



Sweetwater County Comprehensive Plan

County Goals, Objectives & Implementation Strategies

Fall 2002

*A partnership planning effort
for the future of Sweetwater County
8/6/02*

***Sweetwater County Planning Project
Comprehensive Plan Preparation
2001-2002***

The 2001-2002 Sweetwater County Planning Project and subsequent Sweetwater County Comprehensive Plan were “grassroot” planning efforts that actively involved County residents and communities throughout the process. Special thanks to Sweetwater County citizens and County/community officials, departments and organizations who participated in this project.

*Sweetwater County Board of Commissioners
Sweetwater County Planning Commission*

SWEETWATER COUNTY COMPREHENSIVE PLAN

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SWEETWATER COUNTY COMPREHENSIVE PLAN 2001-2002 County Planning Project

Introduction

The 2001-2002 Sweetwater County Planning Project and subsequent Sweetwater County Comprehensive Plan are efforts by County leaders and citizens to address the County's present and future land use needs and development objectives. The 2002 Plan updates and consolidates the 1977 Sweetwater County Land Use Plan and the policy elements of the 1996 Growth Area Management Plan. The updated Plan clarifies and reconfirms the County's land use and development objectives and identifies specific implementation strategies for pursuing County-selected priorities.

Wyoming state statutes provide for the development of county-level comprehensive plans under Title 9-8-301 and Title 18-5-202. As stated, locally-developed, adopted and implemented county plans apply to the unincorporated areas within the county and may address public health, safety, moral and general welfare issues. These statutes also highlight the expectation that County governments will coordinate their land use plans and planning efforts with incorporated communities and other local entities. In addition, through Title 18-5-208, Wyoming planning statutes encourage the coordination of county planning efforts with federal land and resource management agencies. The 2002 Sweetwater County Comprehensive Plan focuses on these issues as prioritized and discussed by County leaders and residents through an extensive public involvement and plan development process.

Primary benefits of the 2002 Comprehensive Plan are two-fold. First, the County now possesses a single document that establishes a consistent and clearly articulated foundation for future land use decisions and development guidelines. It is also anticipated that future County land use planning activities will proactively support and implement the Plan's goals and objectives as adopted. For the Plan to function and remain as a valuable planning and decision-making tool, it should be reviewed and amended as necessary to address emerging County issues and interests.

Second, the planning process itself has been a valuable learning experience for Sweetwater County citizens. A diverse group of over 300 County residents actively participated in various stages of the plan development process. These activities included issue identification, issue prioritization, objective clarification and alternative implementation strategy development. Through this process, County residents have truly planned for Sweetwater County's future. The County's Comprehensive Plan is the result of their combined expertise and experience. Public ownership of the Plan and familiarity with the accompanying objectives will be invaluable as County leaders adopt the document and begin Plan implementation. A list of project participants is on file with the County Planning Office.

As part of this planning project, a companion report entitled the *Sweetwater County Economic and Demographic Profile* was prepared. If consistently updated, this document will remain a valuable resource for County officials, residents and businesses interested in Sweetwater County. A copy of the *Profile* is included as Attachment A.

Public Involvement and the Plan Development Process

Sweetwater County leaders recognize the need for proactive county-level planning and land use regulations. Wyoming state law allows local plans and development guidelines to address public health, safety, moral and general welfare issues. The law also requires a minimum level of public participation through adequate public notice and open public meetings/hearings.

By design, the 2001-2002 Sweetwater County planning project went beyond the level of public participation required by law and involved County residents and other interested parties throughout the process. The initial step was the identification of over 120 County opinion leaders and community stakeholders. This list represented all geographic areas of the County and included a mix of incorporated (community) and unincorporated areas. Careful attention was paid to ensure that a broad and diverse interest base had been identified. Over the course of four months, project consultants scheduled one-on-one interviews with over 85 of these individuals/interests. In addition, several community-based scoping meetings were held with smaller, outlying communities. This intimate and candid interaction with County residents provided project consultants with the background material necessary to begin developing a list of preliminary issues and objectives that, according to County residents, should be addressed in the County's updated plan.

Public education and notification efforts during the initial stages of the project also included more than a dozen radio shows and newspaper articles explaining the process and inviting citizens to actively participate. These additional outreach efforts received a fair response with most public comments reflecting a reserved optimism that County leaders were actively pursuing constructive solutions to some very challenging land use and development issues.

During this time, project consultants also reviewed the County's existing land use plans and development guidelines. These materials were further discussed with relevant County officials/departments and became the basis for a detailed County "policies and procedures" evaluation. The resulting report, incorporating comments gathered during the one-on-one public interviews, provided the Planning Commission and Board of County Commissioners with a candid assessment of existing County land use regulations and the application/effectiveness of these policies as perceived by the general public.

Based on the information gathered during the stakeholder interviews, community scoping meetings and County Commission/Planning Commission work sessions; project consultants prepared a preliminary summary of the County's land use and development objectives. Through a project newsletter, the *Draft Sweetwater County Land Use Goals and Objectives* were presented to the general public for comment. Specific topics addressed included: County and community cooperation, citizen and County relations, land use planning, infrastructure, natural resources and public lands. A copy of the newsletter is on file with the County Planning Office.

In an effort to contact all County residents/interests and invite them to comment on the *draft* objectives, the County mailed over 200 newsletters to specific project participants and distributed another 14,800 copies through the *Green River Star* newspaper and the *Star Guide* supplement. Additional copies were available on request from the County planning office and at community libraries, post offices and schools. The newsletter and comment form were also posted on the County's web page.

The newsletter also invited Sweetwater residents to attend four County-sponsored work sessions designed to gather citizen comments on the *draft* objectives. Prior to these meetings, the local news media provided excellent notice/coverage including two live radio shows and a five-part series in the Rock Springs *Rocket Miner* newspaper. Comments taken at the community-based public meetings were summarized by project consultants and reviewed with the Planning Commission and County Commissioners.

Following the community work sessions, the Planning Commission and County Commissioners continued to work with project consultants to further refine the County's objectives and explore alternative implementation strategies. The results of these discussions are formally presented to the citizens of Sweetwater County in this document as Chapter 2, County Goals and Objectives; and Chapter 3, County-Prioritized 1-3 Year Implementation Strategies. As outlined in Wyoming state statute, the *draft* Plan is subject to public review and comment through an open Planning Commission and County Commission public hearing and adoption process.

Using and Amending the Sweetwater County Comprehensive Plan

Sweetwater County officials and citizens should be commended for their proactive commitment to planning and updated Comprehensive Plan. It is intended that the 2002 Plan will serve as a framework for County decision-makers as they consider future private and public land use and development decisions. The Plan is also designed to provide a policy foundation for improving County and community cooperation, fostering County (government) and citizen relations, coordinating infrastructure planning and pursuing economic development activities.

