- Design to be supportive of transit service (existing or planned) through site layout and amenities.

#### Why Are These Principles Important?

- Community/Regional Activity Centers are major destinations in the Cheyenne community, attracting residents and visitors.
- Intensifying the mix of uses and incorporating residential development over time will support existing businesses by infusing more people into the activity center.
- Developing a unique identity and image for each center will enhance its appeal and visibility over its lifecycle.
- Considering the pedestrian environment and designing for transit service will ensure that people of all abilities can access the center.

## Mixed-Use Commercial Activity Center

Mixed-Use Commercial Activity Centers serve groups of neighborhoods and the Cheyenne community. Each one is unique and many of the area’s current Mixed-Use Commercial Activity Centers feature a somewhat limited range of uses, which could intensify over time with the introduction of residential and other uses. Future developments in these locations should emphasize a broad mix of non-residential and residential uses.

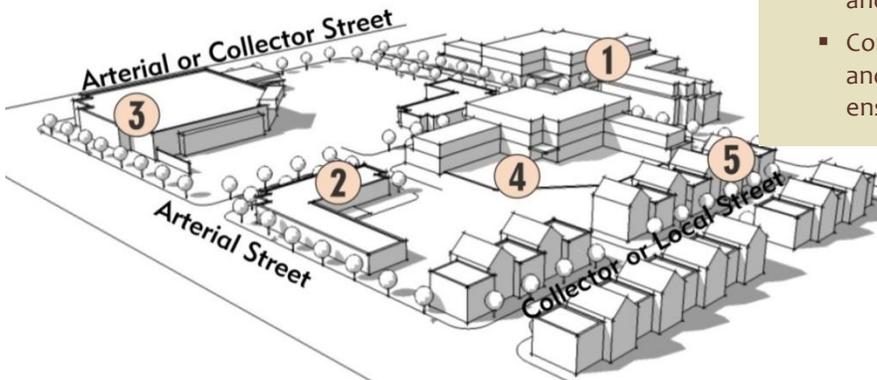


### DESIGN PRINCIPLES

- 1 ▪ Orient buildings to an internally-focused “main street” to create a pedestrian-friendly street edge.
- 2 ▪ Orient buildings to frame an internal network of streets, to allow easy walking between uses.
- 3 ▪ Locate commercial buildings to be visible from arterial or collector streets.
- 4 ▪ Provide parking in smaller lots, in areas that are centrally-located, away from streets, and is pedestrian friendly.
- 5 ▪ Provide a transition to surrounding neighborhoods using medium density housing or offices. Connect residential areas to the commercial core with walkways.

### Why Are These Principles Important?

- Mixed-Use Commercial Activity Centers are key commerce areas and gathering places for groups of neighborhoods.
- Intensifying the mix of uses and incorporating residential development over time will support existing businesses by infusing more people into the activity center while increasing economic vitality and health of Cheyenne.
- Developing a unique identity and image for each center will enhance its appeal and visibility.
- Considering the pedestrian environment and designing for transit service will ensure that people of all abilities can



## Neighborhood Business Activity Center

Neighborhood Business Activity Centers serve one or more neighborhoods, and are existing or future compact, pedestrian-friendly areas that include a mix of retail, service, and office uses, and sometimes residential.

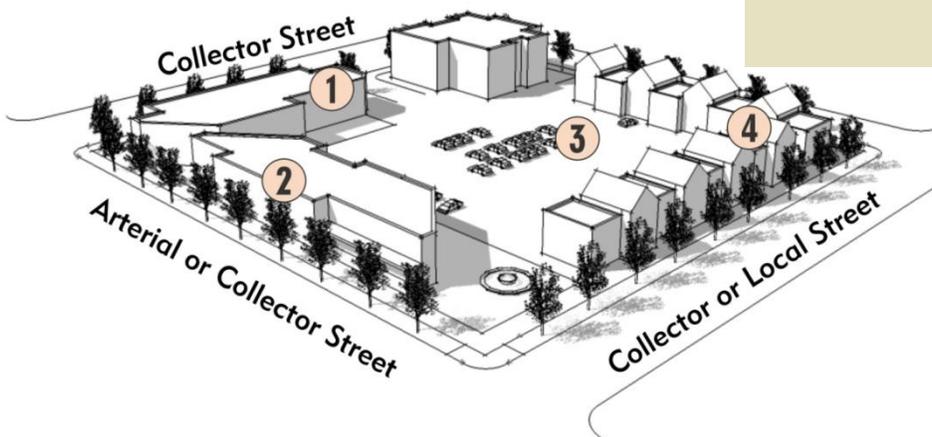


### DESIGN PRINCIPLES

- 1 ▪ Orient buildings internally to frame parking areas and create a pedestrian-friendly atmosphere that allows easy walking between uses.
- 2 ▪ Locate commercial buildings to be visible from the arterial and/or collector streets.
- 3 ▪ Locate parking internally on the site and away from the street.
- 4 ▪ Provide a transition to surrounding neighborhoods using medium density housing or offices.

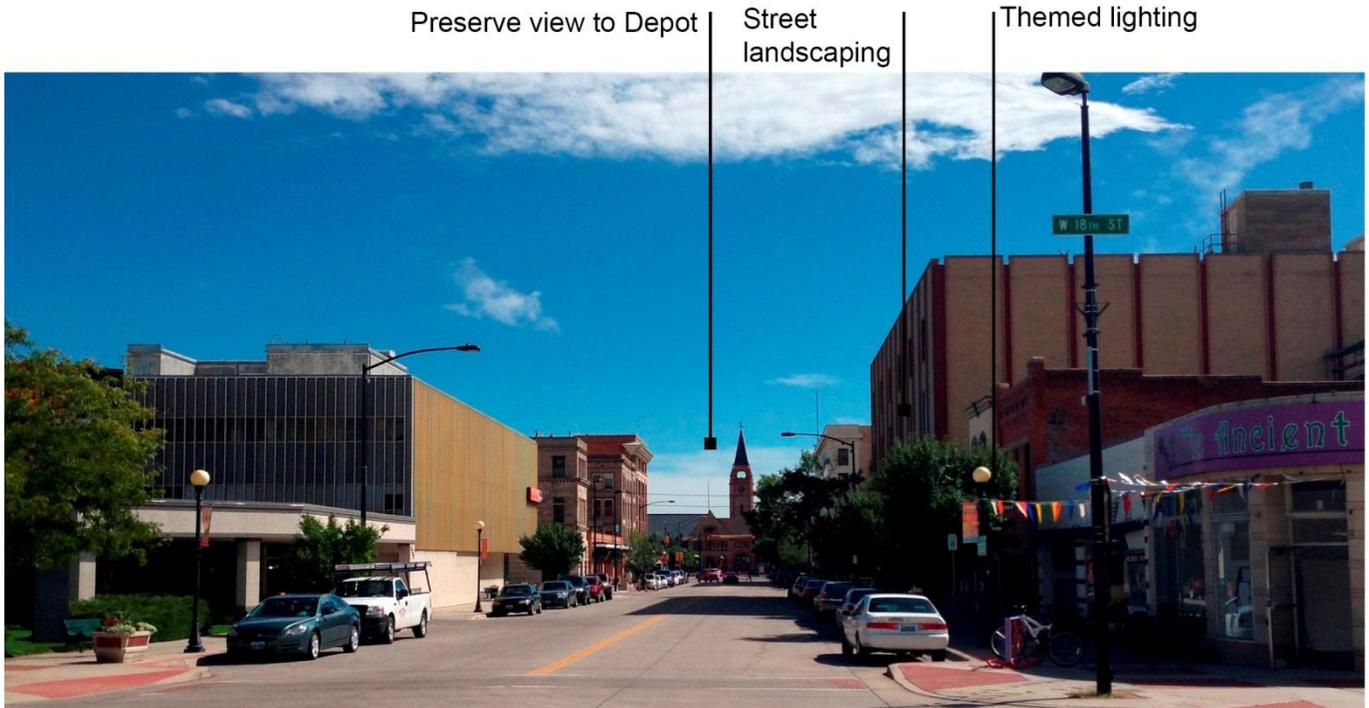
### Why Are These Principles Important?

- Neighborhood Business Activity Centers are key gathering places and daily shopping areas for nearby neighborhoods.
- Diversifying the mix of uses over time will enhance the functionality and role of the activity center in the neighborhood.
- Considering the pedestrian environment and designing for transit service will ensure that people of all abilities can access the center.



## Downtown

Downtown Cheyenne is a hub for commercial and recreational activity, focused on the historic district. The Depot Plaza hosts community-wide events, and the restaurants, hotels, and stores attract local residents as well as tourists.



### DESIGN PRINCIPLES

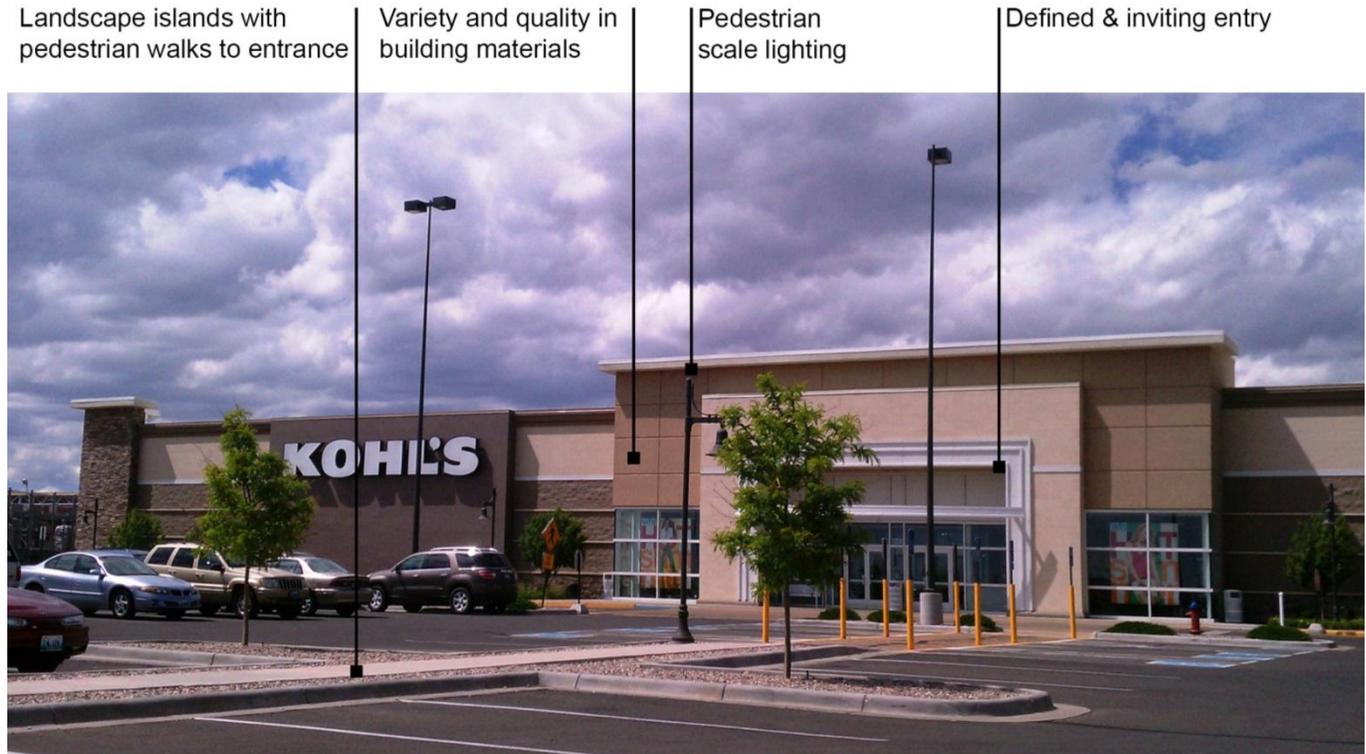
- Continue the restoration of historic buildings and structures and ensure that new private and public buildings are complementary to one another and historic precedents.
- Preserve and enhance the visual connection between the Capitol and the Depot through the use of themed lighting and street tree planting.
- Enhance pedestrian areas through the use of sidewalks adequate for several people walking and site furnishings, coordinated site furnishings, pedestrian-scale lighting and landscaping.
- Provide attractive informational kiosks or signage that provides information about the Downtown and Capitol area.
- Enhance pedestrian connections between the Downtown and Capitol areas through the use of plantings and safe and clearly marked pedestrian crossings.
- Enhance views and the image of Downtown by burying overhead utility lines.

### Why Are These Principles Important?

- Downtown represents the community's strongest connection to Cheyenne's authenticity and character.
- Historic buildings are "one of a kind" and help create a distinct identity for Downtown.
- Enhancing the pedestrian environment and strengthening connections between the Capitol and Downtown will encourage more activity and increase activity for businesses.
- Enhanced signage and information will encourage visitors to explore more of the Downtown/Capitol area.
- Quality development will protect existing investments while also encouraging new investment in the area.

## Large Tenant Commercial

A retail outlet and adjacent retail and commercial uses, such as restaurants on pad sites that typically serves several neighborhoods or a region.



### DESIGN PRINCIPLES

- Incorporate architectural features, such as towers, awnings, or arbors, for interest, and treat all four sides of the building with high quality materials.
- Avoid placeless, low-quality design.
- Include windows and openings on the non-service sides of buildings.
- Distribute parking to the sides and rear where possible, with connections to other neighboring retail sites.
- Orient building fronts to the street, and provide direct public access to building entrances from streets and sidewalks.
- Where possible, cluster buildings on adjacent parcels and share site amenities, like patios.
- Screen maintenance and service areas with landscaping and materials that are consistent with the main building's design elements.
- Screen utilities and service areas from public view using landscaping or architectural elements that are integrated into the building's architecture.

#### Why Are These Principles Important?

- Architectural elements can be used to create a distinct identity and sense of quality.
- Big box stores are not always viewed from the front, and should be attractive from all sides.
- More attention needs to be given to how people get from their cars into the buildings.
- Connecting adjacent sites means that parking lots and sidewalks connect, so that it's not necessary to drive out to the main street to go next door.
- Clustering buildings can reduce the impacts from wind, and can create attractive outdoor spaces for people.
- Quality development will attract additional investment in the area.

## Mixed-Use Development

Destinations located within close proximity to residential neighborhoods that provide everyday goods and services. May include uses such as professional/business offices, retail stores, financial institutions, and restaurants; as well as residential units on upper floors.



Architectural variety

Mixed-use building with ground floor retail and residential above

Outdoor patio

Site furnishings & plantings

Pedestrian walks

### DESIGN PRINCIPLES

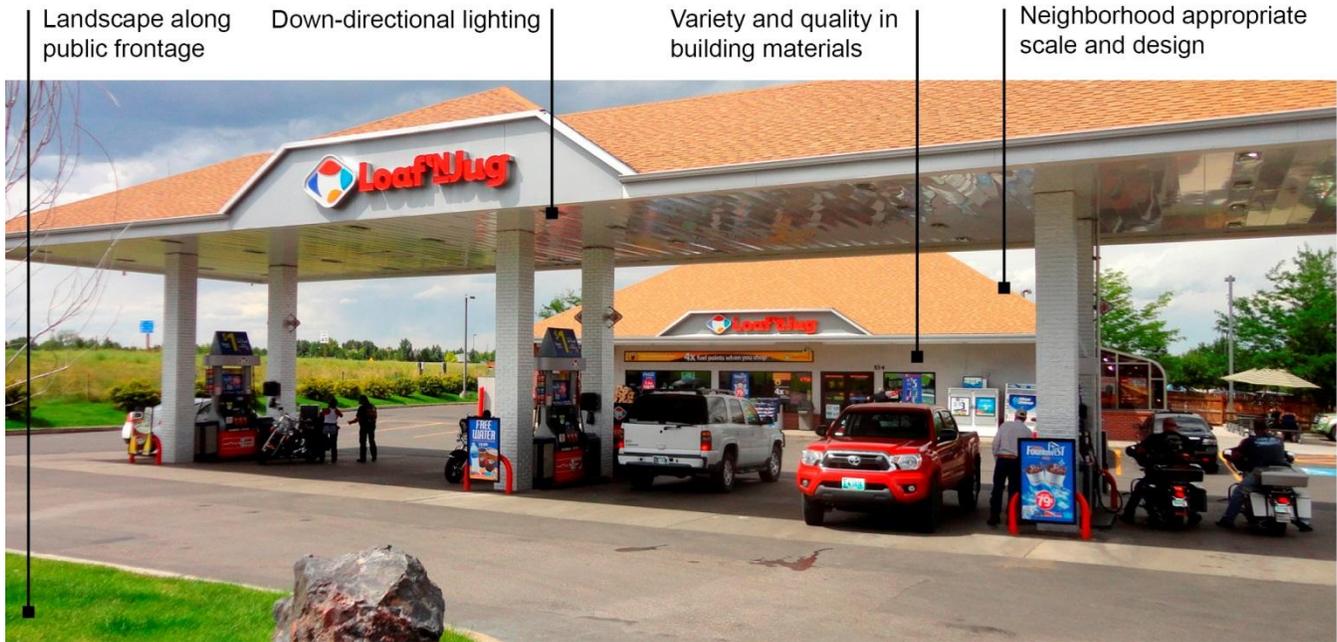
- Allow for a balanced, mixed-use form of development that incorporates a variety of types of uses.
- Create pedestrian-friendly environments through the use of planting, coordinated site furnishings, pedestrian-scale lighting and building facades, awnings for shade and protection from weather, and sidewalks.
- Encourage architectural diversity along the street frontage to create a more diverse and vibrant environment.
- Design signage that identifies businesses without dominating the setting.
- Use lighting that is down-directional and dark-sky friendly.
- Provide opportunities for gathering places, like plazas, sidewalk seating areas, and courtyards.
- Consider the scale of neighboring buildings when determining the height of new buildings.
- Pay specific attention to building facades and compatibility of uses (both horizontally and vertically).

### Why Are These Principles Important?

- Mixed-use development will create a more active use area by mixing together different types of activities that can benefit from each other's proximity, such as offices, housing, and a coffee shop.
- Zero setbacks require more attention paid to front facades located right along the street.
- Mixing uses requires careful attention to detail so that uses complement, rather than detract from one another.
- Designing for pedestrians will encourage opportunities for residents to walk from neighborhoods to retail areas, and enhance safety.
- Architectural diversity gives retail areas a sense of place and unique character that fits in better with the neighborhood.
- Well-designed, low scale signage provides a positive image and can advertise a location effectively without dominating the skyline.
- Gathering places will encourage activity – people are attracted to uses that have opportunities for interaction.

## Convenience Commercial

A commercial establishment that caters to the immediate neighborhood's day-to-day convenience needs; may also be located on main roadways.