To successfully implement specific portions of the Comprehensive Plan, County leaders will need to take action beyond formal Plan adoption. In the 2002 Plan, recommended implementation strategies and actions accompany each prioritized County objective.

While this Plan, upon adoption, reflects the thoughtful direction of Sweetwater County in 2002, it is anticipated that the Plan will be updated and revised as circumstances change and new challenges arise. The process for amending the Plan, as outlined in Wyoming state statute and County regulations, requires adequately noticed public hearings and formal action by both the Sweetwater Planning Commission and Board of County Commissioners. It should also be noted that any interested person/party can propose a Plan amendment by filing a petition with the County Planning Office/Planning Commission.

Sweetwater County Goals and Objectives

This section includes Sweetwater County Goals and Objectives as identified by County residents and approved by the Sweetwater Planning Commission and County Commissioners. The following statements are the County's direction in regards to the identified issues.

Goals and Objectives have been identified in the following areas of interest:

- County and Community Cooperation
- County Government and Citizen Relations
- Land Use
- Infrastructure
- Natural Resources
- Public Lands

Specific objectives bolded and italicized within each section are the County-identified objectives for the next 1-3 years. Specific implementation strategies have been developed for each of these statements and can be found in Chapter 3 by topic.

County and Community Cooperation

Sweetwater County goals and objectives relating to improving County and community coordination, cooperation, consistency and communication include the following:

- ***Encourage County and community partnerships and coordination in planning and economic development activities. All such activities will comply with Wyoming state statutes.***
- ***Encourage County and community cooperation and coordination to more adequately and appropriately address issues created by community growth, e.g., utility expansions, compatible land uses, urban versus rural needs and fringe area development.***
- Encourage County/community (and community/community) partnerships to identify and pursue mutual objectives.
- Encourage community-based economic development activities that complement the efforts/interests of other Sweetwater communities.
- Encourage County-to-community assistance and funding to address community economic development, infrastructure (roads, water and sewer) and land use issues.
- Encourage County-to-community assistance for the development and implementation of community-specific land use plans.
- Incorporate community objectives/priorities in County planning efforts/activities.
- Improve community awareness of, and accessibility to, available County services and resources.

- Improve community leader understanding of County prioritization and funding policies and procedures.
- Improve community/citizen accessibility to County elected officials and staff-level decision-makers.

County Government and Citizen Relations

County-identified objectives relating to public participation in Sweetwater County government and decision-making processes include the following:

- *Encourage public involvement and education activities as part of the County's land use planning and decision-making processes.*
- *Improve customer relations and service (front desk and phone assistance).*
- Identify clear opportunities for the public to participate in County decision-making processes.
- Encourage coordination and communication among County staff, departments, advisory boards and elected officials to improve customer service.
- Conduct public outreach and education activities as part of the County's public hearing and decision-making processes.
- Utilize resident expertise through citizen advisory committees and task groups.
- Encourage representation from throughout the County on the planning commission and citizen advisory boards.
- Encourage the development (and coordination) of community-level planning commissions.
- Improve citizen access to County officials.
- Prepare publicly-distributed staff reports and materials in a "citizen-friendly", understandable format.
- Cooperate with the local news media to publicly distribute relevant background materials and information on County planning processes and land use decisions.

Land Use and Development

Sweetwater County land use and development goals and objectives are as follows:

Growth and Development

- *Encourage growth and development to continue in an orderly manner and in locations that contribute to the economic and social well-being of County residents.*
- Maintain County land use plans and regulations that improve County/community character and complement other County objectives. Plans and regulations should be amended as necessary to address emerging issues and opportunities.
- Maintain County land use plans and regulations that reflect citizen preferences.
- Clarify the County's land use objectives and regulations within the study areas.
- Utilize accurate information and technology as an integral component in all planning and decision-making processes.
- Balance future growth and development with facility/service capacity (e.g. water, sewer, waste disposal, transportation and roads, law enforcement and emergency services). County-imposed infrastructure/service provision requirements will be in direct proportion to the anticipated/associated demands.
- Encourage infill development within existing communities and service areas.
- Encourage the separation of incompatible land uses.
- Implement appropriate impact mitigation measures between existing incompatible uses.
- Support the County's traditional land uses and interests.
- Encourage development patterns that create/maintain separate, distinct communities.
- Discourage unplanned development.

Land Use Regulations

(Development, Interpretation and Enforcement)

- *Maintain County land use regulations that are effective and efficient in accomplishing the County's land use and development objectives.*
- Ensure that these land use regulations provide for the greatest common good, for the

greatest number of citizens, for the longest time.

- Develop, maintain and enforce reasonable land use guidelines and regulations to encourage appropriate land uses and ensure the protection of public health, safety and welfare. Simplify/streamline the development application and approval process.
- Tailor regulations and guidelines to address the unique situations and land uses of specific areas throughout the County. Regulations must be relevant to the area of application. “One glove does not fit all”.
- Enforce all adopted land use regulations consistently.
- Maintain County land use regulations that are clearly articulated and internally consistent in their intent and direction. Maintain land use guidelines and regulations that are consistent with the County’s Comprehensive Plan.
- Maintain an appropriate balance between private property rights and the general public interest. Protect private property rights as identified by the Constitution.
- Maintain County land use regulations that are consistent with citizen preferences and the law.
- As appropriate, simplify, coordinate and standardize County/community land use and development applications, permits and approval processes.
- Clarify the connection between County land use and development objectives and the County’s land use regulations.

Residential Land Uses

- Encourage residential development within or adjacent to existing communities.
- Encourage a sufficient housing stock and a variety of residential opportunities.
- Support a variety of housing options. Temporary housing would be allowed in appropriate areas.

Agricultural Land Uses

- Clarify the County’s agricultural land use objectives. Reconcile as necessary with property owner expectations.
- Encourage the preservation of agricultural lands and activities within the County. Explore alternative agricultural land protection strategies.

- Encourage agriculturally-incompatible land uses and development to locate/relocate in non-ag zones.
- Recognize the unique and diverse agricultural areas within the County. Tailor agricultural land use regulations according to area-specific objectives and needs.

Industrial Land Uses

- Clarify the County’s industrial land use and development objectives.
- Identify and promote areas that are appropriately zoned and adequately serviced for industrial uses.
- Encourage new industrial development adjacent to existing industry.
- Encourage industrial development near available facilities, services and resources.
- As feasible, locate worker housing within existing communities where services are/can be provided.

Sensitive Areas and Resources

Coordinate and cooperate with the appropriate federal, state and local organizations, governments and agencies to:

- Identify and protect the County’s natural environment and resources.
- Recognize and protect the County’s unique cultural, recreational, environmental and historical resources.
- Identify areas suitable/desirable for open space preservation. (These areas may include stream corridors, recreation areas and wildlife habitat.) Explore alternative preservation strategies.
- Consider the region’s limited water resources as part of County land use and development decisions.
- Plan and implement water development.
- Participate in the State of Wyoming Water Resources Plan.
- Implement appropriate land use regulations and guidelines to mitigate natural and manmade hazards including, but not limited to, areas of mine subsidence, hazard waste areas and abandoned mines.
- Identify areas potentially unsuitable for development. (These areas or physical

characteristics may include flood plains, steep slopes, unstable soils and wildlife habitat.) Additional development standards may be required as necessary to mitigate adverse property and resource impacts.

Planning Coordination/Cooperation With Other Entities

- ***Encourage County and community cooperation and coordination in land use planning and development activities consistent with Wyoming state statutes.***
- Develop/maintain County land use plans and regulations that provide direction for unincorporated areas and complement community interests. Clarify the jurisdictional and enforcement issues within the 1 mile “buffer”.
- Coordinate County planning efforts with local and regional planning interests.
- Encourage joint County/community planning and cooperation for fringe areas. Ensure compatible uses. Support/encourage land uses within potential annexation areas that are consistent with adjacent community regulations.
- As applicable, adopt consistent/standardized land use application, approval and permitting procedures with partnering communities and interests.
- Coordinate County land use planning efforts with special service district activities.
- Support and participate in federal and state land use planning activities.
- Encourage County-sponsored land use planning activities that consider input from property owners and federal and state agencies (and include public as well as private lands).

Infrastructure (Roads, Sewer and Water)

Sweetwater County goals and objectives related to infrastructure include the following:

- ***Encourage the proactive, coordinated planning and delivery of public utilities and infrastructure services.***
- Clarify the County's infrastructure and service provision objectives. Particular concerns are the County's Master Transportation Plan and water resources.
- Encourage additional growth and development within the area through proactive infrastructure needs assessment and planning.
- Encourage development in areas where services are available or readily expandable/upgradeable.
- Determine/assess the impact of development on water resources as part of the approval process.
- Require developing interests to provide verification as to the adequacy and safety of water sources.
- Extend public services only to areas planned/scheduled for development.
- Require developer-funded/provided infrastructure improvements that are in proportion to the associated impact.
- Coordinate County land use and infrastructure planning efforts with special service districts and other service providers.

Natural Resources

Sweetwater County natural resource goals and objectives include the following:

- ***Encourage and support environmentally responsible resource exploration/development within the region.*** This includes encouraging associated industries and businesses to locate within Sweetwater County communities.
- ***Anticipate and plan for resource development impacts. Proactively address associated infrastructure, housing and service needs.***
- Encourage a balance between resource development and environmental protection.
- Evaluate natural resource development proposals (and the associated land uses) for their effects on air, water and environmental quality.
- Encourage/support public land uses consistent with orderly development and efficient use of renewable and non-renewable resources.
- Encourage the location of associated worker housing within existing communities where services are/can be provided.
- Work with resource managers to ensure adequate access to natural resources.
- Work with property owners and lessees to preserve adequate public access.

Public Lands and Resources

Sweetwater County goals and objectives relating to public lands and resources include the following:

- ***Encourage/support proactive County participation in relevant public land and resource planning and decision-making processes.***
- Include public lands (and public land management agencies) in the County's land use plan, the planning process and plan implementation activities.
- Encourage/support cooperative interaction between local, state and federal agencies and private land owners.
- Promote agency awareness of County issues and interests. These include, but are not limited to, natural resource exploration and development, multiple-use land and resource management practices, agriculture/ranching and recreation, and adequate public access to and across public lands.
- Continue County support for resource-based industries including mineral exploration/development and ranching.
- Promote local (private) concerns and interests as an integral part of public land management decisions. County officials and plans will provide the foundation to address/protect to private interests related to public lands and resources.
- Support, where appropriate, the transfer of suitable federal lands and resources to private interests.
- Encourage/support public land uses consistent with orderly development and efficient use of renewable and non-renewable resources.
- Prepare County policy positions for relevant federal and state land and resource issues.
- Conduct County plan Aconsistency and coordination@ reviews for/on all relevant public land management agency plans and decisions.
- Develop/implement appropriate County/agency Memorandums of Understanding (MOUs) and agreements.
- Coordinate with public land management agencies to exchange resource and mapping information/expertise.

County and Community Cooperation

County Objective: *Encourage County and community partnerships in planning and economic development activities.*

Selected Implementation Strategies:

a) Organize a Council of Governments

Sweetwater County will organize and facilitate regular meetings with mayors/city councils to discuss and coordinate matters of mutual interest. Topics discussed may include planning, community growth, economic development and public services.

b) Establish a County/Community Liaison and Identify Community Contacts

Sweetwater County will identify a County contact person or department to act as a community liaison. This will be the County's front line contact for addressing community/County issues. It is anticipated that participating communities will also provide a community contact point.

c) Develop a Community/County Notification Network

Sweetwater County will develop a local government communication network through which the County and participating communities may provide notice of pending actions and projects having the potential to impact other local entities. This relationship may be solidified through formal County/community agreements identifying the types of issues to be coordinated and appropriate notification procedures.

d) Coordinate County/Community Planning Policies and Procedures

Sweetwater County will work with interested communities to identify mutual land use and development interests/objectives that may benefit from coordinating/standardizing land use policies and development application/approval procedures. This coordinated approach may be particularly beneficial within the 1 mile buffer surrounding Green River and Rock Springs.

County-supported coordination activities related to land use planning/development include:

- Coordinating/standardizing County/community development applications, forms, permits and procedures as applicable;
- Developing a comprehensive notification and review procedure for mutual planning issues. (Notified interests shall include: affected communities; utility companies;

County/community police, fire, health and human service departments, property

owners, etc.); and

- Conducting joint County/community planning commission work sessions as necessary to address mutual interests.

County Objective: *Encourage County and community cooperation and coordination to more adequately and appropriately address issues created by community growth, e.g., utility expansions, compatible land uses, urban versus rural needs and fringe area development.*

Selected Implementation Strategies:

a) Develop County/Community Annexation Agreements

Sweetwater County will work with incorporated communities to develop County/community annexation agreements. This effort may include working with special service districts and utility interests to coordinate the expansion of services and service areas.

b) Provide Community Planning Assistance/Training

Sweetwater County will continue to provide technical planning assistance and training to communities on request.

c) Coordinate Capital Facility Planning Efforts

Sweetwater County will work with interested communities, special service districts and other service providers to coordinate the preparation of long-range capital facility plans. These documents will identify the anticipated needs and capital expenditure priorities of the County and identify the various funding strategies available to meet those needs.

d) Coordinate Capital Improvement Projects

Sweetwater County will work with interested communities, special service districts and other service providers to coordinate mutually beneficial capital improvement projects. This interaction may occur through the aforementioned Council of Governments.