Landscape along public frontage

Down-directional lighting

Variety and quality in building materials

Neighborhood appropriate scale and design

### DESIGN PRINCIPLES

- Incorporate landscaping along the public frontage to create a more attractive, comfortable and inviting environment, and incorporate buffers, neighborhood transitions, and existing vegetation where feasible.
- Variety in materials and textures can add interest and a look of permanence; bright colors should be limited to accents.
- Screen utilities and service areas from public view using landscaping or architectural elements that are integrated into the building's architecture.
- Incorporate pedestrian connections to adjacent neighborhoods and other uses.
- Design signage that identifies businesses without dominating the setting.
- Use lighting that is down-directional and dark-sky friendly.
- Businesses that include drive-thru facilities should be designed so that pedestrians are able to enter the establishment from the parking lot or sidewalk without crossing the waiting or exit lines.
- When more than one business is located on the same or adjacent site, shared parking and access should be considered.

### Why Are These Principles Important?

- By designing the site to utilize existing landscaping, new structures can benefit from the shade and appearance provided by mature trees.
- Architectural diversity gives retail areas a sense of place and unique character that fits in better with the neighborhood and may help attract additional investment.
- Designing for pedestrians will encourage opportunities for residents to walk from neighborhoods to retail areas, and enhance safety.
- Well-designed, low scale signage provides a positive image and can advertise a location effectively without dominating the skyline.
- Drive-thru facilities, while an important part of the retail "landscape," can be designed in a manner that does not create inconveniences or safety hazards for pedestrians.
- Because Convenience developments are auto-oriented, shared parking makes it easier for customers to get from business to business without using their cars.

## Light Industrial/Flex Space

Employment areas that may include office, warehouse, manufacturing, research or distribution uses.



### DESIGN PRINCIPLES

- Provide greater attention to design in high visibility locations, such as along interstates or on arterials, or in public or office areas of industrial facilities.
- Encourage the adaptive reuse and rehabilitation of existing historic industrial facilities.
- Within large business parks, incorporate prominent gateway features and landscape areas at high visibility locations along roadways.
- Screen maintenance and service areas with landscaping and materials that are consistent with the main building's design elements.
- Incorporate landscaping along the public front to screen parking and create a more attractive environment.
- Include pedestrian connections from the street or parking to building entries.
- Incorporate high quality and attractive fencing where necessary for security.
- Use lighting that is down-directional and dark-sky friendly.
- Design shared parking within large developments, and where possible, divides large parking lots into several smaller lots with landscaping.
- Design signs that do not overwhelm the setting and are located at landscaped entry points.

### Why Are These Principles Important?

- Reuse of existing building stock is efficient and helps reinforce Cheyenne's historic image.
- Gateways and landscaping help convey a sense of quality, attracting new investment.
- Attractive, functional parking areas and pedestrian connections provide for a more welcoming environment for workers and visitors.
- Down lighting is a simple yet effective means of reducing light pollution.
- Well-designed, low scale signage provides a positive image and can advertise a location effectively without dominating the skyline.

## Office

A place of business where professional and clerical duties are performed rather than manufacturing or sale of goods to the public.



### DESIGN PRINCIPLES

- Allow for distinctive architecture that has a physical presence in the area and is regionally appropriate.
- Use differing, yet coordinated, building materials, colors, textures, and architectural details to create interest and generate investment.
- Screen maintenance and service areas with landscaping and materials that are consistent with the main building's design elements.
- Design signage that identifies businesses without dominating the setting.
- Incorporate landscape islands within large parking lots to break up the expanse of pavement.
- Design integrated outdoor public spaces with coordinated site furnishings.
- Provide vehicular and pedestrian connections between adjacent developments.
- Screen maintenance and service areas with landscaping and materials that are consistent with the main building's design elements.
- Use lighting that is down-directional and dark-sky friendly.

### Why Are These Principles Important?

- Architectural elements can be used to create a distinct identity and sense of quality.
- Well-designed, low scale signage provides a positive image and can advertise a location effectively without dominating the skyline.
- Connecting adjacent sites means that parking lots and sidewalks connect, so that it's not necessary to drive out to the main street to go next door.
- Gathering places with patios and/or benches can provide workers with areas to relax and socialize during breaks.

## Mixed-Use Neighborhood

These neighborhoods combine a variety of residential housing types with other neighborhood-serving uses and gathering spaces in walkable, pedestrian-oriented blocks.



### DESIGN PRINCIPLES

- Contain a mix of lot sizes and housing styles, types, and sizes, and land uses.
- Include a core, such as neighborhood-serving retail, civic services, or a gathering space (e.g., a park, plaza, school, or community center). At least one neighborhood park should occur within every one square mile.
- Contain connected streets and sidewalks based on a modified-grid pattern with blocks no longer than 600 feet. Blocks ranging from 400 to 600 feet should have pedestrian pass-throughs.
- Be designed for pedestrians, including amenities such as benches, shade trees, human-scale signs and other features.
- Include open space, parks, and other amenities.
- Contain a variety of buildings to avoid monotony.
- Be designed in harmony and to respect the natural landscape and landforms and conserve natural features, such as creeks or geologic features.
- Include transitions between different residential intensities so that no building is more than 150% the height of an adjacent building.
- Ensure that sidewalks and trails are connected and continuous.

### Why Are These Principles Important?

- Mixed-Use neighborhoods offer choices in housing prices, sizes, and styles to meet the needs of various households.
- Integrating non-residential development and parks/open spaces into mixed-use neighborhoods provides opportunities for gathering and shopping that are nearby and do not require residents to drive to them.
- A grid pattern of streets with walkable blocks helps residents and visitors navigate and travel within and through the neighborhood with ease.

## Multi-family Residential

Attached housing units, such as apartments, condominiums or townhomes.



### DESIGN PRINCIPLES

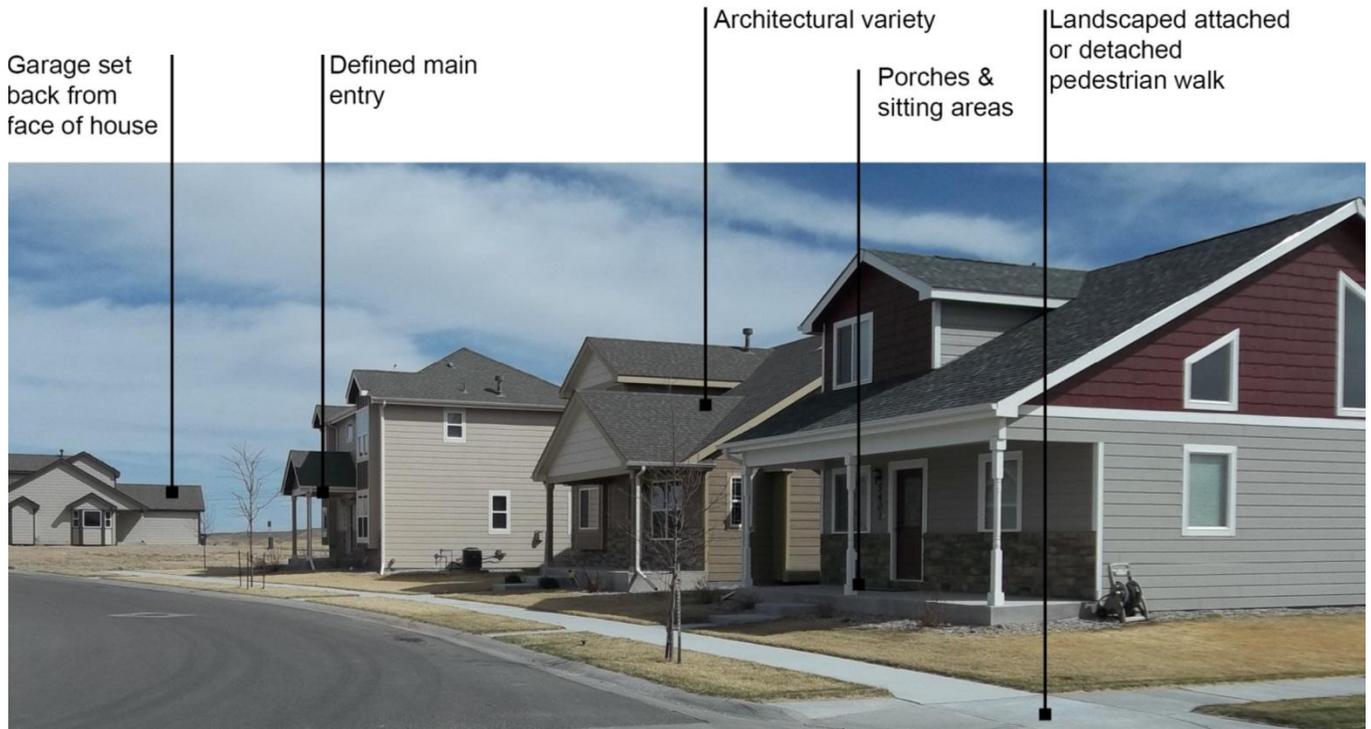
- Use differing, yet coordinated, building materials, colors, textures, and architectural details.
- Minimize repetition of facades, and vary the rooflines and planes of the facades.
- Arrange buildings to include space between to provide natural light and opportunities for planting.
- Consolidate parking away from building entrances and provide parking behind buildings.
- Design for people first and cars second; create pedestrian connections between buildings, parking, and other areas.
- Include individualized and inviting entries to buildings that include features such as sitting areas and porches.
- Include on-site amenities such as play areas or athletic facilities that are centrally located.

### Why Are These Principles Important?

- Multi-family housing can be more acceptable to adjoining neighborhoods if it is attractively designed and does not have a “barracks-like” appearance.
- Careful design and location of parking areas helps to avoid the appearance of buildings located in a sea of parking.
- Designing for pedestrian use increases safety for residents, and increases livability and quality of life.
- On-site amenities and recreational facilities can make multi-family residences function more like a distinct neighborhood.
- Transitions help new multi-family developments blend with existing neighborhoods.
- Good design can help minimize perception of negative impacts on neighboring property values.

## Single Family Residential

Individual housing units that are located on separate lots.



### DESIGN PRINCIPLES

- Vary similar models along a street by using variations in materials or architectural details and varied building elevations.
- Create a “front yard community” through the use of defined entries, sitting areas or porches on the front, with garages located towards the rear or sides of houses.
- Allow for flexibility in setbacks to provide variation in the orientation and distance of houses to the street.
- Provide landscaped pedestrian walks and sidewalks of an adequate width (e.g., comfortable for two people side-by-side), and connect walks to parks, open space, and other neighborhoods.
- Residential street widths should be at a scale that creates intimacy, minimizes speeds, and encourages pedestrian activity.
- Use corner lots to create an attractive public face to both streets.
- Tree lawns (landscape strips between the sidewalk and street), should be of sufficient width for effective and efficient irrigation.

### Why Are These Principles Important?

- Variety in architectural styles and design create a more attractive street that avoids a “cookie-cutter” appearance.
- Streets that are dominated by garages are uninviting and create a sterile environment.
- Detached walks and tree lawns can result in a safer environment for pedestrians and children playing.
- Neighborhood streets that are too wide encourage speeding.
- Providing windows that face the street so residents can watch the street and enhance neighborhood security.

## Cottage Lots

Housing units are clustered on small lots.



### DESIGN PRINCIPLES

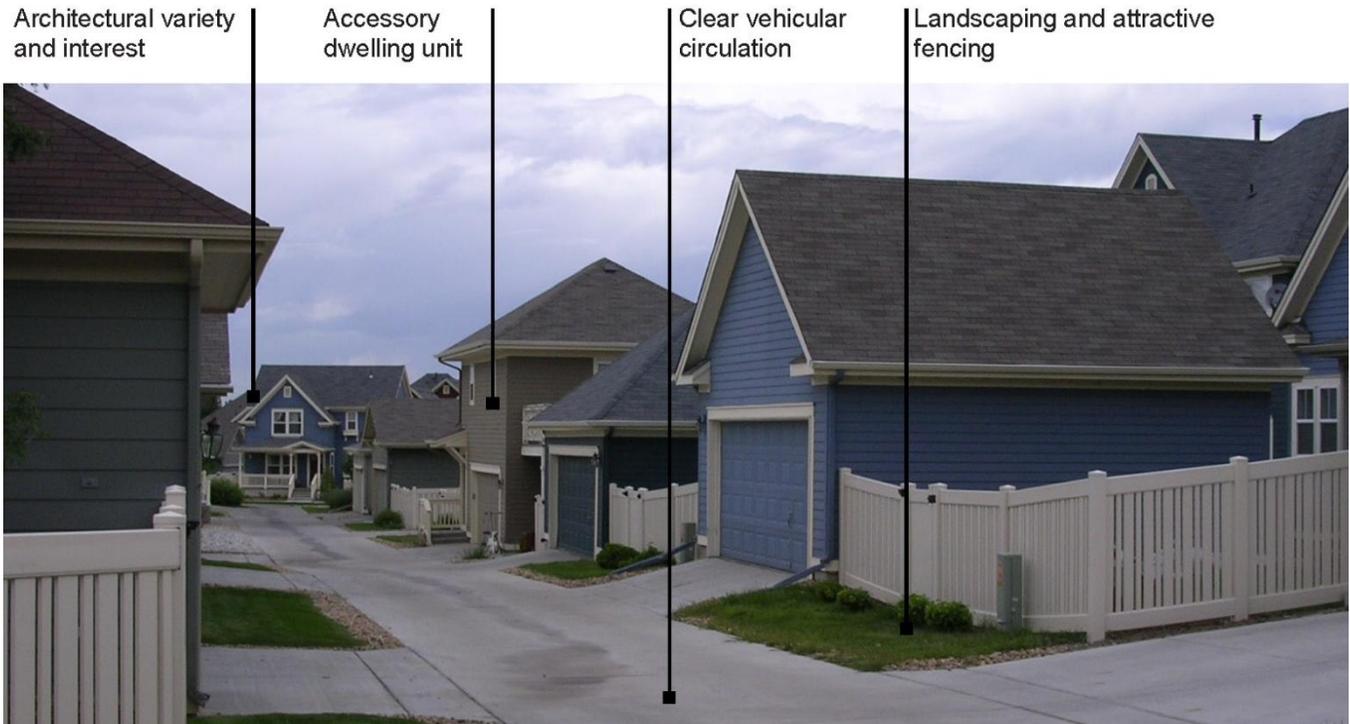
- Cluster homes on smaller lots with a shared central open space.
- Create a “front yard community” through the use of defined entries, sitting areas or porches on the front façade of homes.
- Orient front entrances towards the street and/or shared central open space and provide direct pedestrian linkages.
- Provide alley-oriented garages to serve the cluster of homes, particularly in an infill context.
- Limit the height of fencing that abuts the street or shared open space and use fencing with an open character (e.g., wood pickets or decorative wrought iron) to maintain visibility from homes into common spaces and towards the street.

### Why Are These Principles Important?

- Clustering allows for the creative use of challenging lots in an infill context and supports increased diversity in housing options.
- Orienting homes and designing site elements to promote visibility into shared common spaces enhances neighborhood security.
- Designing cottage lots with an attractive street presence and strong pedestrian focus enhances compatibility with adjacent single family homes.

## Alleys

A narrow street or lane that provides access to the rear of buildings by going through the middle of a block or between two rows of buildings.



### DESIGN PRINCIPLES

- Provide space for parking, utilities, and trash collection in the alley.
- Allow for architectural variety and detailing on house and garage walls facing the alley.
- Create clear and orderly circulation to access points and driveways for residents and services like trash collection.
- Use planting and architectural fencing to create privacy and soften appearances of the alley.

#### Why Are These Principles Important?

- Recent practices in development are suggesting that the alley is an important element of traditional neighborhood design, as a means of developing neighborhoods that are not dominated by garages.
- If not designed properly, alleys can be stark and uninviting.
- To provide for a narrower street section, many of the service functions can be moved to the alley.

## CLUSTER DEVELOPMENT

Low density residential development in rural areas designed to conserve open space and protect natural features.



### DESIGN PRINCIPLES

- Minimize cut and fill for roads and site grading.
- Use native plants for landscaping.
- Steer development away from geologic features, such as rock outcroppings or steep slopes.
- Use appropriate setbacks, and placement of structures that are compatible with adjacent agricultural activities.
- Design buildings that reflect the architectural heritage and that are located at the toe of slopes to allow for windbreaks.
- Incorporate wildlife friendly fencing or “rural” open fencing rather than solid fencing.
- Preserve existing ranch buildings and other features of the site.
- Provide larger connected open space or agricultural lands that are conserved in perpetuity.
- Conserve at least 40 percent of the site as open space, with development clustered in areas that avoid important natural features.

#### Why Are These Principles Important?

- Cluster development in rural areas helps to protect natural features by directing development to appropriate areas and conserving the natural features.
- Preservation of open space helps retain rural character and limits future encroaching development.
- Clustering of lots makes most efficient use of investments in infrastructure like roads and utilities.
- Interconnected clustering can also preserve wildlife habitat and migration routes.

## Parks and Open Space

Places for active and passive recreation, conservation of natural resources, stormwater detention, and community gathering.



### DESIGN PRINCIPLES

- Be designed and planned as part of neighborhoods—not be merely “left over.”
- Be large enough to provide useable space to meet the intended uses.
- Incorporate natural features, including ridgelines, habitats, hills, drainageways, and historic sites or landmarks.
- Be visible from at least one local street (two ideally) to invite use, encourage a sense of ownership, and provide a safe area.
- Include a focal point or amenities for a variety of users.
- Include appropriate lighting.
- Provide places to sit and trash receptacles.
- Provide amenities and opportunities for active recreation in parks (play equipment, sporting fields, etc.) and passive recreation in parks and open areas (benches, trails, grassy knolls, etc.).
- Utilize stormwater runoff for irrigation where possible and integrate detention as a secondary element of the park’s design.

### Why Are These Principles Important?

- Parks and open space serve as important neighborhood, community, and regional gathering places and are a point of pride in the Cheyenne area.
- Development of active and passive spaces in parks and open space areas helps balance the demands for conservation and recreation.
- Stormwater management efforts can benefit from appropriate siting and coordination with the parks and open space system.
- Accessible, well designed parks make Cheyenne neighborhoods desirable places to live.

# Build

## INTRODUCTION

This chapter contains the implementation strategies and action plan to implement the foundations and Future Land Use Plan and Transportation Plan. It also establishes the framework for a monitoring program through which progress towards the Plan’s implementation can be tracked over time.

## IMPLEMENTATION STRATEGIES

The City of Cheyenne and Laramie County will need to coordinate to carry out the Plan using a combination of implementation strategies—policy decisions, programs, code revisions, regional and agency coordination, new funding mechanisms, and State legislation. Each of these strategies is described below.