County Government and Citizen Relations

County Objective: *Encourage public involvement and education activities as part of the County's land use planning and decision-making processes.*

Selected Implementation Strategies:

a) Develop a Citizen/Public Notification Forum

Sweetwater County will develop a citizen notification forum through which the County will post issues and information of public interest, e.g., County Commission and County Planning Commission meeting agendas and minutes, County-sponsored and conducted studies and plans and public meeting schedules. Suggested mediums include the County's website, a quarterly newsletter or a regularly scheduled radio show, etc..

b) Develop Public Education and Training Programs

In addition to ongoing County-sponsored training for citizen planners (planning commission members), Sweetwater County will provide education and training opportunities for the general public. The purpose of these efforts is to increase public understanding of County land use and planning issues and challenges. This objective may be accomplished through community- or issue-specific workshops or training sessions. It is anticipated that these activities will be spearheaded by the County's land use/planning officials and appointees.

Informal public education and training opportunities will continue through the local media and regular public meetings.

c) Utilize Citizen Advisory Boards and Committees

Sweetwater County officials and departments will utilize citizen advisory boards and committees to solicit general public input on specific issues. For example, the County may create an agricultural land use committee, made up of agricultural land owners and associated organizations and interests, to identify/discuss agricultural land preservation strategies.

d) Involve Citizens in Policy Development Processes and Review Discussions

Sweetwater County will involve citizens in policy development/review discussions through citizen committees, public hearings, neighborhood meetings and/or surveys.

County Objective: *Improve customer (public) relations and assistance.*

Selected Implementation Strategies:

a) Conduct a Customer Service/Organizational Study

Sweetwater County will conduct a biannual customer service study to evaluate the adequacy and effectiveness of physical office arrangement and organizational policies and procedures.

b) Maintain a Well-trained, Knowledgeable and Adequately Staffed Planning Department

Sweetwater County will invest the resources and personnel necessary to maintain a well-trained, knowledgeable and adequately staffed planning staff.

c) Prepare and Maintain a Public-friendly Applicant/Developer's Guide

As part of their improved customer service and application streamlining process, the Sweetwater Planning Department will prepare and maintain a citizen-friendly Applicant/developer's guide or handbook. This information packet will identify and present relevant land use and development application and approval process and procedure requirements in a clear and concise manner.

Land Use and Development

County Growth and Development

County Objective: *Encourage growth and development to continue in an orderly manner and in locations that contribute to the economic and social well-being of County residents.*

Selected Implementation Strategies:

- a) Adopt, maintain and implement proactive County land use plans and supporting regulations.**

At a minimum, the Sweetwater County Planning Commission and County planning department will review/update the County's land use plan and development objectives every five (5) years. Specific sections of the County's land use plan and regulations will be reviewed/updated as necessary to address emerging needs or more closely reflect County land use and development objectives. Citizen and community involvement will be a key component of all County-sponsored planning processes.

Sweetwater County will maintain an adequately staffed and trained planning commission and planning department to ensure that plans and regulations adopted by the County are implemented/enforced in an appropriate manner and pursue the intended purposes.

- b) Review/update the County's zoning regulations.**

The County's zoning regulations and accompanying zoning map will be reviewed and updated as necessary to accomplish the County's land use and development objectives. (Please see the Land Use and Development Regulations section for additional recommendations.)

- c) Prepare and adopt development guidelines and performance standards as appropriate.**

Sweetwater County may determine that certain types of land uses, or development occurring within specifically identified areas/locations, should be regulated by additional guidelines and standards. Development guidelines or standards adopted by the County must pursue a legitimate government objective relating to public health, safety or welfare.

County Land Use Regulations

County Objective: *Maintain County land use regulations that are effective and efficient in accomplishing the County's land use and development objectives.*

Selected Implementation Strategies:

a) Review/update the County's land use regulations.

The County's zoning regulations will be reviewed and updated as necessary to accomplish the County's land use and development objectives. Specific objectives to be considered for the Phase II include:

- Streamlining the development application and approval processes,
- Clarifying the roles of responsibilities of the County Commission, County Planning Commission and County Planning Department in regards to land use planning issues and decision-making processes,
- Reviewing/clarifying the County's zoning classifications and zoning map,
- Ensuring that the County's land use regulations are consistent with the County's land use plan and development objectives, and
- Developing land use applications, forms and permits that can be tailored to fit local situations and circumstances.

Coordination with Other Entities

County Objective: *Encourage County and community cooperation and coordination in land use planning and development activities.*

Selected Implementation Strategies:

a) Coordinate County/Community Planning Policies and Procedures

Sweetwater County will work with interested communities to identify mutual land use and development interests/objectives that may benefit from coordinating/standardizing land use policies and development application/approval procedures. This coordinated approach may be particularly beneficial within the 1 mile buffer surrounding the County's incorporated communities.

County-supported coordination activities related to land use planning/development include:

- Coordinating/standardizing County and community application forms, permits and approval procedures as applicable and feasible;
- Developing a comprehensive notification and review procedure for mutual planning issues. (Notified interests shall include: affected communities; utility companies; County/community police, fire, health and human service departments; property owners, etc.);
- Clarifying jurisdictional and enforcement issues within the A1 mile@ community buffers; and
- Conducting joint County/community planning commission work sessions as necessary to address mutual interests.

b) Develop County/Community Annexation Agreements

Sweetwater County will work with the communities of Green River and Rock Springs to develop County/community annexation agreements. This effort may include working with special service districts and utility interests to coordinate the expansion of services and service areas.

Infrastructure (Roads, Sewer and Water)

County Objective: *Encourage proactive, coordinated planning and delivery of public utilities and infrastructure services.*

Selected Implementation Strategies:

a) Develop a Coordination and Notification Network Among Service Providers

Sweetwater County will encourage the coordination and cooperation of communities, special service districts and other service providers through the development of a comprehensive notification and coordination network. Efforts in this direction include:

- Identifying likely partners and developing a contact list,
- Organizing and facilitating a work session with the above entities to determine the interest and commitment to pursuing this objective, and
- Establishing a quarterly coordination/briefing meeting to discuss ongoing and anticipated projects.

b) Coordinate a County-wide Infrastructure/Capital Facilities Plan

Sweetwater County will develop a comprehensive capital facilities plan addressing the County's current and anticipated transportation, sewer and water needs. This effort will involve local communities, special service districts, other public service providers and property owners. Specific objectives of this effort include:

- Articulating the County's infrastructure and service provision objectives (Particularly those related to transportation and water.);
- Clarifying the County's approach to providing services and covering service-provision costs. (Determining the appropriate balance between public funding and private obligations/dedications.);
- Establishing specific utility service areas, based upon the location of existing development and service lines;
- Identifying areas where new development will most likely occur due to the availability of existing services or the ease of extending existing service lines; and
- Developing a "services to be provided/improved" projects list, time line and placement plan.

Natural Resources

County Objective: *Encourage and support environmentally responsible resource exploration/development within the region.*

Selected Implementation Strategies:

Under direction of the County Commission, the County planning staff and members of the County Public Lands Committee may:

- a) **Schedule quarterly coordination meetings/briefings** with private industry, Federal and State land management agencies and County/regional economic development interests to discuss resource development issues and impacts.
- b) **Review agency and industry resource development data and reports.**
Understanding this information will assist the County in identifying and prioritizing its natural resource development interests and objectives.
- c) **Advise the County Commissioners** concerning County-impacting resource use and development issues. The County Commissioners will submit the County's formal responses to the appropriate local and State-level public land and resource management agencies.
- d) **Review Federal and State resource management plans** in respect to resource stewardship and use. This includes ensuring that County resource availability and accessibility interests are preserved and maintained.

County Objective: *Anticipate and plan for resource development impacts. Proactively address associated infrastructure, housing and service needs.*

Selected Implementation Strategies:

Under direction of the County Commission, the County planning department and staff will:

- a) **Coordinate with industry officials** to anticipate and prepare for the impacts associated with the "boom and bust" mineral development cycle.
- b) **Proactively anticipate and assist potentially impacted communities** in planning for land use, infrastructure and community services demands associated with natural resource development.
- c) **Develop performance standards and guidelines** for community growth and land uses associated with resource development including housing, infrastructure and community services.

Public Lands and Resources

County Objectives: *Encourage/support proactive County participation in public land planning and decision-making processes. Promote agency awareness of County issues and interests.*

Selected Implementation Strategies:

a) **Maintain a Federal Land and Resources Issues Calendar/Bulletin**

To better inform County departments and residents concerning public land and resource management issues, the County will maintain a public notification/information board. Materials posted may include public review materials as provided by the various resource management agencies, planning process time lines and schedules, and other relevant information. Specific opportunities for the County, private interests (including industry) and the public to participate in agency planning and decision-making processes may also be identified. It has been suggested that hard copies be made available at the County Offices in Green River and an electronic copy be posted on the County's website.

At a minimum, documents and resources gathered/reviewed by the County Planning Office include Resource Area Management Plan(s), Forest Plan(s), the Environmental Notification Bulletin Board (ENB), Forest Service quarterly planning schedule(s) and Corps of Engineers public notices.

b) **Develop Sweetwater County/Public Land Management Agency Memorandums-of-Understandings (MOU) and Agreements**

Sweetwater County officials will work with public land and resource management agencies to formalize existing working relationships through MOUs and other agreements. Developed cooperatively with public land managers, these agreements may identify specific agency and County roles and responsibilities relating to notification, coordination and data/information sharing.

c) **Organize a County-level Public Lands Committee**

Currently, Sweetwater County Commissioners organize ad-hoc citizen advisory committees to study important County issues. Relative to public lands, the Commission will formally organize a standing county-level public lands committee. *As requested and under the direction of* the Board of Commissioners, this committee will act as an advisory board to the County on public land and resource issues. This committee may also be used to distribute public land/resource use information to the general public.

Committee meetings will provide an opportunity to discuss natural resource/public land use issues in an open, positive manner. Where applicable and appropriate, this forum will be used to clarify issues and address public land and resource management

concerns at the local level. Through increased committee/agency interaction, County responses to agency-proposed plans and actions will be well developed and better prepared.

Committee Structure -

Formal committee structure will include a Commission-appointed chairperson. This individual will work closely with the County planning staff to review, prioritize and summarize for committee discussion, public land use information received or solicited by the County. The committee will also include, or have access to, competent legal assistance. This person will have a firm understanding of Federal public land use issues.

Sweetwater County has many residents who are interested in and directly impacted by public land management decisions. These individuals have knowledge of agency planning processes and have established working relationships with public land and resource managers. This expertise can be tapped through committee membership and participation.

Public land agency personnel can also provide the committee with planning expertise, information and agency insight to public land issues. Agency representatives may be invited to participate in committee discussions as deemed necessary by the County and/or committee membership.

It is proposed that the Sweetwater County Public Lands Committee include representatives from all geographical areas of the County. Membership shall include, but not be limited to, the following areas of expertise or interest:

- | | |
|--------------------------|----------------------|
| general County populace | recreation |
| agriculture and ranching | economic development |
| County/local officials | water |
| oil and gas | minerals/mining |
| sportsmen | wildlife |
| utilities | conservation |
| natural resources | tourism |

Agencies and interests that may be asked to participate include, but are not limited to, the following:

- | | |
|---|-------------------------------|
| U.S. Bureau of Land Management (BLM) | U.S. Forest Service (USFS) |
| Big Sandy Conservation District | Bureau of Reclamation (BOR) |
| Wyoming Department of Natural Resources | Wyoming State Lands |
| Wyoming Department of Fish and Game | Interest Groups/Organizations |
| universities and educational resources | media |

Committee Agenda -

While it is the intent to have issues discussed by the entire committee, smaller task groups may be formed and "outside" specialists invited as needed. This process may include assigning individual committee members to study specific materials, gather additional data and report to the committee with preliminary recommendations. Relevant information will also be made available to the general public for their review and comments. Recommendations from the County's Public Lands Committee will be forwarded to the County Planning Office and County Commissioners for consideration as the County's official position.

The committee will refer to the Sweetwater County General Plan and other local ordinances and policies as they discuss issues and make recommendations. It is anticipated that the committee's recommendations will be consistent with the County's plan and interests.

As directed by the Commissioners, the committee may coordinate efforts with other agencies, organizations and interests. The committee may also propose revisions or additions to the County's General Plan Public Lands and Resource element.