Specific strategies to implement each part of the Plan and roles and responsibilities for each strategy are described in the following section. The governing bodies will need to meet and coordinate a clear process for the agencies to carry out responsibilities. Some of these actions may require additional staffing, dedicated budget, or expert advice.

### Policy Decisions

The City and County will carry out many of the policies of *PlanCheyenne* during day-to-day policy recommendations and decisions—those made by the planning and development staff, Planning Commissions, City Council, and Board of County Commissioners. The Commissions and Councils will continually make decisions regarding development proposals and Plan amendments and should ensure that these decisions are made in a manner that is consistent with this Plan. For example, resolving to restrict rezoning land outside the Urban Service Area for more intensive commercial or residential uses is a policy decision that is consistent with the intent of the Plan policies and the Future Land Use Plan. The Plan serves to guide such policy decisions that will occur throughout the life of this Plan.

### Programs

The Community Foundations in *ShapeCheyenne* call for some new or enhanced programs and some new more detailed plans, such as the policy to support affordable workforce housing, or to protect natural/cultural resource areas. Programs have varying levels of priority, depending on the issues involved. Consequently, the City and County will initiate them at different timing intervals. Types of programs include:

- Land acquisition for open space protection,
- Enhanced historic preservation programs,
- Education about a particular topic (e.g., historic preservation, rural land conservation), and
- Downtown revitalization.

### Code Revisions

Both the City and County recently updated their development regulations. The City adopted a new Unified Development Code in 2012, and Laramie County updated its regulations in 2011. Many of the code recommendations and actions contained in the first iteration of *PlanCheyenne* (2006) were addressed in these code updates. However, there are some additional code revisions that are needed to implement the recommendations contained in this update to *PlanCheyenne*. These include the following:

- Design standards or guidelines,
- Incentives to achieve infill and redevelopment goals (e.g., density bonus, streamlined review procedures),
- Overlay districts,
- Conservation design approaches and clustered development, and
- Others.



## **Regional and Agency Coordination**

A number of the *PlanCheyenne* recommendations will best be achieved through new or amended Intergovernmental Agreements between the City and County and other governmental entities, such as the Board of Public Utilities. Types of interagency coordination that will be necessary to implement the Plan include:

- City/County IGAs to address service provision, coordinated planning, or annexation,
- Agreements with districts or other organizations,
- Partnerships with other organizations,
- Coordinated development standards and review of development applications,
- Coordinated Plan review and monitoring, and
- Coordination with different departments within the City/County and MPO that may take responsibility for certain actions.

indicators related to each community foundation, to monitor how the Plan's policies and actions are affecting the Planning Area. This continuous approach will enable leaders to understand how the community is changing and how this change relates to *PlanCheyenne*.

## **New Funding Mechanisms**

Cheyenne needs to address how to finance the costs of new growth and development as it occurs in the community, as well as how to finance on-going operations and maintenance of utilities and services. This Plan proposed the exploration of new financing mechanisms, such as local impact fees to balance community needs and the costs of development.

## **Next Steps**

This section has provided an overview of general actions. Many specific actions remain to be done. The next section outlines more specific actions. It also describes the roles and responsibilities for who will carry out these actions, as well as the timeframes in which they are to be carried out.

# **MONITORING**

In order for the Plan to be effective, effort must be made to monitor progress over time. Following the implementation section, this chapter addresses long-term plan monitoring. It addresses two levels of monitoring: implementation and performance. Implementation monitoring is the act of tracking the achievements and progress in completing items identified in the action plan. Performance monitoring involves an annual review and reporting of established

# IMPLEMENTATION

## FOUNDATIONS

This section proposes possible strategies and actions to address the foundations, principles, and policies in ShapeCheyenne. The foundations are as follows:

- 1) Growing as a Community of Choice
- 2) Creating Livable “Hometown” Neighborhoods
- 3) Fostering a Vital Economy and Activity Centers
- 4) Developing a Connected and Diverse Transportation System
- 5) Celebrating our Character and Varied Heritages
- 6) Creating a Legacy of Parks, Open Spaces, and Trails
- 7) Developing in a Fiscally Responsible Way

This chapter includes strategies to implement the principles and policies under each of the Foundations. To implement this Plan effectively, it is necessary for the City and County to identify the specific strategies or actions required and determine the priority and timing of the actions so the agencies are able to allocate resources.

## STRATEGIES AND ACTIONS

Action Plan Matrices are located under each “Foundation” in the section that follows. Each includes the following information:

- Action
- Description
- Type of Action (policy decision, program, code revisions, coordination, new funding mechanism, or State legislation)
- Responsibility
- Funding Requirements
- Priority

The Strategies and Actions outlined in this section are organized by priority, into three key time frames:

- **Immediate Actions** – Concurrent and ongoing with the adoption of this Plan update.
- **Near-term Actions** - Following plan adoption, over the next 2 years
- **Longer-Term Actions** – 2 to 5 years following plan adoption, until the next *PlanCheyenne* update

## 1—STRATEGIES TO GROW AS A COMMUNITY OF CHOICE

Foundation 1 addresses principles related to balancing land uses in the community. It also addresses major growth and development issues (e.g., Urban Service boundary) to promote efficient use of land and utilities. Finally, it addresses “quality of life” initiatives for the community, such as ways to attract residents of all generations, creating a business supportive climate, and creating a community with successful neighborhoods with a variety of housing. The strategies below are proposed to implement Foundation 1.

Action	Description	Action Type	Partners	Funding Requirements
<b>IMMEDIATE ACTIONS</b> CONCURRENT AND ONGOING WITH THE ADOPTION OF THIS PLAN UPDATE				
<b>Coordination with Utility Providers</b>	The City and County should continue to coordinate with BOPU and South Cheyenne Water and Sewer District to promote efficiency in the provision and maintenance of services and to ensure adequate services and appropriate urban development within the USB, regardless of whether lands are annexed or not.	Regional and Agency Coordination	City/County Planning and Public Works	N/A
<b>Design Principles for New Development</b>	Continue to support the implementation of the Design Principles for New Development (See page 108) through the application of adopted design standards and regulations in the development review process.	Policy	City Planning, City PC, and City Council	N/A
<b>Infill and Revitalization Incentives</b>	Identify and prioritize targeted locations for community revitalization and infill development, particularly along established commercial corridors, and develop strategies to incentivize reinvestment (e.g., public infrastructure improvements, UDC and building code flexibility). Potential locations include the following: <ul style="list-style-type: none"> <li>▪ County pockets and underutilized land;</li> <li>▪ Lincolnway corridor (from I-25 to Downtown);</li> <li>▪ Western part of Downtown;</li> <li>▪ I-80 Corridor; and</li> <li>▪ South Greeley Highway corridor.</li> </ul>	Program	City Planning, City PC, and City Council	N/A
<b>Hazard Mitigation Strategies</b>	Continue to support the implementation of Federal	Program	City and County	Varies by action

Action	Description	Action Type	Partners	Funding Requirements
	Emergency Management Association (FEMA) approved hazard mitigation actions.		Planning, City Council and PC, County PC and BOCC	
<b>Participation in FEMA Community Rating System</b>	Continue to participate in the FEMA Community Rating System (CRS).	Program	City and County Planning	N/A
<b>NEAR-TERM ACTIONS</b> FOLLOWING PLAN ADOPTION, OVER THE NEXT 2 YEARS				
<b>City/County Intergovernmental Agreements</b>	<p>Develop a City/County IGA to implement growth and land use recommendations of <i>PlanCheyenne</i>. The IGA is intended to streamline review processes and provide increased certainty for property owners and residents within the urbanizing area. It needs to address a range of topics as part of an “Urbanization Strategy” that addresses issues of mutual concern and benefit to the City and County. These may include the following:</p> <ul style="list-style-type: none"> <li>▪ Future treatment of County enclaves</li> <li>▪ 201 Agreement level of service standards for infrastructure (including roads, sidewalks, and storm drainage) utilities provisions so that all areas developed at “urban” levels within the Urban Service Boundary (USB) require the same fees and must comply with the same standards whether they are in the City or County.</li> <li>▪ Joint development standards for projects within the urbanized area</li> <li>▪ Consistent development review process for projects</li> <li>▪ Simplified procedures for annexation of property seeking water services in a phased manner:               <ol style="list-style-type: none"> <li>1. For property seeking city services only (not developing or</li> </ol> </li> </ul>	Regional and Agency Coordination	City/County Planning, Legal, and City Council/BOCC	May require assistance from an outside facilitator and/or 3 <sup>rd</sup> party legal assistance

Action	Description	Action Type	Partners	Funding Requirements
	<p>redeveloping), no improvements to meet city standards are required</p> <p>2. For properties seeking city services to develop or redevelop, they would be required to meet all city development standards</p> <p>Participation by an outside facilitator in the development of the IGA should be considered to ensure the process to promote an open dialogue and efficient resolution of potential differences.</p>			
<p><b>City/County Strategic Initiatives</b></p>	<p>The City and County should work together to identify broad issues they wish to address jointly, as guided by <i>PlanCheyenne</i>. This should be accompanied by joint meetings of the elected officials (2-4 times annually) to determine objectives and evaluate progress. Potential topics for include:</p> <ul style="list-style-type: none"> <li>▪ Intergovernmental agreements</li> <li>▪ Annual reporting on regional population, employment, and other trends influencing <i>PlanCheyenne</i> implementation and monitoring</li> <li>▪ Financing</li> </ul>	<p>Regional and Agency Coordination</p>	<p>City/County Planning, and City Council/BOCC</p>	<p>N/A</p>
<p><b>Sidewalk Café Permitting</b></p>	<p>Streamline permitting procedures for sidewalk cafes to further encourage these activity-generating uses in downtown and other activity centers.</p>	<p>Regulatory</p>	<p>City Planning, City Council</p>	<p>N/A</p>

Action	Description	Action Type	Partners	Funding Requirements
<b>LONGER-TERM ACTIONS</b>				
<i>2 TO 5 YEARS, FOLLOWING PLAN ADOPTION UNTIL THE NEXT PLANCHEYENNE UPDATE</i>				
<b>Community Positioning</b>	The City and County should cooperate with community partners to promote a consistent message about Cheyenne’s role as a livable Front Range Community in which people desire to live and work.	Regional and Agency Coordination	City and County Planning, Cheyenne LEADS, Chamber of Commerce, Arts Cheyenne, Cheyenne Area Convention and Visitors Bureau	N/A
<b>Countywide Floodplain Regulations</b>	Conduct detailed flood studies and review and revise current floodplain regulations to address future development in problem drainages, including Dry Creek and Crow Creek.	Program	City Engineering Dept. / County Public Works.	Funding need is extensive
<b>Future Development Plan for Allison Basin in South Cheyenne</b>	Complete final phase of Allison Draw/Basin floodplain management project on southern edge of Cheyenne intended to minimize the floodplain in new growth areas.	Program	County Planning and Public Works.	May require consultant assistance

## 2—STRATEGIES TO CREATE LIVABLE “HOMETOWN” NEIGHBORHOODS

Foundation 2 addresses ways to protect and strengthen existing neighborhoods in the Cheyenne Area and promote development of future urban neighborhoods that are livable, walkable, and that have access to urban utilities and other community services. In keeping with the spirit to provide housing choices in the community, this foundation also addresses positive ways for rural residential development to occur outside the City as well as how to accommodate special needs housing and workforce housing that is livable and fits the community. The strategies below are proposed to implement Foundation 2.

Action	Description	Action Type	Partners	Funding Requirements
<b>IMMEDIATE ACTIONS</b>				
<i>CONCURRENT AND ONGOING WITH THE ADOPTION OF THIS PLAN UPDATE</i>				
<b>Housing Needs Assessment</b>	Work with Cheyenne Housing Authority to evaluate how well current regulations are addressing <i>PlanCheyenne’s</i> goals with respect to housing needs and costs, and the need for workforce, special needs, senior, and other general housing in Cheyenne. Establish a framework to revisit these questions annually as part of annual reporting on <i>PlanCheyenne</i> implementation.	Program	City and County Planning	May require consultant assistance
<b>NEAR-TERM ACTIONS</b>				
<i>FOLLOWING PLAN ADOPTION, OVER THE NEXT 2 YEARS</i>				
<b>Landmark and Historic District Designation</b>	Continue to seek opportunities to designate individual landmarks and historic districts to the National Register of Historic Places. In addition, the City should revise the Code to allow for local designation of historic districts and landmarks, including design review requirements. The County may want to implement a parallel landmarks program for rural historic sites outside the City.	Program	City/County Planning, Legal, and City Council/BOCC	N/A

Action	Description	Action Type	Partners	Funding Requirements
<b>City Cottage Lot Provisions</b>	Work with local architects (either on a fee basis or through a design competition) to develop prototypes of the City’s Cottage Lot concept as a tool to help educate area property owners and developers about alternative housing patterns. Explore the use of incentives for projects that implement one or more incentives, as consistent with the UDC.	Program	City Planning	N/A
<b>County Open Space Design</b>	Develop new guidelines for County Open Space Design, building on past experience with County standards.	Program	County Planning	N/A
<b>County Handbook on Rural Lifestyles</b>	Develop and distribute, as appropriate, a handbook to help educate existing and future County residents about rural lifestyles, responsibilities, and service provision. For example, the <a href="#">Code of the West</a> , a document produced by Larimer County, Colorado, addresses differences between urban and rural living.	Program	County Planning	N/A
<b>LONGER-TERM ACTIONS</b> 2 TO 5 YEARS, FOLLOWING PLAN ADOPTION UNTIL THE NEXT PLANCHEYENNE UPDATE				
<b>Neighborhood Revitalization Strategy</b>	Identify specific Cheyenne neighborhoods in need of revitalization and reinvestment, and develop plans to assess infrastructure needs and deficiencies, and provide targeted infrastructure improvements.	Program	City Planning, Legal, and City Council, Laramie County School District	May require consultant assistance
<b>Neighborhood Common Area Strategy</b>	Create design standards and/or review processes to add consistency in the design of common areas of new neighborhoods.	Program	City Planning	N/A

### 3—STRATEGIES TO FOSTER A VITAL ECONOMY AND ACTIVITY CENTERS

Foundation 3 focuses on supporting existing businesses, recruiting new sustainable businesses, supporting an active airport, and coordinating with F.E. Warren Air Force Base. In particular, this foundation focuses on Downtown as one of the community’s major vital centers of activity. Finally, it suggests concentrating businesses and jobs in different types of “activity centers” throughout the community, rather than spread along major corridors. The strategies below are proposed to implement Foundation 3.

Action	Description	Action Type	Partners	Funding Requirements
<b>IMMEDIATE ACTIONS</b> CONCURRENT AND ONGOING WITH THE ADOPTION OF THIS PLAN UPDATE				
<b>Build On/Coordinate with Existing Business Programs</b>	Continue to build on existing economic development programs and partnerships, such as with the Chamber of Commerce and LEADs and Greater Cheyenne <i>Vision 2020</i> , to coordinate economic development efforts. Economic development efforts to identify, retain, and expand existing businesses are a priority, in addition to attracting new businesses.	Regional and Agency Coordination	City/County Planning, LEADs, Chamber	N/A
<b>Coordinated Downtown Efforts</b>	Continue to build on existing programs and partnerships, including the Downtown Development Authority, to coordinate Downtown revitalization efforts. Leverage the Brownfields project to create a safe and inviting environment and to promote broader reinvestment activity.	Program/ Regional and Agency Coordination	City/DDA	N/A
<b>Activity Center Catalyst Sites</b>	Develop Small Area Plans and align funding strategies and investment priorities with identified catalyst sites to promote public investment and reinvestment in these priority locations: <ul style="list-style-type: none"> <li>▪ 19th and Maxwell</li> <li>▪ 8th Avenue and Central/Warren</li> <li>▪ South side area</li> </ul>	Policy Decision	City Planning, Planning Commission, City Council	Consultant assistance may be needed
<b>Spur West Edge Investment</b>	Prioritize investments in capital and other public improvements and continue to seek grant opportunities to revitalize the West Edge area	Policy Decision	City Planning, Planning Commission, City Council	

Action	Description	Action Type	Partners	Funding Requirements
<b>NEAR-TERM ACTIONS</b> <i>FOLLOWING PLAN ADOPTION, OVER THE NEXT 2 YEARS</i>				
<b>Downtown Design Standards</b>	Continue to evaluate the UDC to remove barriers to downtown urban-style development. In addition, the City should adopt quality and compatibility standards for Downtown development to ensure that redevelopment and infill development are consistent with the historic context. Standards should provide a clear distinction between the CBD and historic core and protect the value of the new investment.	Code Revisions	City Planning/Legal/ City Council, DDA	N/A
<b>LONGER-TERM ACTIONS</b> <i>2 TO 5 YEARS, FOLLOWING PLAN ADOPTION UNTIL THE NEXT PLANCHEYENNE UPDATE</i>				
<b>Minimize Airport Conflicts</b>	Continue to minimize land use conflicts in the area surrounding the airport. Work with the Airport Board to achieve terminal relocation.	Program/ Regional and Agency Coordination	City Planning, City Council	N/A

## 4—STRATEGIES TO DEVELOP A CONNECTED AND DIVERSE TRANSPORTATION SYSTEM

Foundation 4 addresses how to design roads to accommodate future growth and development and to minimize road impacts on existing neighborhoods. It also addresses multiple modes of transportation, including bicycles, pedestrians, transit, and autos. The Transportation Master Plan includes many more detailed strategies. This section is a summary of the strategies that are necessary for coordination between land use, transportation, and trails. Refer to the Build section of the Transportation Master Plan for additional detail regarding recommended strategies and actions.