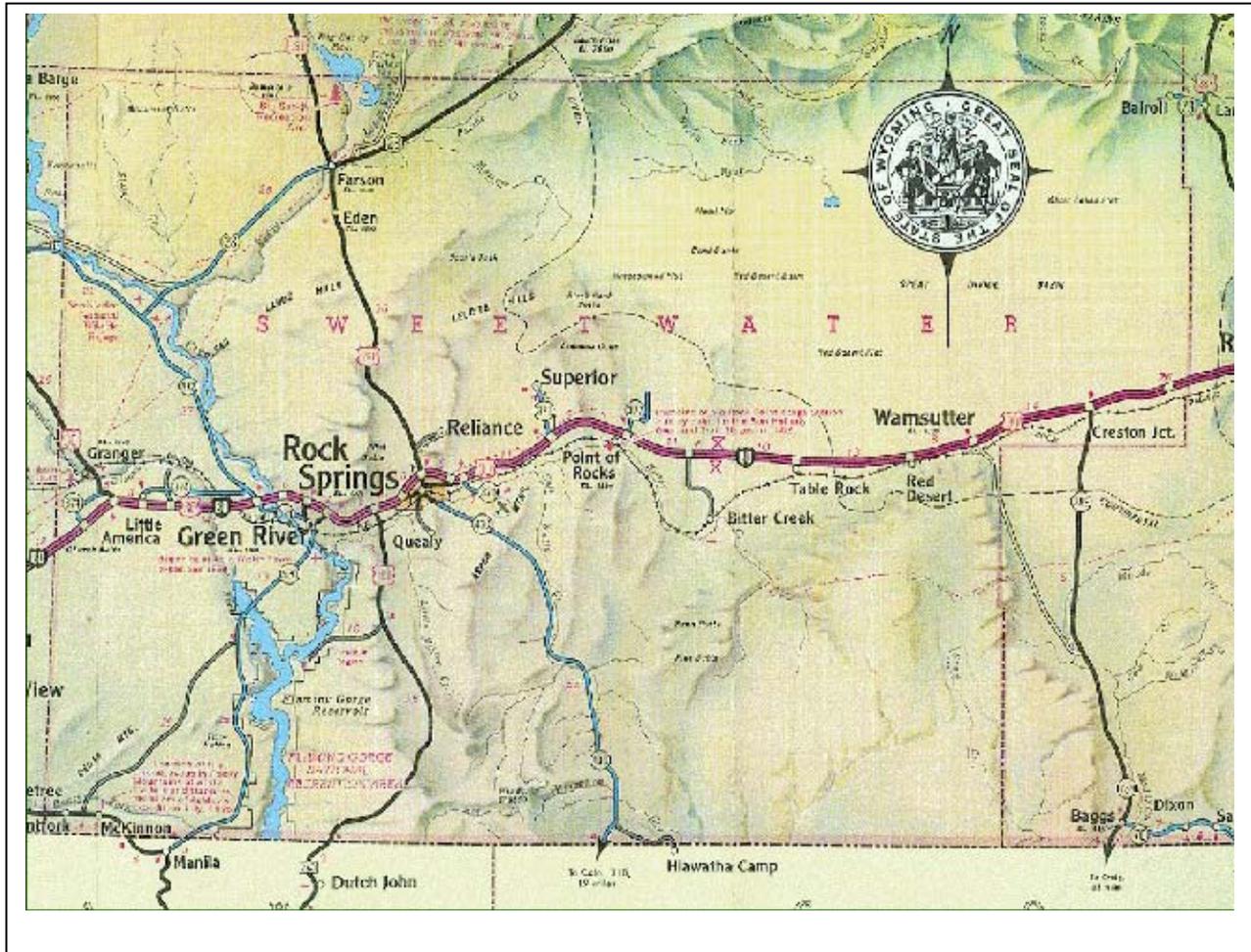
Attachment A



SWEETWATER COUNTY PROFILE

LOCATION

Sweetwater County comprises more than 13 communities in southwest Wyoming. Most of these communities are located along the Interstate 80 and Union Pacific Railroad corridor. The Town of Farson and Eden are situated in the northwest part of the County. The Cedar Mountain communities of McKinnon and Burntfork are located in the southwest corner of Sweetwater County.



Land Ownership in Sweetwater County

LAND OWNERSHIP

Sweetwater County encompasses roughly 6.75 million acres of land. Roughly 73 percent of all lands in Sweetwater County are owned by the United States Government.

<i>Landowner</i>	<i>Acreage</i>	<i>Proportion of Total Acreage (percent)</i>
U. S. Government	4,891,652	72.5
Private	1,860,085	27.5
All Landowners	6,751,737	100.0

Source: Sweetwater Economic Development Association, 2002



Sweetwater County Profile

POPULATION DISTRIBUTION
SWEETWATER COUNTY
APRIL 2000

<i>Community</i>	<i>Number of Residents</i>	<i>Proportion of County Population (percent)</i>
Bairoil	97	<0.1
Eden	388	0.1
Farson	242	<0.1
Granger	146	<0.1
Green River	11,808	31.3
Little America	56	<0.1
McKinnon	49	<0.1
Point of Rocks	3	<0.1
Reliance	665	1.8
Rock Springs	18,708	49.7
Superior	244	<0.1
Table Rock	82	<0.1
Wamsutter	261	<0.1
Other Unincorporated Areas	4,864	12.9
Sweetwater County	37,613	100.0
Sources: U.S. Census Bureau, Census 2000; Pedersen Planning Consultants, 2002		

DEMOGRAPHICS

Sweetwater County

Available demographic information indicates roughly 81 percent of the overall County population is located in Rock Springs and Green River. Six of the outlying communities comprise the remaining 19 percent of the population; the population of these communities ranges between three and 665 residents.

Fifty-six percent of Sweetwater County's resident population is between the ages of 20 and 59. The median age of local residents is 34 years. The somewhat older population is, in part, a reflection of a stable mining labor force that is retained by higher salaries and attractive employee benefits.

The cultural diversity of the Sweetwater County population is dominated by Caucasians. However, the population contains representation from a variety of American ethnic groups, as well as residents from various Asian and Pacific Island countries.

INCORPORATED COMMUNITIES

The Sweetwater County seat is located in the City of Green River. Bairoil, Granger, Green River, Rock Springs, Superior, and Wamsutter represent the only incorporated municipalities in Sweetwater County.

Bairoil

The Town of Bairoil is a small community of roughly 97 residents that is located in the northwest corner of Sweetwater County. The livelihood of this community depends directly upon energy development. Most households have, at least, someone employed in oil exploration and production or the nearby CO₂ operation owned by Merit Energy.

Granger

The Town of Granger has strong ties to the historical development of the American West. The Granger Pony Express Station was located near US Highway 30, just west of Little America along Interstate 80. In July 1881, the construction of the Oregon Short Line Railroad began in Granger. This rail line closely followed the historic Oregon Trail route.

When completed in 1884, this railroad became connected to the rail lines of the Oregon Railway & Navigation Company at the Idaho-Oregon border. Soon after, the availability of these lines enabled the Union Pacific Railroad to eventually gain rail access to the west coast of the continental United States.

Retirees and those seeking a small town lifestyle have chosen to live in Granger. Those employed work at nearby Little America, oil and gas service companies, as well as various home-based occupations.

An existing 1.3 million tpa sodium carbonate plant, owned by FMC, is located approximately seven miles from Granger. When the plant was closed in 2000, the Granger community was not significantly affected because only a limited number of residents were employed at the plant.



Sweetwater County Profile

Green River

The City of Green River is the county seat of Sweetwater County. In recent decades, this community has been the home for many employed in trona mining and other manufacturing operations on the west side of Sweetwater County. With the recent closing of TG Soda Ash, the number of Green River residents working in trona mining has declined.

County and municipal government operations, the Green River campus of Western Wyoming Community College, local retail establishments, and a growing number of home-based occupations provide other employment opportunities for local residents. Growing community interest in the expansion of visitor attractions is also strengthening local visitor accommodations and related commercial retail operations.



Green River City Hall

Rock Springs

Roughly half of the Sweetwater County population resides in the City of Rock Springs. This community is the primary commercial center of Sweetwater County that supports heavy industrial operations throughout the County. Regional offices, service centers, and other light industrial operations are located throughout the community. Retail trade, technical services, and other small business enterprises are primarily located in the old downtown area, as well as along Dewar Avenue.



Rock Springs Airport

Superior

Prior to 1962, the Town of Superior once included a population that varied between 3,500 and 5,000 residents. The number of residents in the community fluctuated with upturns and downturns in the coal industry. At its peak, the Town of Superior also contained roughly 54 commercial enterprises.

As several underground coalmines closed, the resident population of Superior rapidly declined to about 75 persons after 1962. Temporary population increases occurred during the 1970's when the Jim Bridger Power Plant was built. However, the established long-term population base of about 75 residents remained. With the availability of long-term job opportunities at the Jim Bridger Power Plant, and continuing employment at Bridger Coal and Butte Coal, the population of Superior has gradually grown to about 280 residents.

In recent years, the Town of Superior has undertaken various community development efforts such as the construction of a new water system between the late 1980's and 1995. Ongoing efforts include projects such as the renovation of commercial storefronts, the paving of municipal streets, and the removal of abandoned buildings.





Sweetwater County Profile

Wamsutter

Wamsutter is a small community near the east border of Sweetwater County that supports both the natural gas and trucking industries. The population of this community is cyclical and is directly tied to industry commitments to long-term natural gas exploration and production.

Temporary and long-term housing are available to meet some of the needs of those involved in short-term natural gas exploration and well completion, as

well as workers supporting longer term natural gas production. BP/AMOCO and other energy companies have established small field operations in the vicinity of Wamsutter.

In 2000, some 10,900 vehicles passed by the Town of Wamsutter along Interstate 80. Almost 60 percent of this traffic represented travel by trucks. One truck stop and two service stations, as well as local eating establishments, attract a significant volume of vehicular traffic to local commercial enterprises.

HOUSING

In April 2000, most of the 16,000 housing units in Sweetwater County were located in the larger communities of Rock Springs and Green River. Approximately 89 percent of this housing was occupied during that period. Roughly eleven percent of the housing was vacant; however, a portion of the overall vacancies included seasonal or recreational housing units.

SELECTED HOUSING CHARACTERISTICS SWEETWATER COUNTY APRIL 2000						
Community	Total Housing Units	Occupied Housing Units	Owner Occupied Units	Homeowner Vacancy Rate (Percent)	Renter Occupied Units	Rental Vacancy Rate (Percent)
Bairoil	78	42	34	15.0	8	20
Eden	193	142	120	3.2	22	15.4
Farson	118	96	63	4.5	33	2.9
Granger	76	54	36	7.7	18	5.3
Green River	4,426	4,177	3169	1.2	1,008	10.2
Little America	48	24	00	--	24	46.7
McKinnon	28	17	12	--	5	--
Point of Rocks	2	2	2	--	00	--
Reliance	272	249	218	1.4	31	22.5
Rock Springs	8,359	7,348	5,274	3.1	2,074	18.2
Superior	153	92	80	11.1	12	7.7
Table Rock	55	32	00	--	32	--
Wamsutter	148	100	67	13.0	33	41.1
Other Unincorporated Areas	1,965	1,730	1,511	ND	219	ND
Sweetwater County Total	15,921	14,105	10,586	2.6	3,519	16.2

Source: U.S. Census Bureau, Census 2000; Pedersen Planning Consultants, 2002



Sweetwater County Profile

Homeowner vacancy rates for Sweetwater County were only 2.6 percent in April 2000. The lowest homeowner vacancy rates were in the City of Green River where only 1.2 percent of owner-occupied units were vacant. Lower homeowner vacancy rates suggest a relatively strong commitment of homeowners to remain and sustain their home investments in Sweetwater County.



In contrast, rental housing rates in Sweetwater County were considerably higher in April 2000. Rock Springs and Green River experienced rental housing vacancies of 18 and 10 percent. Wamsutter experienced a rental vacancy rate of 41 percent during the same period; however, rental vacancies dropped significantly in late 2000 and most of 2001 as an incoming natural gas labor force obtained almost all of the available rental housing units.

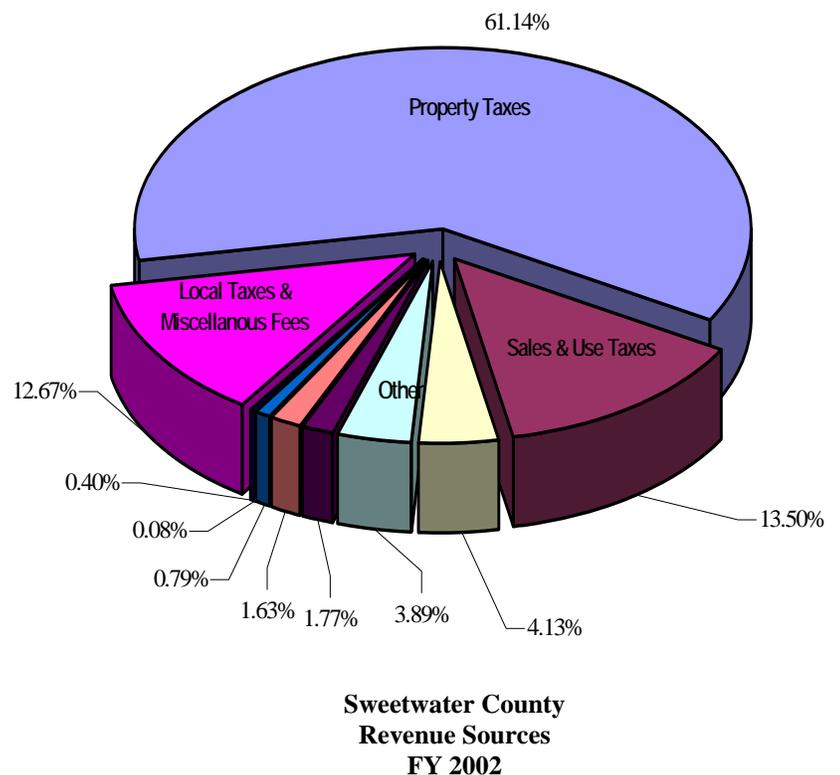


Higher rental housing vacancies in a community signal a lack of rental demand that can be influenced by a variety of economic conditions. The cyclical nature of mineral and energy development, the lack of employment opportunities in some communities, limited housing opportunities, and the presence of abandoned buildings from past mineral and energy development periods are some of the factors that influence rental housing vacancies. Workers living in the smaller communities of Sweetwater County often commute to jobs in Rock Springs, Green River, industrial operations west of Green River, the Jim Bridger Power plant and nearby coal mines, and various natural gas projects throughout the County. As job opportunities are lost or changed, employed residents in the smaller communities of Sweetwater County are probably more transient unless their jobs are based within the community or are home-based occupations.