Action	Description	Action Type	Partners	Funding Requirements
<b>IMMEDIATE ACTIONS</b> <i>CONCURRENT AND ONGOING WITH THE ADOPTION OF THIS PLAN UPDATE</i>				
<b>Right-of-Way Preservation</b>	Preserve right-of-way to facilitate construction of the buildout roadway system (as defined in the Buildout Roadway Vision Plan) during the plat/development review process.	Policy Decision	City/County	N/A
<b>Complete Streets Committee and Review</b>	<ul style="list-style-type: none"> <li>▪ Establish a Complete Streets Committee (CSC) to coordinate Transportation Improvement Program (TIP) project development and private development reviews.</li> <li>▪ Develop a list of complete streets options and consider fast tracking development proposals that exceed complete streets requirements</li> </ul>	Regional and Agency Coordination, Policy Decision	City/County/MPO/WYDOT	N/A
<b>Integrated Data Collection and Enforcement</b>	Integrate enforcement efforts so that the current speed task force also enforces DUI and share data on alcohol-involved crash locations for police patrolling.	Regional and Agency Coordination	City/County	N/A
<b>Transportation Funding</b>	<ul style="list-style-type: none"> <li>▪ Continue the use of the City’s 5th Penny Transportation sales tax.</li> <li>▪ Study and evaluate implementation options for City and County impact fee requirements for development to pay its own way to help fund improvements to the transportation system.</li> <li>▪ Explore and establish dedicated funding sources to implement the Bicycle Vision Plan, for maintenance of bicycle facilities, and for pedestrian improvements.</li> </ul>	Funding, Policy Decision, Code Revisions	City/County/ MPO	Requires funding

Action	Description	Action Type	Partners	Funding Requirements
<b>NEAR-TERM ACTIONS</b>				
<i>FOLLOWING PLAN ADOPTION, OVER THE NEXT 2 YEARS</i>				
<b>Strategies to Implement the Bicycle Vision Plan</b>	<ul style="list-style-type: none"> <li>▪ Complete missing segments identified in the Bicycle Vision Plan.</li> <li>▪ Enhance bicycle-transit integration.</li> <li>▪ Pursue bike lane maintenance agreements.</li> <li>▪ Amend the Cheyenne Municipal Code to reflect recommendations in the Bike Plan Update.</li> <li>▪ Improve detection of bicycles and use of traffic signals by bicyclists.</li> <li>▪ Develop a Bicycle Report Card.</li> <li>▪ Implement Bicycling Wayfinding Signage Program.</li> </ul>	Programs, Code Revisions, Regional and Agency Coordination	City/MPO/WYDOT	Varies depending on programs/improvements selected
<b>Strategies to Implement the Complete Streets and Active Transportation Vision</b>	<ul style="list-style-type: none"> <li>▪ Develop and adopt a complete streets policy and checklist.</li> <li>▪ Establish Layered Network Guidelines.</li> <li>▪ Develop right-of-way zone concepts</li> <li>▪ Develop a process for public project review</li> </ul>	Policy Decisions	City/County	N/A
<b>Strategies to Implement the Freight and Truck Vision</b>	<ul style="list-style-type: none"> <li>▪ Update designated truck routes.</li> <li>▪ Develop a comprehensive Truck Parking Plan</li> <li>▪ Develop a local or regional intermodal freight transportation plan including trucking, rail, and air freight</li> <li>▪ Consider elimination of at-grade rail crossings</li> <li>▪ Prepare a site development package.</li> </ul>	Policy Decisions, Programs	City/County	Varies depending on improvements selected
<b>Safety Programs</b>	<ul style="list-style-type: none"> <li>▪ Develop a designated driver program</li> <li>▪ Develop educational programs on the consequences of DUIs.</li> <li>▪ Review state and county statutes related to alcohol and DUI offences to identify and enact needed changes.</li> </ul>	Programs, Code Revisions, State Legislation	City/County/MPO/State	Requires funding

Action	Description	Action Type	Partners	Funding Requirements
<b>Transportation Funding Options</b>	<ul style="list-style-type: none"> <li>▪ Explore use of a County 6th penny sales tax to fund high priority transportation improvements.</li> <li>▪ Explore creating a special district that uses an optional sales tax to fund transportation projects.</li> <li>▪ Explore potential for innovative approaches for public-private partnerships to help fund complete street implementation.</li> <li>▪ Explore options for alternative funding sources to provide additional safety-related enforcement.</li> </ul>	Funding	City/County/ MPO	Requires funding
<b>LONGER-TERM ACTIONS</b> <i>2 TO 5 YEARS, FOLLOWING PLAN ADOPTION UNTIL THE NEXT PLANCHEYENNE UPDATE</i>				
<b>Access Management Phasing Plan</b>	Develop an access management phasing plan to address critical corridors, such as Yellowstone, Dell Range, and Lincolnway.	Program	City	May require consultant assistance
<b>Long-Term Transportation Funding</b>	<ul style="list-style-type: none"> <li>▪ Establish a long-term funding commitment for the expansion of transit in Cheyenne and to implement the Transit Vision Plan.</li> <li>▪ Monitor population and traffic counts to see if reallocation of WYDOT funds to the Cheyenne Area is warranted.</li> <li>▪ Explore legislative changes and federal earmarks to increase funding for transportation improvements.</li> <li>▪ Create a separate utility to collect fees for storm water and drainage improvements and maintenance.</li> <li>▪ Identify alternative funding sources and innovative mechanisms to implement the Vision Plans.</li> </ul>	Funding Mechanism, State Legislation, Regional and Agency Coordination	City/County/ MPO/Transit Operator/WYDOT	Requires funding
<b>Complete Streets-related Amendments to Municipal Code</b>	Examine codes, design standards, and internal processes for places where complete street elements may fall through the cracks.	Code and Zoning Revisions	City/County	N/A

## 5—STRATEGIES TO CELEBRATE OUR CHARACTER AND VARIED HERITAGES

Foundation 5 aims to preserve Cheyenne’s historic Downtown and neighborhoods, conserve the community’s cultural resources and heritage, and conserve and manage natural resources. It also presents policies to maintain the ranching and agricultural economy in areas outside the Urban Services Boundary. Furthermore, it presents policies for enhancing and improving public spaces and community assets, including community gateways and other public spaces designed for people. Finally, it presents policies about art, culture, and diversity in the community. The strategies below are proposed to implement Foundation 5 of *PlanCheyenne*.

Action	Description	Action Type	Partners	Funding Requirements
<b>IMMEDIATE ACTIONS</b>				
<i>CONCURRENT AND ONGOING WITH THE ADOPTION OF THIS PLAN UPDATE</i>				
<b>Support for Local Arts Initiatives</b>	Support local arts organizations in their efforts to: <ul style="list-style-type: none"> <li>▪ Identify dedicated funding sources to ensure ongoing support for arts programs;</li> <li>▪ Develop a Cultural Arts District at the State level; and</li> <li>▪ Provide ongoing support for events that showcase arts and culture; and</li> <li>▪ Expand the role of the arts in community activities and the built environment.</li> </ul>	Program/ Regional and Agency Coordination	City Planning/City Council, County PC and BOCC, Arts Cheyenne, Cheyenne LEADs, Chamber of Commerce, Downtown Development Authority	N/A
<b>NEAR-TERM ACTIONS</b>				
<i>FOLLOWING PLAN ADOPTION, OVER THE NEXT 2 YEARS</i>				
<b>Designation of Landmark Buildings</b>	Expand the City’s historic preservation program to include local designation of landmark buildings (e.g., a Local Historic Register) and identify and map additional historic districts. Local designation may include the requirement for the review of exterior alterations to designated buildings.	Code Revisions	City Planning/ City Council	N/A
<b>Joint Historic Preservation Commission</b>	The City and County should work together to develop a County or joint commission to identify and map heritage resources and historic sites and areas in the County, including significant historic, archaeological, and cultural sites, and landscapes.	Program	City/County Planning	May require consultant assistance

Action	Description	Action Type	Partners	Funding Requirements
<b>Gateway Overlay District</b>	<p>Establish design standards for designated Regional and Community Gateways as identified on the Structure Diagram to protect and reinforce character-defining features of these community resources in both the public and private realm. Key considerations to address include:</p> <ul style="list-style-type: none"> <li>▪ Incremental implementation of landscape buffers on a site-by-site basis</li> <li>▪ Depth and design of landscape buffers/setbacks</li> <li>▪ Signage placement and design</li> <li>▪ Billboards</li> <li>▪ Building orientation</li> <li>▪ Location and screening of outdoor storage, loading docks, parking, and other site elements visible from major travel corridors</li> <li>▪ Lighting design and placement</li> </ul>	Program/Code Revisions	City and County Planning, City Council and PC, County PC and BOCC	May require consultant assistance
<b>Demolition and Neglect Ordinance</b>	The City should develop ordinances to prevent demolition by neglect of historic structures.	Code Revisions	City Planning/ City Council	N/A
<b>Development Standards and Incentives to Protect Natural Features</b>	<p>Amend UDC and County Land Use Regulations to address the protection of environmental considerations, such as floodplains, steep slopes, and mature trees through parameters for:</p> <ul style="list-style-type: none"> <li>▪ Protection of sensitive features during development and signage placement using setbacks, open space set aside incentives, or other approaches</li> <li>▪ Replacement parameters to address removal of mature trees when preservation is not feasible</li> </ul>	Code Revisions	City and County Planning, City Council and PC, County PC and BOCC	N/A

Action	Description	Action Type	Partners	Funding Requirements
<b>Maintain Agricultural Zoning</b>	Revise zoning for Agriculture and Rural lands identified on the Future Land Use Plan to make it consistent with these areas appropriate for continued ranching and agricultural uses. The intent of the Plan is to limit inappropriate urban-scale or rural large lot sprawling development in these areas and to provide incentives for clustering.	Code Revisions	County Planning/BOCC	N/A
<b>Downtown Capitol Complex Planning</b>	Coordinate with the State on public investments in downtown, particularly as part of the Capitol Complex.	Regional and Agency Coordination	City Planning, State Planning	N/A
<b>LONGER-TERM ACTIONS</b> <i>2 TO 5 YEARS, FOLLOWING PLAN ADOPTION UNTIL THE NEXT PLANCHEYENNE UPDATE</i>				
<b>Incorporation of Natural Features and Hazards Mapping into the Development Review Process</b>	Publish and continually maintain inventory mapping of natural features and hazards, and sensitive archaeological and cultural sites on the City and County websites and require major development proposals to document and address the protection of these features as part of the Development Review Process	Program	City and County Planning	N/A
<b>Wildlife Design Guidelines</b>	Develop guidelines for wildlife-friendly development to help conserve sensitive natural areas and to maintain/establish wildlife corridors across major roadways	Program/Code Revisions	City and County Planning/Division of Wildlife	N/A

## 6—STRATEGIES TO CREATE A LEGACY OF PARKS, OPEN SPACES, AND TRAILS

Foundation 6 addresses general provisions of neighborhood and community parks, trails and greenways and recreation facilities as well as lands of community-wide significance. It also discusses establishing a coordinated City/County open space system. *PlanCheyenne* is generally consistent with the Parks and Recreation Master Plan, but it is less detailed than the Master Plan. The strategies below are proposed to implement Foundation 6. The Parks and Recreation Master Plan include more detailed strategies and actions.

Action	Description	Action Type	Partners	Funding Requirements
<b>IMMEDIATE ACTIONS</b>				
<i>CONCURRENT AND ONGOING WITH THE ADOPTION OF THIS PLAN UPDATE</i>				
<b>Communitywide and Local Trails Network</b>	Continue to implement the trail system as called for in the Parks and Recreation Master Plan and in the Transportation Plan. Identify gaps and necessary connections and identify funding sources for improvements.	Program	City Parks and Public Works	Varies
<b>Park and Open Space Dedication Requirements</b>	Continue to require the dedication of land (or cash-in-lieu) for parks and open space purposes, consistent with open space requirements and level of service standards.	Program	City and County Planning, City Parks and Public Works	Varies
<b>Consistent Park and Open Space Requirements for the Urbanizing Area</b>	Apply consistent standards in the City and County where land will be developed to an urban level, and formalize this agreement through an IGA. (See also Strategies to Develop in a Fiscally Responsible Way.)	Program	City and County Planning, City Parks and Public Works	Varies
<b>NEAR-TERM ACTIONS</b>				
<i>FOLLOWING PLAN ADOPTION, OVER THE NEXT 2 YEARS</i>				
<b>LOS Standards for Community and Neighborhood Parks</b>	The City will continue to maintain clear level of service standards for neighborhood and community parks through the Parks and Recreation Master Plan, and will continue to implement the recommendations of the Master Plan.	Program/Code Revisions	City Planning/ City Council	N/A

Action	Description	Action Type	Partners	Funding Requirements
<b>Funding for Ongoing Maintenance</b>	Identify long-term funding strategy for the ongoing maintenance of parks and open space within the Cheyenne Area. (See also Strategies to Develop in a Fiscally Responsible Way.)	Program	City Parks and Public Works	May require consultant assistance
<b>LONGER-TERM ACTIONS</b> <i>2 TO 5 YEARS, FOLLOWING PLAN ADOPTION UNTIL THE NEXT PLANCHEYENNE UPDATE</i>				
<b>Joint City/County Open Space Program</b>	Implement a joint City/County open space program to identify and address needs and priorities for conserving public open space. Opportunities for cooperation include: <ul style="list-style-type: none"> <li>▪ Rails to Trails projects</li> <li>▪ Cultural and historic sites</li> <li>▪ Implementation of Belvoir Master Plan</li> </ul>	Program/ Regional and Agency Coordination	City Parks and Public Works, County Planning	Varies
<b>Swan Ranch Area Master Plan</b>	Develop a park master plan for the Swan Ranch area to guide long-term development	Program	City Parks and Public Works, County Planning	N/A

## 7—STRATEGIES TO DEVELOP IN A FISCALLY RESPONSIBLE WAY

Foundation 7 addresses how to coordinate and plan for regional growth (see Foundation 1 also). It addresses provisions for Adequate Public Facilities to serve new developments (as defined through level of service standards). Moreover, it addresses how to provide cost effective government that provides not only essential services, but also some “quality of life” and “community well-being” services.

Action	Description	Action Type	Partners	Funding Requirements
<b>IMMEDIATE ACTIONS</b> CONCURRENT AND ONGOING WITH THE ADOPTION OF THIS PLAN UPDATE				
<b>Impact Fees</b>	Explore the feasibility of establishing (and potentially establish) an impact fee program or programs to help offset the cost of growth.	Program	City and County Planning, City PC and City Council, City Parks and Public Works, County PC and BOCC	Will likely require consultant assistance
<b>Development Review Fee Schedules</b>	Review City and County Development Review Fees on an annual basis and update as needed to ensure fees cover cost of development or clearly define gap.	Program	City and County Planning	N/A
<b>Funding Adequate Public Facilities and Level of Service Standards</b>	Develop a comparative analysis of available funding options (including, but not limited to Impact Fees) to help inform ongoing discussions regarding ways to help fund infrastructure improvements and ongoing maintenance.	Program	City and County Planning, City PC and City Council, County PC and BOCC	N/A
<b>Capital Improvements Program</b>	Develop and review annual Capital Improvement Programs (City and County) for consistency with <i>PlanCheyenne</i> . Requiring consistency with the Plan should be one criterion for approval of the annual CIP(s). Coordinate capital improvements program expenditures (City, County, BOPU, and other agencies) to ensure consistency with the Plan through evaluation criteria or a checklist.	Program	City and County and Public Works	

Action	Description	Action Type	Partners	Funding Requirements
<b>Monitoring Program</b>	Establish a monitoring program to track community changes and plan implementation over time. Publish a summary report on an annual basis and present the findings to City and County elected and appointed bodies as well as other regional stakeholders. The monitoring report should address progress related to plan implementation, as well as performance related to various community indicators	Program	City and County Planning	
<b>Digital Information Sharing</b>	Continue to facilitate digital plan submittal and review through upgrades and enhancements to the City’s Innoprise system, as necessary.	Program	City Planning	May require consultant assistance
<b>NEAR-TERM ACTIONS</b> <i>FOLLOWING PLAN ADOPTION, OVER THE NEXT 2 YEARS</i>				
<b>Urban Service Boundary Monitoring</b>	Review utility provider capacity and long-range capital improvement plans to determine if USB needs to shrink, expand, or stay the same, prior to the next Plan update.	Regional and Agency Coordination	City/County Planning and Public Works	N/A
<b>Neighborhood Meeting Requirements</b>	Establish a better definition of the requirements, process, and procedures for neighborhood meetings, including notification period and methods and documentation.	Program/ Code Revisions	City Planning/ City Council	N/A
<b>Leadership Training Seminar</b>	Create and facilitate a training seminar for all incoming City Council, County Commissioner, and Planning Commission members focused on the PlanCheyenne process and purpose, to establish a common baseline of information about the Plan to be used for future decision-making.	Program	City/County Staff	N/A

## **MONITORING PROGRAM**

### **INTRODUCTION**

In order to be effective, plans must not be static. Instead they must be dynamic, incorporating a process of planning, taking action, checking progress, and acting to change course where needed. The purpose of this section of *PlanCheyenne* is to establish a mechanism for decision-making and continuous improvement by creating stronger links between monitoring progress, ongoing plan refinements and policy adjustments, and implementation whereby actions are adjusted over time based on monitoring and feedback of progress towards the Plan’s vision and goals.

Evaluation will be accomplished by developing an integrated performance measurement program that will evaluate the progress of the City and County in their implementation efforts and produce a regular report. A well-designed performance measurement program can help staff, elected and appointed officials, and the public understand both progress and setbacks in achieving the Plan’s foundations. More importantly, the program can direct staff and decision makers towards revisions and adjustments of the plan, if necessary.

It is important to note that by adopting a monitoring program, which is not required by Wyoming statutes to be included in a comprehensive plan, the intent is not to establish an additional policy or regulatory layer. Rather, it is to establish a feedback loop that will help to monitor progress in meeting the various goals and policies of the Plan and will need to be periodically reviewed and updated.

Development of a Plan Monitoring Program has been identified in BuildCheyenne as a near-term priority action, to be developed over the next two years following plan adoption. The monitoring approach has two major components: implementation monitoring, and performance monitoring. Implementation progress and performance related to each Community Foundation should be summarized in an annual monitoring report, and presented to City and County elected and appointed bodies as well as other regional stakeholders.

### **IMPLEMENTATION MONITORING**

Tracking implementation activities is a critical aspect of the monitoring program. Implementation monitoring will provide information on the specific steps to be taken to implement the Plan. This part of the monitoring program is devoted to ensuring that the steps outlined in this Action Plan are being addressed in a timely manner.

Implementation monitoring will be accomplished through a periodic Plan review process, review of significant public and private development projects, and review of infrastructure projects for inclusion in the City and County’s Capital Improvement Plans or in the region’s Transportation Improvement Program. Implementation monitoring is a qualitative exercise, tracking public policy and investment actions.

The primary purpose of this part of the program is to ensure that the Action Plan strategies are being initiated and completed, especially those action strategies identified as immediate and near-term strategies. During the periodic review of implementation strategies, it will also be important to adjust the timing of strategies, such as moving longer-term actions to the near-term list once near-term actions are complete, and adding new actions to the lists as necessary. The next component of the monitoring program – performance monitoring – will be designed to evaluate the results of those actions.

### **PERFORMANCE MONITORING**

Performance monitoring is intended to show whether the actions taken by the public and private sectors are achieving the desired results. This will be accomplished by establishing and tracking progress over time by using a set of indicators.

An indicator is something that helps us to understand where we are, where we are going and how far we are from the goal. It must be a metric that helps us evaluate something that is changing; a measurement that can be used as a reference or as a standard for comparison. The program should include appropriate indicators that address each of the seven foundations as appropriate.

Generally speaking, monitoring programs with a few key indicators of high quality are more effective than those that include dozens of indicators of variable quality. Therefore the proposed indicators should be designed to be manageable but of excellent quality.

The monitoring program for *PlanCheyenne* should initially focus on a few key indicators and expand over time as others are identified. Each indicator should have the following characteristics:

- Be linked to data that is easy to obtain from a reliable and consistent source and not be based on model assumptions but instead include real, quantifiable data;
- Be able to be readily updated by Planning or MPO staff;
- Be measurable over time;
- Provide meaningful information relating to the Plan’s foundations and policies; and
- Be easily understood and interpreted.

**A note about Transportation Performance**

**Measures:** One of the key requirements of MAP-21 is that MPOs must incorporate performance measures and targets into their long-range plans . While not yet a federal requirement, the Federal Highway Administration (FHWA) and Federal Transit Administration (FTA) are encouraging MPOs to begin to incorporate system-wide performance measures and local metrics into their LRTPs.

At the time this report was written, WYDOT was working on developing performance measures. Even so, the Cheyenne MPO should consider developing a means to monitor and evaluate the performance of the transportation system over time. The table below contains suggested performance measures and targets identified in the Transportation Plan to support Community Foundation 4: Develop a Connected and Diverse Transportation System. This list is anticipated to be pared down based on the availability of data and additional discussion.

**Performance Monitoring: Potential Measures of Effectiveness**

Community Foundation/ Measures of Effectiveness	Source	Recommendation for Annual Reporting
<b>1. GROW AS A COMMUNITY OF CHOICE</b>		
<i>Foundation 1 addresses principles related to balancing land uses in the community. It also addresses major growth and development issues (e.g., Urban Service boundary) to promote efficient use of land and utilities. Finally, it addresses “quality of life” initiatives for the community, such as ways to attract residents of all generations, creating a business supportive climate, and creating a community with successful neighborhoods with a variety of housing. The strategies below are proposed to implement Foundation 1.</i>		
<b>Housing diversity</b>	Development approvals/ building permits	Number and percentage of single family detached, single family attached, and multi-family units approved and constructed
<b>Mix of uses</b>	Development approvals/ building permits	Number and percentage of commercial, industrial, mixed-use and other non-residential uses approved and constructed
<b>Urban development</b>	Development approvals/ building permits/GIS	Distribution of new residential and non-residential developments approved and constructed in the City/USB versus in the surrounding rural areas
<b>Park and open space access</b>	Parks department/ development approvals/GIS analysis	Percentage of units within USB area within 1/2 mile of park or open space area
<b>Development quality</b>	Development approvals/building permits	Number and type of variances from adopted regulations (e.g., landscaping, design standards, parkland dedication)

Community Foundation/ Measures of Effectiveness	Source	Recommendation for Annual Reporting
<b>2. CREATE LIVABLE “HOMETOWN” NEIGHBORHOODS</b>		
<p><i>Foundation 2 addresses ways to protect and strengthen existing neighborhoods in the Cheyenne Area and promote development of future urban neighborhoods that are livable, walkable, and that have access to urban utilities and other community services. In keeping with the spirit to provide housing choices in the community, this foundation also addresses positive ways for rural residential development to occur outside the City as well as how to accommodate special needs housing and workforce housing that is livable and fits the community. The strategies below are proposed to implement Foundation 2.</i></p>		
<b>Housing costs</b>	American Community Survey (ACS), Multiple Listing Service (MLS), or other real estate website	Median value of housing units, median gross rent, estimated housing costs as a percentage of household income (renter and owner)
<b>Vacancy rate</b>	American Community Survey (ACS) or other studies or real estate sources	Estimated housing vacancy rate for owner and rental households
<b>Housing occupancy</b>	American Community Survey (ACS) or other studies or real estate sources	Percentage of housing stock owner-versus renter occupied
<b>Neighborhood growth</b>	Development approvals/ building permits/GIS	Number of new subdivisions/residential PUDs in the City, USB, and County
<b>Residential development density</b>	Development approvals/ building permits/GIS	Estimated average density of new residential subdivisions in the City, USB, and County
<b>3. FOSTER A VITAL ECONOMY AND ACTIVITY CENTERS</b>		
<p><i>Foundation 3 focuses on supporting existing businesses, recruiting new sustainable businesses, supporting an active airport, and coordinating with F.E. Warren Air Force Base. In particular, this foundation focuses on Downtown as one of the community’s major vital centers of activity. Finally, it suggests concentrating businesses and jobs in different types of “activity centers” throughout the community, rather than spread along major corridors. The strategies below are proposed to implement Foundation 3.</i></p>		
<b>Non-residential development intensity</b>	Development approvals/ building permits/GIS	Estimated average FAR of new non-residential developments in the City, USB, and County
<b>New businesses</b>	Business licenses	Total number of new business licenses issued
<b>Major new employers</b>	Cheyenne LEADs/ Chamber of Commerce/ business licenses	List of major new employers and estimated number of FTE jobs
<b>Jobs/housing balance</b>	American Community Survey (ACS), Economic Census	Estimated number of jobs per housing unit

Community Foundation/ Measures of Effectiveness	Source	Recommendation for Annual Reporting
<b>4. DEVELOP A CONNECTED AND DIVERSE TRANSPORTATION SYSTEM</b>		
<p><i>Foundation 4 addresses how to design roads to accommodate future growth and development and to minimize road impacts on existing neighborhoods. It also addresses multiple modes of transportation, including bicycles, pedestrians, transit, and autos. The Transportation Master Plan includes many more detailed strategies. This section is a summary of the strategies that are necessary for coordination between land use, transportation, and trails. Refer to the Build section of the Transportation Master Plan for additional detail regarding recommended strategies and actions.</i></p>		
<b>ROADWAYS</b>		
Traffic volume	WYDOT/City of Cheyenne/MPO	TBD
Traffic flow on major streets (Level of Service)	WYDOT/City of Cheyenne/MPO	LOS D
Hours of delay on arterials per 1,000 vehicle miles	WYDOT/City of Cheyenne	TBD
Travel time reliability (buffer index)	WYDOT/MPO	TBD
Condition of pavement on NHS good or excellent	WYDOT	61%
Pavement condition index (PCI)	WYDOT	Increase 0.5% to 1.0% every four years
Condition of bridges on NHS good or excellent	WYDOT	46%
Percentage of traffic lights past design life	WYDOT	TBD
Percentage of measured striping meeting MUTC retroreflectivity requirements	WYDOT	TBD
Percentage of measured signs meeting MUTCD retroreflectivity requirements	WYDOT	TBD
Percentage of I-80 meeting WYDOT standards	WYDOT	TBD
<b>TRANSIT</b>		
Ridership	CTP	13 percent increase in regular riders by 2020
Households within ¼ mile of transit stop	CTP	TBD
Farebox Recovery	CTP	15% Fixed-route (1% increase) 8% curb-to-curb (1% increase)

<b>Community Foundation/ Measures of Effectiveness</b>	<b>Source</b>	<b>Recommendation for Annual Reporting</b>
Productivity – Fixed-Route	CTP	12.0 passengers/hour (0.6 increase)
Productivity - Curb-to-Curb	CTP	3.0 passengers/hour (0.4 increase)
Trip Transfers	Travel Survey	15-20% (10-15% reduction) by 2020
Connectivity to desirable locations	Travel Survey	50% of respondents somewhat or strongly agree (6% increase) by 2020
On-time Performance	CTP	95% of all vehicle trips are completed on time by 2020
<b>BICYCLE</b>		
Number of people bicycling on on-street bicycle facilities	City of Cheyenne/MPO	Begin a formal process of data collection by 2020
Number of people bicycling on off-street bicycle facilities	City of Cheyenne/MPO	Increase by 10% by 2020
Mileage of on-street bicycling facilities	City of Cheyenne/MPO	Increase by 3 to 5 miles per year
Mileage of off-street/ greenway facilities	City of Cheyenne/MPO	increase 15% by 2020
Number of network gaps	City of Cheyenne/MPO	Decrease spot and lineal gaps by 10% by 2020
Number of cyclist-involved collisions per capita	City of Cheyenne/MPO	Reduce by 20% by 2020
Fatality & serious injury rate (number of serious injuries or fatalities to bicyclists per 1,000 people)	City of Cheyenne	TBD
Percentage of households within ¼ miles of bike facility	City of Cheyenne	TBD
Percentage of K-8 students biking to school	City of Cheyenne	Increase an average of 2% per year
Number of people participating in community bicycle events	TBD	Increase by 5% per year
Bike parking spaces in the CBD	City of Cheyenne	Increase by 15% by 2020

Community Foundation/ Measures of Effectiveness	Source	Recommendation for Annual Reporting
<b>PEDESTRIAN</b>		
Number of pedestrians	City of Cheyenne/MPO	Begin a formal process of data collection by 2020
Add or improve sidewalk connections to CTP bus stops		5 to 10 stops per year
Percentage of K-8 students walking to school	Laramie County School District	20% (increase 4%) by 2020
<b>COMPLETE STREETS &amp; ACTIVE TRANSPORTATION</b>		
Number of roadway reconstruction projects that incorporate complete streets principles	City of Cheyenne	100% of all lineal feet built in the City where possible; 80% in areas of urban density within the County
<b>TRUCK AND FREIGHT</b>		
Number of commercial vehicle weighings	WYDOT	TBD
Rail Crossing Incidents	WYDOT/FRA	TBD
Annual hours of truck delay on interstates	WYDOT	TBD
Truck travel time reliability (freight buffer index)	WYDOT/MPO	TBD
<b>SAFETY</b>		
Number of traffic fatalities (5-year moving average)	Laramie County, City of Cheyenne, WYDOT	Reduce fatal and injury crashes by 10 percent by 2020
Number of serious injuries (5-year moving average)	Laramie County, City of Cheyenne, WYDOT	Reduce fatal and injury crashes by 10 percent by 2020
Total number of crashes	Laramie County, City of Cheyenne, WYDOT	Reduce crashes by 10 percent by 2020
Fatality rate (fatalities/VMT)	Laramie County, City of Cheyenne, WYDOT	Reduce fatality crash rate by 10 percent by 2020
Serious injury rate (number of serious injuries in traffic crashes/VMT)	Laramie County, City of Cheyenne, WYDOT	Reduce serious injury crash rate by 10 percent by 2020
Crash rate (number of crashes/VMT)	Laramie County, City of Cheyenne, WYDOT	Reduce crash rate by 10 percent by 2020
Number of unrestrained passenger vehicle occupant fatalities	Laramie County, City of Cheyenne, WYDOT	Reduce by 10 percent by 2020

Community Foundation/ Measures of Effectiveness	Source	Recommendation for Annual Reporting
Number of unrestrained passenger vehicle occupant serious injuries	Laramie County, City of Cheyenne, WYDOT	Reduce by 10 percent by 2020
Number of unrestrained passenger vehicle occupant crashes	Laramie County, City of Cheyenne, WYDOT	Reduce by 10 percent by 2020
Number of fatalities in crashes involving a driver or motorcycle operator with a blood alcohol concentration of .08 g/dL or higher	Laramie County, City of Cheyenne, WYDOT	TBD
Number of serious injuries in crashes involving a driver or motorcycle operator with a blood alcohol concentration of .08 g/dL or higher	Laramie County, City of Cheyenne, WYDOT	TBD
Number of crashes involving a driver or motorcycle operator with a blood alcohol concentration of .08 g/dL or higher	Laramie County, City of Cheyenne, WYDOT	TBD
Number of speeding-related fatalities	Laramie County, City of Cheyenne, WYDOT	TBD
Number of speeding-related serious injuries	Laramie County, City of Cheyenne, WYDOT	TBD
Number of speeding-related crashes	Laramie County, City of Cheyenne, WYDOT	TBD
Number of motorcyclist fatalities	Laramie County, City of Cheyenne, WYDOT	TBD
Number of motorcyclist serious injuries	Laramie County, City of Cheyenne, WYDOT	TBD
Number of motorcyclist crashes	Laramie County, City of Cheyenne, WYDOT	TBD
Number of drivers 20 or younger involved in fatal crashes	Laramie County, City of Cheyenne, WYDOT	TBD
Number of drivers 20 or younger involved in crashes resulting in serious injuries	Laramie County, City of Cheyenne, WYDOT	TBD

Community Foundation/ Measures of Effectiveness	Source	Recommendation for Annual Reporting
Number of drivers 20 or younger involved in crashes	Laramie County, City of Cheyenne, WYDOT	TBD
Number of pedestrian fatalities	Laramie County, City of Cheyenne, WYDOT	Reduce by 20% by 2020
Number of pedestrian serious injuries	Laramie County, City of Cheyenne, WYDOT	Reduce by 20% by 2020
Number of pedestrian crashes	Laramie County, City of Cheyenne, WYDOT	Reduce by 20% by 2020
Number of older driver fatalities	Laramie County, City of Cheyenne, WYDOT	Reduce by 10% by 2020
Number of older driver serious injuries	Laramie County, City of Cheyenne, WYDOT	Reduce by 10% by 2020
Number of older driver crashes	Laramie County, City of Cheyenne, WYDOT	Reduce by 10% by 2020
Number of bicycle fatalities	Laramie County, City of Cheyenne, WYDOT	Reduce by 20% by 2020
Number of bicycle serious injuries	Laramie County, City of Cheyenne, WYDOT	Reduce by 20% by 2020
Number of bicycle crashes	Laramie County, City of Cheyenne, WYDOT	Reduce by 20% by 2020
Observed seat belt use for passenger vehicles, front seat outboard occupants	Laramie County, City of Cheyenne, WYDOT	TBD
<b>5. CELEBRATE OUR CHARACTER AND VARIED HERITAGES</b>		
<p><i>Foundation 5 aims to preserve Cheyenne’s historic Downtown and neighborhoods, conserve the community’s cultural resources and heritage, and conserve and manage natural resources. It also presents policies to maintain the ranching and agricultural economy in areas outside the Urban Services Boundary. Furthermore, it presents policies for enhancing and improving public spaces and community assets, including community gateways and other public spaces designed for people. Finally, it presents policies about art, culture, and diversity in the community. The strategies below are proposed to implement Foundation 5 of PlanCheyenne.</i></p>		
Agricultural Land Preserved	Property Tax Records/ Conservation Easements	Total acres of agricultural lands protected by agricultural easements or other conservation mechanisms
Conservation subdivisions	Development approvals/ building permits	Total number of conservation subdivisions and acreage of land conserved
Historic landmarks designation	Historic Preservation Board	Total number of historic properties nominated or designated as historic landmarks (local, state, and/or national)
Historic/cultural resources restoration	Development approvals/ building permits	Total number of cultural/historic structures and acreage of properties restored or preserved

Community Foundation/ Measures of Effectiveness	Source	Recommendation for Annual Reporting
<b>6. CREATE A LEGACY OF PARKS, OPEN SPACES, AND TRAILS</b>		
<i>Foundation 6 addresses general provisions of neighborhood and community parks, trails and greenways and recreation facilities as well as lands of community-wide significance. It also discusses establishing a coordinated City/County open space system. PlanCheyenne is generally consistent with the Parks and Recreation Master Plan, but it is less detailed than the Master Plan. The strategies below are proposed to implement Foundation 6. The Parks and Recreation Master Plan include more detailed strategies and actions.</i>		
Parks and open space resources	Parks department/ development approvals	Total number and acreage of parks and open space (by type)
Trail resources	Parks department/ development approvals	Total linear feet/miles of trails
Park and open space access	Parks department/ development approvals/GIS analysis	Percentage of units within USB area within 1/2 mile of park or open space area
<b>7. DEVELOP IN A FISCALLY RESPONSIBLE WAY</b>		
<i>Foundation 7 addresses how to coordinate and plan for regional growth (see Foundation 1 also). It addresses provisions for Adequate Public Facilities to serve new developments (as defined through level of service standards). Moreover, it addresses how to provide cost effective government that provides not only essential services, but also some “quality of life” and “community well-being” services.</i>		
Development fees	City/County planning departments	Total amount collected in development fees
Development proposals	City/County planning departments	Total number of development applications submitted, approved, denied, and in progress
Capital improvements	City/County finance departments	Dollar amount of publicly funded capital improvements and identification of completed major projects
School construction	School district	Total number of new schools constructed by type
Website statistics	City/County IT departments	Total number of page views for planning-related webpages

# Appendix

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- A. PUBLIC PROCESS SUMMARY**
- B. COMPREHENSIVE PLAN ELEMENTS**
- C. REGIONAL ARCHITECTURAL IDENTITY**
- D. PLAN CONFORMITY CHECKLIST**
- E. FUTURE LAND USE PLAN CAPACITY**



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# A. PUBLIC PROCESS SUMMARY

## 2006 PLAN DEVELOPMENT

### Public Participation Strategy Overview

The extensive initial PlanCheyenne public process began in Spring 2004. Early in the planning effort, the planning team developed a strategy and overview of the public participation activities to ensure the process of developing PlanCheyenne would go beyond legal requirements and truly make the Plan community-driven. Objectives for the process included:

- Generate excitement and enthusiasm for the Plan;
- Provide information to the public;
- Allow for diverse public involvement; and
- Meet legal requirements.

The different approaches and these objectives are identified in the Public Participation Matrix. The events are described below.

### Public Process Events

#### INTERVIEWS AND ONE-ON-ONE MEETINGS

The planning team met with builders, residents, other stakeholders early in the planning process to understand better the issues that would drive the Plan and to determine a diverse mix of perspectives for a Steering Committee. (See interview summary.)

#### STEERING COMMITTEE / PUBLIC MEETINGS

The MPO formed a Steering Committee to provide diverse citizen perspectives and advice to the planning team, City Council, and Board of County Commissioners on the policy direction and priorities for implementation for *Plan Cheyenne*. The committee was comprised of 14 members, including residents, builders, students, parks and agriculture lands advocates, and businesses. Members attended ten Steering Committee meetings throughout the process (including two design charrette events), which were also open to the public:

1. October 2004 (Vision / Photo Exercise)
2. November 2004 (Snapshot Discussion / Public Participation)
3. December 2004 (Structure Plan – Charrette 1)

4. January 2005 (Structure Plan – Charrette 2)
5. March 2005 (Land Use Scenarios)
6. June 2005 (Parks Master Plan and Policy Direction)
7. August 2005 (Draft Future Land Use Plan and Big Ideas)
8. October 2005 (Parks & Recreation Implementation Strategies)
9. November 2005 (*ShapeCheyenne* and Implementation Strategies)
10. February 2006 (Review Plans and Policy Directions for Land Use, Transportation, and Parks)

Approximately 20-25 members of the public regularly attended each meeting. The design charrettes had higher public attendance. They are described on the following pages.

#### TECHNICAL ADVISORY COMMITTEE (TAC) MEETINGS

The MPO also worked with a Technical Advisory Committee. The purpose of this committee was to provide advice and technical perspectives to the MPO and project team. The TAC included staff from agencies and organizations and community leaders and experts with an interest in the outcome of *PlanCheyenne* and with pertinent information to share. Over 30 people met regularly as part of the Technical Advisory Committee. The TAC also functioned as an advisory group for the Parks and Recreation Master Plan and the Transportation Master Plan. The MPO held ten TAC meetings throughout the process:

1. September 2004 (Issues Discussion)
2. November 2004 (Snapshot Discussion / Public Participation)
3. December 2004 (Structure Plan – Charrette 1)
4. January 2005 (Structure Plan – Charrette 2)
5. March 2005 (Land Use Scenarios)
6. June 2005 (Parks Master Plan and Policy Direction)
7. August 2005 (Draft Future Land Use Plan and Big Ideas)
8. October 2005 (Parks & Recreation Implementation Strategies)

9. November 2005 (ShapeCheyenne and Implementation Strategies)
10. February 2006 (Review Plans and Policy Directions for Land Use, Transportation, and Parks)

### **DIRECT MAIL NOTIFICATIONS**

A mailing listing of approximately 300 residents was developed over the course of the planning process to notify directly the community of upcoming events. Residents who expressed an interest in *PlanCheyenne* were added to this list and notified via postcards of upcoming meetings.

### **DESIGN CHARRETTES**

The planning team held two design charrettes during the *StructureCheyenne* phase (December 2004 and January 2005) to allow the committees and the public more interactive hands-on participation to develop the Structure Plan and design elements of *PlanCheyenne*. The *Structure Plan—A Community Design Handbook*, is the outcome of that effort. It is a community-driven guide that determines the Cheyenne Area’s architectural and community identity and describes the elements that make neighborhoods and districts livable and unique.

### **ELECTED AND APPOINTED OFFICIALS UPDATES**

The MPO and planning team met with the City Council, Board of County Commissioners, and Regional Planning Commission throughout the process to provide updates and information and to get feedback from the elected and appointed officials. The MPO also organized a regional planning summit meeting in June of 2005 to review the Plan and the overall direction of *PlanCheyenne*. In addition, the planning team met with officials in small groups, presented at work sessions, and regularly presented at Regional Planning Commission meetings to help keep officials updated on the progress of the project. Officials were also sent copies of the Plan newsletters, meeting notifications, and materials. The County Commissioners, City Council, Mayor, and Planning Commission were all ‘ex-officio’ members of the *PlanCheyenne* Committees and were invited to all plan meetings.

### **PUBLIC “BLITZ” AND PROMOTIONAL MATERIALS**

The planning team organized and began a Public “Blitz” in November of 2004 to inform the public and community organizations about the planning process and get input about directions and issues for the Plan. The team met with civic and private organizations at

this time (and throughout the process) to provide information and get input on the Plan. The team provided posters about the process, bookmarks, mugs, pens, and other informational items to “get the word out” about *PlanCheyenne* and give the public information about the website and “what to expect” and “how to participate” in *PlanCheyenne*. In addition, the planning staff also set up displays at three local supermarkets to announce the kickoff of *PlanCheyenne* and encourage citizen participation. The highlight of the Blitz Week activities was a community lecture by land use attorney and author Chris Duerksen that was attended by approximately 100 people.

The planning team met with or provided presentation for the following organizations during the development of *PlanCheyenne*: (Multiple presentations indicated in parenthesis.)

- Chamber of Commerce (2)
- Southeast Wyoming Homebuilders Association (4)
- Board of Realtors (2)
- Kiwanis Club (2)
- Rotary Club
- South Cheyenne Community Development Association
- Laramie County School District #1 – Board (2)
- Cheyenne Engineer’s Club (2)
- Cheyenne Young Professionals
- Governmental Affairs Committee
- Chamber Small Business Showcase & Business to Business Expo (5)
- Laramie County Community College
- United Medical Center (4)
- Wyoming Department of Transportation
- City/County Fire Chiefs Meeting (2)
- Transit Advisory Board
- Housing & Community Development Advisory Council
- Mayor’s Council for People with Disabilities
- Mayor’s Youth Council
- Wyoming Council for the Humanities

### **INTERACTIVE WEBSITE—WWW.PLANCHEYENNE.COM**

The MPO and planning team prepared a plan website ([www.plancheyenne.com](http://www.plancheyenne.com)) and kept information up-to-date throughout the process. The website provided an

avenue to participate for members of the public not as interested in traditional planning meetings, but wanting to be informed nonetheless. Toward the end of the process, the website received 700 visits per week, totaling more than 45,000 hits during the process. It contained information on draft plan products, meetings and events, meeting summaries, and interactive surveys. After the Plan is adopted, the website will still be the home for *PlanCheyenne*, which will be available in an interactive, searchable format.

The website also provided an option for interested residents to sign up for email updates regarding *PlanCheyenne*. Nearly 300 people were sent regular updates on the Plan's progress, invitations to upcoming meetings, and notice of new materials posted on the website. An electronic newsletter was also sent to these community members on a month-to-month basis.

### NEWSPAPER ARTICLES AND LOCAL MEDIA

The planning team published newspaper inserts and comment forms throughout the process including:

- November 2004 (Plan Kickoff: What to expect and community issues)
- January 2005 (Community image and charrette announcement)
- August 2005 (Community choices to direct the development of the land use plan)

Local newspapers also published articles and information about *PlanCheyenne* periodically during the planning process. Additionally, display ads were placed in the main body of the newspaper to provide for better notification than a traditional legal ad. Two ads were run per meeting and news outlets were sent press releases regarding public meetings. Multiple television spots resulted elevating in local awareness regarding the progress of the Plan, in addition to articles published in the LCCC Wingspan, the Wyoming Tribune-Eagle, and the Wyoming Business Report. MPO Staff also participated in numerous radio shows during the development of *PlanCheyenne*, including KFBC, KGAB, KJWL, and Wyoming Public Radio. In total, 11 radio shows were broadcast in addition to several news segments.

### CONFERENCES & PUBLICATIONS

The planning staff presented *PlanCheyenne* at numerous conferences and professional events, including several national and regional conferences. The innovative elements of the Plan were also highlighted in an article in the AMPO Summer

magazine and several articles regarding *PlanCheyenne* have appeared in *The Western Planner*, a journal for planners in western states.

### YOUTH INVOLVEMENT

MPO staff worked with youth from East High School to develop a photo vision exercise and several political science/geosciences classes at Laramie County Community College (LCCC) to explore issues and concerns facing young people in the Cheyenne Area. The LCCC class developed a report entitled, "Cheyenne: Living the Legend in the 21<sup>st</sup> Century," and a video tape and report including a "... Survey of "Attitudes about Living in Cheyenne, Wyoming," to contribute to *PlanCheyenne*. The results of the report were incorporated into the Community Foundations section of the Plan and various other areas.

## PREVIOUS ACKNOWLEDGEMENTS (2006)

### Cheyenne - Mayor

Jack Spiker

### Cheyenne - City Council

Judy Case	Ward I
Pete Laybourn	Ward I
Jimmy Valdez	Ward I
Joe Bonds	Ward II
Patrick Collins	Ward II
Tom Segrave	Ward II
Brent Beeman	Ward III
Don Pierson	Ward III
Georgia Adams Broyles	Ward III
Rich Weiderspahn*	Ward III

### Laramie County – Board of County Commissioners

Diane Humphrey	Chairman
Jack Knudson	Vice-Chairman
Jeff Ketcham	Commissioner

### Regional Planning Commission

COUNTY	CITY
Frank Cole	Kevin A. Byrne
June Casey Samuelson*	Nancy McDonald
Paula Qualls	Dennis Dawson
Jody Clark	Arlene Lowry
Lucie Osborn*	Michael Dowling
Marc Woods	
Jackie Mueller	

### Citizen Steering Committee

(alphabetical)

Brian Bryant	S.Chey/Business
Jessica Culotta	Central High
Angela Glode	LCCC
Donna Griffin	Parks Advocate
Nick Healey	Young Professional
John Keck	Parks Advocate
Dale Keizer	Builder
Ashlie Kopper	East High
Peggy Krapelka	Citizen
Samm Lind	Central High
Tiffany Massengill	McCormick JHS
Ed Murray	Developer
Glenn Pauley	Land Trust Director
Mona Pearl	Businesswoman
Carol Waeckerlin	Citizen
Al Weiderspahn	Attorney/Downtown
Dave Weston	Banker

### Technical Advisory Committee

(alphabetical)

Dennis Auker	LCSD#1
Larry Atwell	Chamber
Tom Bonds	FHWA
Brad Brooks	BOPU
Mike Brown	Real Estate
Randy Bruns	LEADS
Tina Carroll*	Housing (HUD)
Connie Sloan Cathcart	United Way
Frank Cole	Planning Commission
Brad Emmons*	Development
Dennis Griess*	Parks & Recreation
Dena Hansen	SCWSD
Scott Hinderman	Airport
Darren Horstmeier	FE Warren
Dan Kline	WYDOT
Roy Kroeger	Environmental Health
Ken Lewis	City Engineering
Arlene Lowery	Builder's Association
Gene MacDonald*	Drainage
Bill McHenry	City Fire
Jay Meyer	WYDOT
Dick O'Gara	Economic Data
Darren Rudloff	CACVB
Jim Schamerhorn	City Fire
Jeff Schulz	City Police
Jackie Smith	Public Works
Tim Thorson	LEADS
Dorothy Wilson*	Development

\* former

## Kickoff Interviews

*(alphabetical)*

Larry Atwell  
 Chuck Bohlen  
 Mike Brown  
 Randy Bruns  
 Nick Healey  
 Dale Keizer  
 Jack Knudsen  
 Dorin Lummis  
 Ken McCann  
 Ed Murray  
 Gene Roccabruna  
 Doug Samuelson  
 Jack Spiker  
 Al Weiderspahn  
 Mark Zaback  
 Consultant Selection Committee

*(alphabetical)*

Mike Abel  
 Tom Bonds  
 Randy Bruns  
 Mike Dowling  
 Brad Graham  
 Angela Glode  
 Dennis Greiss  
 Darren Horstmeier  
 Jack Knudson  
 Ken Lewis  
 Tom Mason  
 Martin Matsen  
 Jay Meyer  
 Mark Reid  
 Phil VanHorn  
 Dorothy Wilson  
 Members of the Public

The following members of the public had near perfect attendance at PlanCheyenne meetings and became critical members of the team:

Lorraine Grigsby  
 Mary Brown  
 Al Johnson  
 Niki McGlathery  
 Keith Eldred

**The City and County thank all other members of the public who have contributed to the PlanCheyenne effort.**

## Other Committees and Organizations

Greenway Technical Review Committee  
 Housing & Community Development Advisory Council  
 Mayor’s Council for People with Disabilities  
 Board of Public Utilities  
 Mayor’s Youth Council  
 Wyoming Tribune-Eagle (Kelly Milner, reporter)  
 LCCC Students – Living the Legend  
 Tanya Brown  
 Zachary Ingersoll  
 Cassandra Nelson  
 Zachary Thornley  
 Beverly Wilson  
 Mark Wilson  
 Krysten Keck  
 Jared Michaud  
 Juana Simental  
 Kayla Bowman  
 Karen Skinner  
 David Kinder  
 John Sanford (Faculty)  
 David Marcum (Faculty)  
 Trent Morrell (Faculty)

## Planning Staff

### MPO

Matt Ashby, AICP, Urban Planning Director,  
Project Manager  
Tom Mason, Director  
Jennifer Corso, Senior GIS Technician  
James Sims, Senior Planning Technician  
Linda Hostetter, Office Manager  
Shawn Reese, former Planner

### CITY PLANNING

Mike Abel, Planning Director  
Martin Matsen, Development Director  
Chuck Lanham, Historic Preservation  
Jan Spires, City Planning  
Lisa Pafford, Development  
Brandon Cammarata, Development  
Kerry Beutler, Development

### PARKS & RECREATION

Toby Leuter, Senior Planner, Project Manager  
Rick Parish, Parks Director  
Ray Beckham  
Tom Bogan  
Brad Carnahan  
Ron Conard  
Todd Feezer  
Dennis Griess  
Scott Heatherington  
Claus Johnson  
Lisa Olson  
Randy Overstreet  
Scott Phillips  
Eloise Riley  
Jason Sanchez  
Shane Smith

### COUNTY PLANNING

Mark Reid, Planning Director  
Don Beard, Public Works

## MPO Technical Committee

*(alphabetical)*

Mike Abel  
Dennis Auker  
Don Beard  
Nathan Beauheim  
Tom Bonds  
Randy Bruns  
Frank Cole  
Jennifer Corso  
Tom DeHoff  
Joe Dougherty  
George Escobedo  
Don Fuller  
Richard Hartman  
Scott Hinderman  
Darren Horstmeier  
Mike Hutton  
Dale Keizer  
Dan Kline  
Tony Laird  
Ken Lewis  
Martin Matsen  
Jay Meyer  
Herman Noe  
Rick Parish  
Mark Reid  
James Sims  
Doug Vetter

## MPO Policy Committee

*(alphabetical)*

Mike Abel  
Don Beard  
Joe Bonds  
Tom Bonds  
Joe Dougherty  
Jay Gould  
Jeff Ketcham, Commissioner  
Dan Kline  
Ken Lewis  
Bob Milburn  
Mark Reid  
Jack Spiker, Mayor

## **Consultant Planning Staff (2006)**

### **CLARION ASSOCIATES – COMMUNITY PLAN/LAND USE**

Ben Herman, AICP, Principal-in-Charge  
Chris Duerksen, Principal, Attorney  
Lesli Kunkle Ellis, AICP, Senior Associate,  
Project Manager  
Amy Kacala, Associate Planner  
Bodhy Hedgcock, AICP, Associate Planner  
Peter Melby, Website

### **EDAW, INC. –PARKS & RECREATION MASTER PLAN, STRUCTURE PLAN ASSISTANCE**

Tom Keith, Principal  
Jana McKenzie, Principal  
Chad Schneckenburger, Planner  
Earen Russell, Landscape Architect

### **LSA, INC. – TRANSPORTATION MASTER PLAN**

Ray Moe, Principal  
Sean McAtee, Transportation Planner  
Michael Hallock-Solomon, Transportation Planner

### **AVI – UTILITIES PLANNING**

Bruce Perryman, Principal

## 2013 PLAN UPDATE

### Public Participation Strategy Overview

The 2013 update to *PlanCheyenne* drew heavily from the foundation established by the community as part of the 2004-2006 planning process. The 2013 update included opportunities for input focused on confirming and refining the Plan to ensure it is responsive to current trends and key issues and continues to meet the needs of the community over the next ten to twenty years.

### Public Process Events

The 2013 planning process included targeted opportunities public engagement at key points in the process, as summarized below. In addition, members of the project team conducted periodic updates on the process for the MPO Technical Advisory Committee and conducted joint updates with the City and County elected and appointed officials.

#### PUBLIC EVENTS

Four series of public events were held during the planning process.

1. **April 10, 2012** – This event was an informational open house held from 5 to 7 pm at the Cheyenne Depot. The event focused on providing background information about PlanCheyenne and the 2013 update process, and seeking feedback about major issues and opportunities to be addressed. Approximately 54 people attended this event.
2. **November 14, 2012** – This event, held at the Laramie County Library from 5 to 7 pm, provided the opportunity for participants to learn about the different growth options facing the Cheyenne area. Participants were encouraged to submit their preferences and feedback via an interactive tool on the project website. Approximately 28 people attended this event and 77 submitted feedback online.
3. **April 30, 2013** – Held at the Laramie County Library from 5 to 7 pm, this open house event summarized the issues facing and feedback collected for the various potential future growth areas. Participants were able to provide comments on the preliminary directions proposed at the workshop and via an online survey. Approximately 35 people attended this event.

4. **October 10, 2013** – This series of events included two workshops – one at the library from noon to 1:30 pm, the other at Laramie County Community College from 6 to 7:30 pm. These events sought feedback about the draft plan direction and potential action strategies to implement the ideas. Approximately 23 people attended the daytime event and one person attended the evening event.

All of the public events were announced via email, flyers, advertisements in the Wyoming Tribune-Eagle newspaper, and via the project website.

#### TECHNICAL ADVISORY COMMITTEE (TAC) MEETINGS

The process also included updates with the MPO Technical Advisory Committee (TAC). The purpose of this committee was to provide advice and technical perspectives to the MPO and project team at targeted points in the process.

#### ELECTED AND APPOINTED OFFICIALS UPDATES

Periodic updates were held with the City Council and Board of County Commissioners (BOCC) and planning commissions to inform them about the PlanCheyenne update process and to discuss the plan's directions.

#### INTERACTIVE WEBSITE AND SOCIAL MEDIA

The project website, [www.plancheyenne.com](http://www.plancheyenne.com), was revamped for the 2013 update process, but the original 2006 plan documents also remained accessible. All project news, documents, and events were posted throughout the 2013 update process. Over the course of the project there were over 5,680 visits to the project website, and 2,594 unique visitors with an average visit duration of 2 minutes 32 seconds.

Project-specific Facebook and Twitter accounts were also maintained to announce events and input opportunities throughout the process.

## B. COMPREHENSIVE PLAN ELEMENTS

### INTRODUCTION

The purpose of this appendix is to identify the related and more specific planning efforts in the Cheyenne Area. This appendix is divided into two parts:

1. Adopted Sub-area and Corridor Plans
2. Other Related Plans and Efforts (including other Jurisdictions and Special Districts)

### PART 1: ADOPTED SUB-AREA PLANS

This part of the appendix identifies adopted sub-area plans that have been prepared and adopted in recent years. It is the intent of PlanCheyenne to provide general guidance for long-range planning in these sub-areas, while also folding in the more detailed land use plans, goals, and policies of those plans to the greatest extent feasible.

*Please refer to the Transportation Plan for a complete list of adopted transportation and corridor plans.*

#### DDA Master Plan for the Downtown Cheyenne Core Area Downtown Plan

Adopted: 2006

Link:

[http://www.downtowncheyenne.com/\\_pdfs/2013/September%202013/cheyenneplano6.pdf](http://www.downtowncheyenne.com/_pdfs/2013/September%202013/cheyenneplano6.pdf)

#### LOCATION

The Planning Area encompasses more than 120 square blocks and a variety of uses. It covers the area beyond the boundaries of the Downtown Development Authority from the State Capitol and 25th Street to the north, Snyder Avenue to the west, the Downtown gateway business district south of the Union Pacific rail yard to the south and Evans Avenue to the east.

#### DOWNTOWN VISION

The plan says that Downtown Cheyenne should position itself as a unique, vibrant urban experience that celebrates its western heritage and advances its New West future. Downtown can accomplish this vision by becoming a central gathering place for the community that is attractive, inviting, fun and livable.

The plan focuses on the following principles to improve the Downtown area: build on inherent strengths, capitalize on anchors and connect attractions, make Downtown functional and easy to use, and respect the scale and expectations of the marketplace.

#### East Central Cheyenne Infrastructure Improvements Plan

Adopted: April 2000

Link: <http://plancheyenne.org/wp-content/uploads/2012/10/EastCentralCheyenne.pdf>

#### LOCATION

The East Central Cheyenne Planning Area is generally bound by the Cheyenne Regional Airport and Airport Parkway to the north, Ridge Road to the east, U.P. Railroad to the south, and Morrie Avenue to the west.

#### VISION

The vision for East Central Cheyenne is “to be an attractive, safe and high quality core of the City with features that encourage pedestrian activity. The area will have a mix of residential housing types, and vibrant commercial areas, parks and schools within easy access to residents.”

#### PUBLIC PROCESS

An eleven member Steering Committee helped guide the process, and 30 members of the public participated in an open house during plan development.

#### East Cheyenne Infrastructure Improvements Plan

Adopted: 1998

Link: <http://plancheyenne.org/wp-content/uploads/2012/10/EastCheyenne.pdf>

#### LOCATION

The plan encompasses 16.1 square miles in the eastern part of Cheyenne and covers urbanized areas of Cheyenne as well as County enclaves. (See Figure XX: [Planning Area Map](#).) The area is generally bound by E. Four Mile Road to the north, Campstool Road to the south, Ridge Road to the west and the I-80 interchange at LEADS to the east.

### **VISION**

To be an area of attractive, mixed-use, mixed-density, cohesive, accessible and safe neighborhoods with a broad array of services, recreational opportunities and amenities.

### **PUBLIC PROCESS**

A 17 member Steering Committee guided the development of the Plan. The MPO held two public meetings during the planning process.

### **Hebard, Cole, and Goins Neighborhoods Plan**

Adopted – 1995

Link: <http://plancheyenne.org/wp-content/uploads/2012/10/HebardColeGoins.pdf>

### **LOCATION**

The plan area is approximately 3.3 square miles and includes the neighborhoods served by three elementary schools—Hebard, Cole, and Goins. The area is in the south central portion of the City of Cheyenne, generally south of the Union Pacific Railroad (UPRR) yard, including all City land south of UPRR to I-80.

### **VISION**

“To be an attractive, affordable and safe neighborhood with easy access to schools, shopping, employment, medical, professional and governmental services and leisure time activities.”

### **PUBLIC PROCESS**

A 20-member Steering Committee guided the development of the Plan.

### **Northwest Cheyenne Infrastructure and Development Plan**

Adopted: February 1999

Link: <http://plancheyenne.org/wp-content/uploads/2012/10/NorthwestCheyenne.pdf>

### **LOCATION**

The Northwest Cheyenne plan encompasses 14.7 square miles mainly in unincorporated Laramie County. The northern boundary is along Torrington Highway (85); the eastern boundary is along Powderhouse Road; the southern boundary is along Central Avenue and Dell Range Road; and, the western boundary is along F.E. Warren Air Force Base.

### **VISION**

As described in the Plan, the greater Northwest Cheyenne Area will have three distinct, yet united districts that complement and support each other. The first one will be a compact, higher density, urban area located within the City limits. The second will be more rural in nature providing low density, single-family housing. The third will primarily support very low density, single-family residences as well as agricultural uses.

### **PUBLIC PROCESS**

A Steering Committee met several times with the planning team and the MPO held two public meetings.

### **South Cheyenne Infrastructure Improvement & Development Plan**

Adopted – 1994

Link: <http://plancheyenne.org/wp-content/uploads/2012/10/SouthCheyenne.pdf>

### **LOCATION**

The study area is immediately south of I-80 and within one to two miles on either side of U.S. 85. The motor speedway forms the southern boundary of the study area.

### **VISION**

The Vision for South Cheyenne is to be “an attractive, semi-rural neighborhood that is a desirable place to live and work for people of all incomes. The neighborhood should have services within it to support the basic needs of local residents. Land uses should be varied, ranging from residential and neighborhood commercial, to institutional, regional commercial, industrial, warehousing and agriculture. Amenities should be offered that are comparable to those available in other neighborhoods in the greater Cheyenne area and in other communities in the region.”

### **PUBLIC PROCESS**

The plan was developed with the guidance of a 12-member Steering Committee. The committee met three times during the process and also attended two public open houses and several meetings with elected officials, affected agencies, and interest groups.

## West Cheyenne Land Use and Infrastructure Improvements Plan

Adopted: December 2002

Link: <http://plancheyenne.org/wp-content/uploads/2012/10/WestCheyennePlan.pdf>

### LOCATION

The West Cheyenne Planning Area is located within Laramie County and covers almost 60 square miles. It completely encompasses F.E. Warren Air Force Base. The northern end of the Planning Area is north of Horse Creek Road. The south end is at the zoned area boundary.

### VISION

As described in the Plan, the West Cheyenne Planning Area will: be a regional center of activity, defined by its connections and transitions; be a major transportation crossroads in the region; have attractive gateways; be defined by a coordinated transition from expansive ranching and agricultural lands to a vibrant urban center, with attractive neighborhood, commercial, and employment centers; have adequate infrastructure and services; and contain a continuous greenway system and the preservation of scenic views to the west.

### PUBLIC PROCESS

A 20-member Steering Committee, with diverse representation, met throughout the process. In addition, the MPO held two public meetings.

## PART 2: OTHER RELATED PLANS

This part of the appendix identifies other plans that affect the Cheyenne Area, and may be adopted by the City of Cheyenne, Laramie County, or other special districts or jurisdictions.

### Parks and Recreation Master Plan

Adopted: 2008

Link: <http://plancheyenne2006.com/welcome.cfm>

#### PURPOSE

The purpose of this component of PlanCheyenne is to describe the future parks and recreation system and to create a legacy of parks and open space for the Cheyenne Community.

### Transportation Master Plan

Adopted: 2006

Link: <http://plancheyenne2006.com/welcome.cfm>

#### PURPOSE

The purpose of this component of PlanCheyenne is to describe the Cheyenne Area's future transportation system, related to the community's parks and recreation and land use plans. The plan addresses various transportation modes including roadways, transit, bicycling, and pedestrians.

### Cheyenne Area On-Street Bicycle Plan and Greenway Plan Update

Adopted: 2012

Link: <http://www.plancheyenne.org/cheyenne-area-on-street-bicycle-plan-and-greenway-plan-update/>

#### PURPOSE

The purpose of doing an On Street Bicycle Plan for the Cheyenne metropolitan area is to provide the City, County and WYDOT a comprehensive document to guide the implementation of projects that increase bicycle safety, increase bicycle ridership, implements complete streets and provides a continuous and safe non-motorized system that ensures easy access to jobs, services, and commerce. The Plan establishes short- and long-term strategies to make cycling and trail use safe, convenient and attractive activities within the community.

## **Cheyenne Metropolitan Area Pedestrian Plan**

Adopted: 2010

Link:

<http://www.plancheyenne.org/Final%20Ped%20Plan%20and%20SRTS/CHEYENNE%20Ped%20oplan.pdf>

### **PURPOSE**

The purpose of this component of PlanCheyenne is to establish a document that proposes Citywide pedestrian improvement projects, supports pedestrian education and encouragement programs, and updates necessary policies in PlanCheyenne.

## **Laramie County Comprehensive Plan**

Adopted: 2002 (Update Underway)

Link:

[http://www.laramiecounty.com/\\_departments/\\_planning/\\_Comprehensive\\_Plan/index.asp#](http://www.laramiecounty.com/_departments/_planning/_Comprehensive_Plan/index.asp#)

### **PURPOSE**

The Laramie County Comprehensive Plan is the “roadmap” for growth and development in Laramie County. The Comprehensive Plan describes a county-wide vision for future growth, existing conditions and trends, goals to implement the vision, the general intensity of preferred development patterns, and policies for land use, transportation, community services, cultural and natural resources, and hazard mitigation.

## **Combined Cheyenne/Laramie County Hazard Mitigation and Strategy Plan**

Adopted: 2013

Link:

<http://www.cheyennecity.org%2FDocumentCenter%2FView%2F12670&ei=rXR9UuTmJKugyAH3vYDwCQ&usg=AFQjCNGfGKyZqQJoPWeSo4LSBX3P4vmmqQ&bvm=bv.56146854,d.aWc>

### **PURPOSE**

The county-wide hazard mitigation plan was developed to better protect people and property from natural and man-made hazards, and is required by FEMA for eligibility for certain federal funding. Hazards addressed include: dam failure, drought, earthquake, extreme cold, flood, hailstorm, hazardous materials, lightning, tornadoes, wildland fires, windstorms, and winter storms/blizzards. The plan prioritizes specific mitigation action items for each participating jurisdiction.

## **FE Warren General Plan**

Adopted: July 2006

### **LOCATION**

F.E. Warren Air Force Base is located at the western edge of Cheyenne, WY in southeastern Laramie County WY and it is approximately nine miles square.

### **PURPOSE**

It is a summary document designed for key decision-makers, including the 90th Space Wing (90 SW) Commander and senior staff, group commanders, and others. The plan identifies essential base characteristics and capabilities and assesses potential for development.

## **Board of Public Utilities Master Plan**

Adopted: 2003 (Update Underway)

### **PURPOSE**

The Board of Public Utilities (BOPU) Master Plan is a comprehensive evaluation of the anticipated issues, concerns and needs facing Cheyenne's water and sewer systems during the next 10, 20 and 50 years. The BOPU uses the master plan to identify projects and operational goals that will help the BOPU continue to provide water and sewer services in the future. The plan also helps the BOPU prioritize projects and financially plan for these projects.

## C. REGIONAL ARCHITECTURAL IDENTITY

This appendix introduces the architectural heritage of the Cheyenne Area to help communicate the current context of our community's built form. This information was prepared as part of the original PlanCheyenne effort in 2004 to 2006, but remains relevant today to help inform decisions about appropriate architectural styles, building materials, and historic assets.

### CHEYENNE: A BRIEF ARCHITECTURAL HISTORY

Cheyenne's architecture represents the major architectural periods and styles that have occurred in the United States between the 1870s and the present, from the humble Queen Anne cottages of the late nineteenth century to mid-twentieth century motor courts with fanciful neon signs. There is no single style or period that characterizes Cheyenne, but rather a general spirit and context that has been set by the local culture, historic traditions, and the historic buildings and structures. Residential, commercial and business, and rural areas of the community reflect the period of construction through the style of architecture. While Cheyenne has representatives of many architectural styles, the buildings have a regional expression in the use of locally available materials, responses to the local climate's ever-present wind and lack of water, and often a simplification of ornate period styles. The purpose of this section is to familiarize architects, builders, and residents regarding the architectural context of the Cheyenne Area, with the suggestion to keep that context in mind when making design decisions.

### BUSINESS & COMMERCIAL ARCHITECTURE

Cheyenne began as a tent city in 1867 when General Grenville Dodge, chief engineer for the Union Pacific Railroad, decided on this location for a major railroad stop. Cheyenne rapidly grew from a tent city to a full-fledged town with wood-framed commercial and entertainment establishments built to support the railroad construction crews. The typical building was of frame construction with a false-front parapet wall, a common style among the many new towns of the booming West. Because of both the threat of fires and the desire for an appearance of durability and respectability, wood was rapidly replaced with brick and stone construction; especially after the nearly disastrous fire of 1876. At one time, Cheyenne had three private fire companies to help protect the wood frame buildings. By the 1880s, many of Cheyenne's Downtown buildings were built



Cheyenne 1867-68 – from tent town to boom town with false-fronted wood-framed markets, saloons, smiths and general shops.



Cheyenne 1890. View of the new (1887) Classical-styled sandstone capitol building.



The Cheyenne Club, built by Cattle Barons in the very "modern" Second Empire Baroque style, with mansard roof and central tower on the front façade.



City Post Office built in the official Beaux-Arts style of many federal buildings across the country.



Art Deco was popular for commercial architecture in the 1920s and 1930s, often featuring towers, terra cotta embellishments and geometric motifs.



of local red brick. This construction continued until the early 1900s when more modern materials were shipped on the railroad. The typical size of Downtown buildings were three stories with commercial on the ground floor and offices or residences on the two upper floors. Due to the many fires and constant growth and change in the Cheyenne Downtown business area, the oldest surviving buildings date to the early 1880s and 1890s, with a large number from the early 1900s.

The boom and bust cycles of business and economics is evident through the periods of building construction. Victorian period brick and stone buildings are prominent following the success of Cheyenne as an important stop on the Union Pacific Railroad. A lesser number of buildings were constructed through the 1920s and 1930s, as Cheyenne had less money pouring in than in the past. Art Deco buildings with terra cotta ornamentation, such as the 1930s Frontier Hotel, followed the architectural trends of the time.

During the 1950s-70s, much of the Downtown was modified during the national trend of Urban Renewal. Old buildings were viewed as out-dated stylistically and often had façade additions and changes to the older brick, stone, or terra cotta buildings behind them. Some old buildings were demolished in favor of the newer, larger, and more modern buildings which occupy the Downtown today. These particular historic buildings are gone, but they give one the idea of what was much the same as those above. In their place are newer, more modern designed buildings which represent a period of design rather than a regional style.

Today, some new construction in the Downtown business area is reviving styles of the past while other property owners are removing the 1960s-era aluminum facades and restoring the original character of the historic buildings. New construction that is respectful of the past architectural heritage as evidenced by the City's new parking garage; built to give the impression of several historic buildings. As Cheyenne begins to better understand the value its historic character, many property owners are beginning to upgrade historic buildings to current building codes. With these improvements, additional floor space becomes valuable for office or residential uses.



A new city parking garage fits into the context of Downtown by borrowing detail from historic architecture, but not copying other buildings.

## HOSPITALITY & ENTERTAINMENT ARCHITECTURE

Cheyenne has a colorful stretch of mid-century Americana along Lincolnway with the presence of many auto-oriented motels and restaurants. The prosperity following World War II allowed many Americans to buy cars, and auto travel became a national pastime. Themed architecture and signage were unique qualities of the auto-courts and roadside restaurants, attracting the motoring public as they vacationed across the country on the historic Lincoln Highway. Today, these motels and restaurants, with their unique neon signs stand as representatives of a by-gone era.

### NEW ATTRACTIONS

Entertainment and tourist architecture often used colorful motifs, regional imagery, and modern materials such as neon lights to attract customers.



The Italianate style Opera House was built with the typical three-story height of Downtown Cheyenne buildings.



The old City Library with symmetrical Neoclassical detailing.



## RESIDENTIAL ARCHITECTURE

Once the brief tent town era of its beginnings passed, Cheyenne's residences reflected a rapidly growing post-Civil War railroad community, and the prominent houses were primarily brick or stone with embellishments to fit the owner's style and wealth. For both the wealthy and the working class, architectural styles were drawn from the home communities of the Cheyenne transplants. People built in a manner that was both familiar and that was viewed as acceptable style for their social position.

Early on, the homes of the wealthy were large and usually of European-influenced designs, corresponding with their owner's place of origin -- often immigrants directly from Europe or from the Eastern United States. The Gothic, Italianate, and Victorian homes of this period can still be found in Cheyenne today. The lots were spacious to accommodate a house for a large family with servants, and often included a carriage house and barn to house the livestock necessary to provide food and transportation.

From 1868 to 1890 the term "Cattle Baron" was used to describe the wealthy ranchers and their homes. Located in what is now referred to as the Rainsford Historic District, these homes displayed the wealth present in Wyoming. Many of the homes



The Gilchrist House is built in the Gothic Revival style with elaborate scroll work in the gable ends and fanciful fence.



The Hay House is designed in the stately Italianate style with deep eaves, tall narrow windows and a low-pitched roof.



The Hi-Kelly House is an excellent example of the Victorian period Queen Anne style with its corner tower, asymmetrical massing and cross-gabled roof pitches.



Another example of Queen Anne is the Idelman House. Many of the Cattle Barons built stately and ornate houses in this popular American style of the late 1800s and early 1900s.

## VICTORIAN ERA ARCHITECTURE

Queen Anne, Gothic Revival, Italianate, and Second Empire Baroque are all typical Victorian period styles of architecture. In Cheyenne, the popular house styles were built of local materials by local craftsmen.

Victorian styles, especially Queen Anne, were also very popular among the middle and working classes. Many cottages of this style can be found in old Cheyenne neighborhoods.



The Whipple House (1883) is another example of Queen Anne architecture built by an early Cheyenne Cattle Baron.



The Nagel-Warren Mansion was built by a family with large cattle interests in 1888.



These paired brick houses are examples of the more modest Queen Anne buildings using local materials.

would later be used by politicians and the wealthy businessmen of the community. The streets were wide to accommodate turning carriages and wagons and were lined with trees that would take decades to mature.

Houses of the working class had less extravagant details, but were well-built to serve their function. Many of the housing designs were similar to the Cattle Baron's homes, but on a smaller scale. These white-collar homes are found in parts of the Rainsford and Lakeview Historic Districts. Apartment houses were also available, providing variety in the housing market. In some cases, companies provided housing and leased it to their employees. Other "rooms for rent" could be found above the shops and stores in the Downtown area.

Other workers lived south of the railroad tracks in South Cheyenne. These functional houses were often built by the owners, and have a vernacular twist on a wide variety of period styles. Many were single story wood frame houses with wood siding. Styles include four square, bungalow and shotgun houses. Some houses were brought in by rail from communities that were disappearing along the tracks; such as from declining oil communities to the north like Lance Creek.

With the arrival of the State Government in 1890, the Capitol City experienced a flurry of new development to house judges, lawyers, government officials and prominent business men. The Capitol North Historic District has many fine examples remaining of this next phase of development and architectural styles. Although no two homes are exactly alike, they reflect the styles of the early 1900s across America. Again, construction was brick, but with a growing demand for wood frame with wood siding and shingles. Houses remained large, often on lots one-quarter of a block, with large yards and gardens. As originally laid out, there were eight lots to a block with an alley running parallel east-west to the named streets. As part of the Original City, the streets and avenues were wide and tree lined.



A modest house that could be considered a Queen Anne Cottage combined with American Four Square.



An early residential neighborhood in Cheyenne.



A 1920s era Italian Renaissance house of tan brick with red tile roof and deep eave overhangs.

During the 1920s to 1940s, development moved into the area known as the Avenues with new style. The houses were often all brick on modest lots with narrow, tree-lined streets. This development carried over after WWII in other parts of the new city, located outside of the Original City's four square miles. Streets were smaller, yet trees remained an important part of each neighborhood making the arid plains green and inviting.

From the 1950s and continuing to today, the City grew in with large subdivisions, completed over the course of many decades and filings. For example, the Western Hills neighborhood has a great diversity of homes from 13 filings of the subdivision stretching from 1954 to 2004. Many Cheyenne neighborhoods have this diverse blending of development patterns, adding to the mix of housing available to residents.

### 1920S – 1930S

Some popular house styles during this period are Colonial Revival, Tudor, Neoclassical, Italian Renaissance, Spanish Revival, and Mediterranean.



The Bungalow was a popular style throughout the United States during the early half of the twentieth century. Many bungalow style houses were shipped as complete kits from catalogue companies.



The 1920s and 1930s saw an increase in apartment buildings, such as the Neoclassical Nettford Apartments, which added diversity to housing choices.



**New Residential architecture in some parts of the City, such as at the Pointe, has adopted some historic characteristics such as this house with hints toward Bungalow style.**

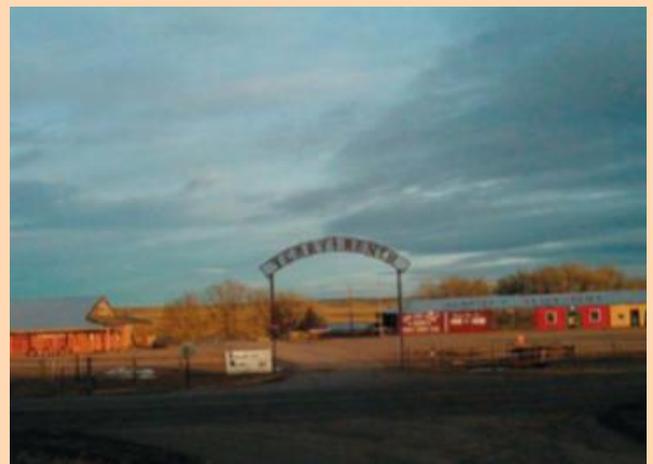


**This house in the Oakhurst subdivision has adapted historic details such as multi-paned windows, eave returns, and quoining on the corners. The house also uses traditional Cheyenne materials of red brick with white trim.**

Today, there is a resurgence of interest in historic styles and detailing in some of the new developments in Cheyenne. Brick has again found favor, along with native stone and wood. In the Pointe Subdivision, modern architectural design incorporated native stone and wood to give the neighborhood a distinctive character. Gone are wood siding and shingles as Wyoming’s wind exacts a heavy toll. Today materials of choice are steel siding and high wind-rated composite shingles.

## RURAL ARCHITECTURE

Vernacular ranch architecture is also an important aspect of character in Cheyenne. Ranch architecture today has much in common with early ranch buildings – having low profiles, with roof pitches easily able to shed snow. Detailing is often modest with a minimum of decorative ornamentation; wood lap siding, porches and standing seam metal roofs are common architectural features in the rural areas of Cheyenne. Vertical elements, including grain silos and windmills, create landmarks visible at a distance on the rolling plains. Often, the ranch house compound is protected by rows of trees in a windbreak on the windward side of the buildings. Ranch gates provide a welcoming threshold to cross and evoke a traditional western image.



**The entry gate at Terry Bison Ranch is typical of the Cheyenne area ranches and is reminiscent of the original entry gate at Frontier Park.**



## MILITARY ARCHITECTURE

The F.E. Warren Air Force Base (formerly Fort D.A. Russell) has been a part of Cheyenne from its beginnings when the military Fort assisted in the protection of the rail lines. The red brick with white trim architecture of the Base has become a style recognized in the region. The Base has over 240 brick and wood buildings still being used for offices, quarters for airmen and their families, and for recreation. Local materials were used to construct the majority of buildings, primarily using red brick. Many of the

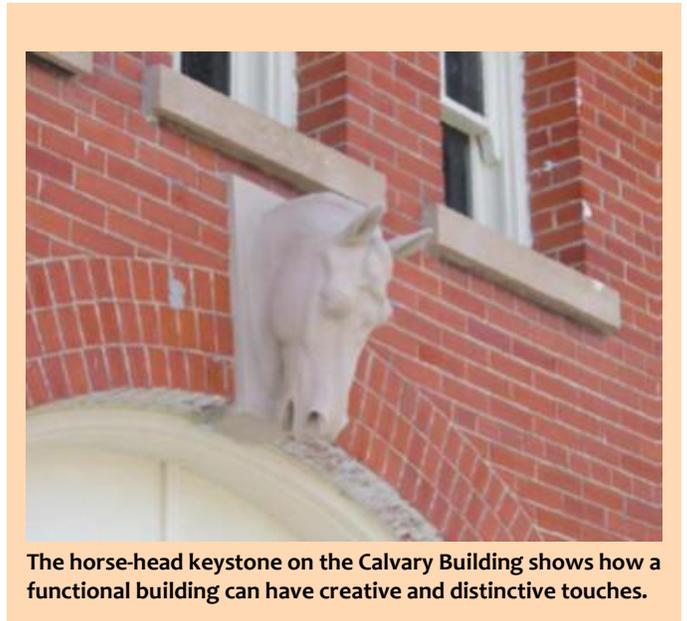
buildings followed the general styles common during the construction period, but without complex details or ornament. A National Historic District and Landmark, these 1885 to 1920s buildings are important pieces of the regional architectural character. Modern structures on the Base, both residential and industrial, have been designed to blend the old with the new.



The Calvary Barn is an example of a general use building on the Base. Many buildings use local red brick with buff sandstone or white wood trim details.



Officer's Quarters on the Base reflect the styles from the time periods they were constructed, but with less complexity than



The horse-head keystone on the Calvary Building shows how a functional building can have creative and distinctive touches.

## WHAT IS “REGIONALLY APPROPRIATE” ARCHITECTURE?

Cheyenne has had a rich architectural history, from the false-front saloon to the recent Community Center in Lions Park; from the pioneer log homes and the Cattle Baron mansions to contemporary ranch houses and suburban homes. The Cheyenne Community is proud of its heritage and desires the extension of unique, regionally appropriate architecture in today’s construction. By taking cues from past materials and styles, new buildings can provide design that is both innovative yet part of the community. New construction in the Cheyenne Area, in both existing and new areas, should adapt to and respect the regional traditions expressed through materials, forms, massing and architectural detailing and respond to, but not copy, these architectural traditions. New construction should reflect the context of historic and existing buildings, respecting regional architectural expression while also allowing for change and new traditions.

## WHAT ARE CHEYENNE’S TRADITIONAL MATERIALS?

Traditionally, materials found throughout Cheyenne’s historic areas were locally available. Initially, the cost to import building materials was beyond the means of most people. A common material for both commercial and residential architecture was red brick with white trim; the trim could be wood, stone, or terra cotta, depending on the decade of construction and desired cost. Local sandstone, both buff and red, stucco, and in residential houses, wood are other typical materials.

With the rise of manufacturing in the United States at the turn of the twentieth century, building materials were shipped on the railroad. These materials are often associated with a distinct period of time and architecture. During the 1900s, pressed metal and cast iron for building embellishments was brought in from the East. Terra Cotta was popular in Art Deco commercial buildings in the 1920s and 1930s. During the same period, entire houses could be purchased from catalogues such as Sears Roebuck, Co. Every part of the house was shipped, including foundation, siding, and all interior finishes. Today, the practice continues of purchasing building parts at Home Depot and Lowe’s that were manufactured in another region.

### SELECTED SOURCES

- <http://www.wyomingtalesandtrails.com/cheyenne>
- Starr, Eileen F. *Architecture in the Cowboy State: A Guide*. 1992.
- McAlester, Virginia and Lee. *A Field Guide to American Houses*. New York: 1984.

### HISTORIC PHOTOGRAPH SOURCE

- Wyoming State Archives



Examples of some traditional Cheyenne building materials.

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## D. PLAN CONSISTENCY CHECKLIST

### OVERVIEW

This Plan Consistency Checklist is intended as a tool to assess consistency of development proposals or zoning amendments with PlanCheyenne. The intent is to provide quick means for planning staff to assess how well a development project proposal fits with PlanCheyenne, and to identify any areas of inconsistency or deviation from this Plan.

The checklist addresses the future land use concepts and foundations of PlanCheyenne. Each idea is listed with a simple “yes” checkbox to indicate if a project complies with the foundations of this Plan. If a project does comply with an idea, it should receive a check mark. If it does not comply, the box will remain blank, and the staff may request or provide additional information to explain the unique circumstance, if applicable. Development proposals also should be consistent with the Future Land Use Plan, including the future land use categories and associated design principles.

Information provided in the checklist can be used to complete the staff report regarding the project. The applicant is encouraged to schedule a pre-submittal meeting with staff to review the checklist and staff report prior to forwarding the application to Planning Commission.

### USING THE CHECKLIST

Developers, staff, and decision-makers can all use this checklist.

- Staff should use it to review development proposals and to make recommendations to decision-makers.
- Decision-makers can use it to better understand how well a proposed development does or does not correlate with PlanCheyenne.
- A developer should use the checklist in the early stages of a development proposal as a guide to PlanCheyenne policies and when submitting an application for review.

The checklist is divided into two major parts to address:

- Part I: Consistency with the Future Land Use Plan (in ShapeCheyenne), and
- Part II: Consistency with the Plan’s Foundations, Principles, and Policies (in ShapeCheyenne).

## PART 1: CONSISTENCY WITH THE FUTURE LAND USE PLAN

### Urban Service Boundary

The Urban Service Boundary (USB) is the major growth area for the community.

*The proposal:*

- Is within the Urban Service Boundary and will connect to water and sewer and other urban utilities.
- Is within the Urban Service Boundary but will not connect to water and sewer and/or other urban utilities (because it has densities less than one dwelling unit per acre).
- Is not within the USB.

*Additional details or explanation:*

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### Future Land Use

The Future Land Use Plan identifies broad categories for future use of land in the community, as well as desired activity centers.

*The subject property as within the following land use category(ies):*

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*The proposal:*

- Is generally consistent with the land use category designation(s) on the Future Land Use Plan.
- Is not consistent with the land use category designation(s) on the Future Land Use Plan.

*If the proposal is not consistent with the Future Land Use Plan category designation(s) please explain:*

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### Activity Centers

A key direction of the Plan is to develop mixed-use activity centers that are designed to be pedestrian-oriented with high quality of design and cohesive site development.

*The proposal:*

- Falls within or is overlapped by a designated Activity Center identified on the Future Land use Plan.
- Is consistent with the Activity Center locational, design, and other considerations in *ShapeCheyenne*.
- Is consistent with the Mixed-Use Design Principles in *ShapeCheyenne*.

*Additional details or explanation:*

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## PART 2: CONSISTENCY WITH PLAN FOUNDATIONS

### Foundation 1: Growing as a Community of Choice means...

... that people choose to live in Cheyenne because it's a great place to live.

*This foundation applies to all projects/proposals/actions. The proposal:*

- Achieves a balanced mix of land uses as shown on the Future Land Use Plan.
- Is within the City's Urban Service Boundary (if density is greater than 1 du/ac.).
- Contains a diversity of housing types, organized as neighborhoods, in a manner consistent with *PlanCheyenne* principles (if residential).

*Please explain:*

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### Foundation 2: Creating livable "hometown" neighborhoods means...

... building quality neighborhoods that create places for people to thrive.

*This foundation applies to residential projects/proposals/actions. The proposal:*

- Is compatible with nearby existing neighborhood(s) in terms of its scale and mix of uses (if adjacent to or within an existing neighborhood).
- Is designed according to traditional patterns with a mix of uses, amenities, and convenient connections to services (if part of a new neighborhood).
- Contains a mix of housing types, styles, and densities.
- Is located in a rural residential area so designated on the Future Land Use Plan (north of the Urban Service Boundary) (if for rural residential development).
- Includes opportunities for affordable "workforce" housing and/or opportunities for senior or other special needs housing.
- Features high quality design to give lasting value to our neighborhoods and community.

*Please explain:*

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### Foundation 3: Fostering Vital Employment and Activity Centers means...

...building a diverse economy that draws private investment in vibrant community centers.

*This foundation applies to non-residential projects/proposals/actions.*

*The proposal:*

- Creates a mixed-use district that is pedestrian-oriented and well-designed with public spaces.
- Adds new employment sectors to the community.
- Creates an attractive community hub where employment, commerce, and residences create a vibrant place.

*Please explain:*

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*If the proposal is Downtown, it:*

- Promotes a mix of uses, with activities oriented towards the street level.
- Includes a strong pedestrian environment and public “people” places.
- Is compatible with the historic character and scale of buildings.

*Please explain:*

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### Foundation 4: Developing a Connected & Diverse Transportation System means...

...protecting our infrastructure while providing options to get from place to place.

*This foundation applies to all projects/proposals/actions. The proposal:*

- Contributes to a broader transportation system, including cars, bikes, pedestrians & transit, by providing connected sidewalks, bicycle facilities, and access to transit facilities (especially in activity centers).
- If a new neighborhood, the street systems are designed to encourage internal walking, bicycling, and auto circulation.
- Creates minimal traffic impacts to existing neighborhoods or provides adequate transportation facilities to mitigate impacts.
- Does not adversely impact our transportation investments elsewhere in the City.
- Reserves needed right of way for future street system as shown in the Transportation Plan.

*Please explain:*

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**Foundation 5: Celebrating our Character and Varied Heritages means...**

...promoting and preserving the traits that are unique about Cheyenne.

*This foundation applies to all projects/proposals/actions. The proposal:*

- Protects natural, cultural, environmental, or historic resources.
- Incorporates building design features that are compatible with our regional heritage (if in or near our historic districts).
- Utilizes a variety of tools to conserve natural/cultural areas.
- Limits or restricts development in potential natural hazard areas, including floodplains and steep &/or unstable slope areas.
- Seeks to promote continuation of the south part of the Cheyenne Area (outside the Urban Service Boundary) as a functional agricultural and ranching area.
- Develops attractive gateways and places for people that present a positive image of the community.

*Please explain:*

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**Foundation 6: Creating a Legacy of Parks, Open Spaces, and Trails means...**

...recognizing the value of our natural environment as it benefits the community’s well-being.

*This foundation applies to all projects/proposals/actions. The proposal:*

- Is consistent with our Parks and Recreation Master Plan and contributes to our community’s parks and open space system.
- Seeks to extend our trails and greenway system, and includes local trails to connect neighborhoods to the regional Greenway (where appropriate).
- Provides parks, open space, and trails that will serve the needs of residents.

*Please explain:*

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**Foundation 7: Developing in a fiscally responsible way means...**

... that growth, public and private, acknowledges its impacts and pays its own way.

*This foundation applies to all projects/proposals/actions. The proposal:*

- Pays for services and facilities that are necessary to serve the development project.
- Ensures that adequate public facilities are in place or planned for within a reasonable time of the start of a new development.

*Please explain:*

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## E. FUTURE LAND USE PLAN CAPACITY

This appendix provides an analysis of the Future Land Use Plan and what it means for the Cheyenne area at “Buildout” (i.e., when all vacant lands are developed). (See the *Shape* chapter for the Future Land Use Plan.)

### EXISTING HOUSING, POPULATION, AND JOBS

The Snapshot chapter describes current conditions in the Cheyenne area. There were an estimated 36,320 households and a population of 81,676 in the Cheyenne Area at the end of 2011. Total full employment in Laramie County was estimated at 45,536 in 2010.

### PROJECTED GROWTH

The amount of growth that occurs in coming years depends on myriad factors, including land availability, market demand, and demographic trends. As discussed in the Snapshot chapter, the Cheyenne area could grow at a rate of between 1.08% and 1.38% to a population of between 103,026 to 135,829 residents by 2035. Housing projections indicate demand for between 13,637 and 17,516 new housing units by 2035, for a total of 49,957 to 53,836 housing units by 2035.

Total full-time employment in Laramie County is projected to increase to between 56,698 to 63,213 in 2035, and the Cheyenne area is expected to continue to capture the majority of this growth.

### TOTAL NEW DEVELOPMENT POTENTIAL

The table on the following page provides an estimate of potential development, based on the development of currently undeveloped lands in accordance with the Future Land Use Plan.

### Residential Development

New residential development could occupy a total of approximately 63,900 acres (nearly 100 square miles). This future residential development could amount to approximately 57,800 new housing units and 130,100 additional people (not including any redeveloped housing). These new residential units represent a mix of housing types ranging from rural (single family residential on large lots with wells and septic systems) to urban (housing in neighborhoods with water and sewer services).

For purposes of this population estimate, assumptions included a future housing occupancy rate of 93.7% and an average of 2.4 persons per household.

### NonResidential Development

New retail, office, and industrial land uses could occupy a total of approximately 7,000 acres (not including jobs on redeveloped properties or the Air Force Base). Assuming a net of 18 jobs per acre on business and commercial lands and 15 jobs per acre on industrial lands, this land could support an estimated 111,800 new jobs.

### CAN THE PLAN ACCOMMODATE ENOUGH PEOPLE AND JOBS?

Based on the analysis of total development potential, the Future Land Use Plan has more than enough capacity to accommodate all of the projected household, population, and employment growth well beyond 2035.

In fact, the Future Land Use Plan has more than three times the land designated for future residential development than needed to support housing growth projections. Likewise, the Future Land Use Plan designates more than enough land to support future job growth, even if nonresidential development occurred at much lower intensities.

This means that PlanCheyenne provides ample area for future development and growth across a range of housing and employment types.

**Future Land Use Plan: Potential New Development**

Future Land Use Designation	Total Developable Acres	Net Density/ Intensity	Units	Population
Agriculture/Rural	42,308	0.05	2,115	4,757
Rural Residential	9,453	0.1	945	2,126
Urban Transition Residential	5,532	1.9	10,512	23,638
Urban Residential	4,571	4.5	20,568	46,253
Mixed-use Residential (Residential Portion - 75%)	1,871	12	22,451	50,487
Mixed-use Commercial (Residential Portion - 25%)	183	7	1,282	2,883
<b>Residential Total</b>	<b>63,918</b>		<b>57,873</b>	<b>130,144</b>

Future Land Use Designation	Total Developable Acres	Jobs per Acre	Jobs
Mixed-use Residential (Commercial Portion - 25%)	624	18	11,225
Mixed-use Commercial (Commercial Portion - 75%)	549	18	9,888
Mixed-use Employment (Commercial portion - 33%)	1,242	18	22,358
Mixed-use Employment (Industrial portion - 66%)	2,484	15	37,263
Commercial (Community Business & Central Business District)	379	18	6,827
Industrial	1,615	15	24,228
Public/Quasi-Public	33	2	66
<b>Non-Residential Total</b>	<b>6,927</b>		<b>111,856</b>