ECONOMY

General

The Sweetwater County economy is largely based upon trona mining and processing, coal mining, power generation, manufacturing, fertilizer production, as well as natural gas production and transmission. These industries are significant both in terms of local employment and income generation, as well as a primary contributor to the community's tax revenue base.



Sweetwater County Revenue Sources FY02

Property Taxes	\$16,883,762
Sales & Use Taxes	\$3,727,093
PILT	\$1,140,721
Fuel Taxes	\$1,073,865
Severance Taxes	\$488,966
Motor Vehicle Fees	\$450,000
Interest	\$217,000
Federal - Forest Reserve	\$20,775
Federal - Grant	\$109,945
Local & Misc.	\$3,496,933



Sweetwater County Profile

The operation of County school districts, hospitals, as well as other state and federal agencies, generate a significant amount of employment in Sweetwater County.

In a cumulative sense, governmental agencies generate income to employee households and provide valuable support services to the community. At the same time, public services generate significant costs to sustain and continued public services.

The operation of industrial and public services, as well as the income derived from local employment, also generates considerable business and consumer expenditures in the Sweetwater County economy. These indirect expenditures generate indirect employment in the construction sector, retail and wholesale trade, and other economic sectors.

Employment and Direct Wages

The local labor force in Sweetwater County comprised 19,705 persons in October 2001.

The employed labor force included 18,902 persons.

Consequently, the rate of unemployment was 4.1 percent during this period.

During the second quarter of 2001, 1,156 private sector employers in Sweetwater County paid an average of 14,979 employees almost \$138.3 million.

Ninety-eight public employers paid approximately \$30.3 million to an average of 4,071 employees.

DIRECT EMPLOYMENT AND WAGES SWEETWATER COUNTY ECONOMY 2Q 2001			
Economic Sector	Number of Employers	Average Monthly Employment (Number of Employees)	Total Wages
Agriculture, Forestry, Fishing & Hunting	ND	ND	ND
Mining	79	3,498	\$ 53,702,214
Utilities	6	419	7,991,310
Construction	159	1,319	11,089,894
Manufacturing	27	1,403	22,196,872
Wholesale Trade	73	398	3,821,293
Retail Trade	172	2,225	10,141,209
Transportation & Warehousing	79	688	5,861,531
Information	17	213	1,265,027
Finance & Insurance	48	317	2,319,727
Real Estate, Rental & Leasing	53	252	1,309,732
Professional & Technical Services	71	308	2,576,351
Management of Companies & Enterprises	ND	ND	ND
Administrative & Waste Services	54	536	2,608,194
Educational Services	ND	ND	ND
Health Care & Social Assistance	91	729	4,787,078
Arts, Entertainment & Recreation	13	134	319,301
Accommodations & Food Services	109	1,995	5,366,043
Other Services, except Public Admin.	92	459	2,233,345
TOTAL PRIVATE EMPLOYMENT	1,156	14,979	\$138,259,841
Federal Government	18	267	2,741,113
State Government	22	270	2,022,661
Local Government	58	3,533	25,572,278
TOTAL GOVERNMENT	98	4,071	\$ 30,336,052
ALL ECONOMIC SECTORS	1,254	19,050	\$168,595,893

Notes: ND indicates that no data was determined or available.
Source: Wyoming Department of Employment, Research & Planning, 2002



Sweetwater County Profile

Indirect Employment and Wages

The preceding direct employment and wage information also provides some insight to some of the economic value and turnover of wages generated by primary economic sectors of the Sweetwater County economy. The primary economic sectors that generate indirect employment and wages in the County economy are associated with mining, utilities, manufacturing, and government.

During the 2Q 2001, the primary economic sectors of the economy provided \$114,226,448 in wages and salaries to an average of 9,391 employees. During the same period, the primary economic sectors generated 9,659 jobs of indirect employment that received \$54,369,445 in wages and salaries. On an annualized basis, direct wages in the primary economic sectors generate some 9,659 indirect jobs and almost \$217.5 million in indirect wages.

Every job in Sweetwater County's primary economic sector generates, at least, one job of indirect employment. Every dollar of wages in the primary sectors generates about \$0.48 in indirect wages to other sectors of the economy. If the significant economic contributions associated with local purchases and taxes were added to the indirect employment and wages generated by local wages, the rate of indirect employment and wages generated by the primary sectors would increase significantly.

Non-Employers and Related Income

The economy of Sweetwater County also includes a significant number of non-employers that operate small businesses with no paid employees. On a national basis, non-employers account for almost 75 percent of all businesses in the United States, but generate only three percent of all sales and business revenues.

The U.S. Census Bureau estimates that there were 1,810 of these businesses in Sweetwater County in 1999 that generated almost \$65 million in gross business receipts. Consequently, these businesses generate significant amount of business receipts to sole proprietors and a variety of other small businesses in Sweetwater County. On a cumulative basis, these receipts also generate a significant amount of income and potential indirect expenditures within the Sweetwater economy.

NON-EMPLOYER ESTABLISHMENTS AND ESTIMATED REVENUES SWEETWATER COUNTY 1999		
Economic Sector	Number of Establishments	Annual Receipts (\$)
Forestry, Fishing, Hunting & Agricultural Support Services	16	\$ 436,000
Mining	33	2,691,000
Utilities	DW	DW
Construction	189	10,439,000
Manufacturing	22	644,000
Wholesale Trade	31	1,352,000
Retail Trade	289	11,076,000
Transportation & Warehousing	86	6,257,000
Information	DW	DW
Finance and Insurance	50	847,000
Real Estate, Rental & Leasing	208	10,940
Professional, Scientific & Technical Services	175	5,196,000
Administrative & Waste Services	96	1,227,000
Educational Services	26	117,000
Health Care and Social Assistance	192	6,695,000
Arts, Entertainment and Recreation	76	838,000
Accommodations and Food Services	15	355,000
Other Services except public administration	296	5,125,000
ALL ECONOMIC SECTORS	1,810	\$64,918,000
Notes: DW indicates that data was withheld to avoid disclosure Source: U.S. Census Bureau, 2001		



Sweetwater County Profile

Retail Sales

Available estimates of retail sales in Sweetwater County indicate that total retail sales were roughly \$586,234,000 in 2001 (Sales and Marketing Management, 2001). Total retail sales include net sales for all businesses primarily engaged in retail trade, as well as eating and drinking establishments.

Comparable data for other Wyoming counties indicate that retail sales in 2001 were stronger only in Laramie and Natrona counties. Consequently, retail sales in Sweetwater County ranked third on a statewide basis.

Effective buying income (EBI) data, developed and annually updated by Sales & Marketing Management, provides the retail trade industry with a useful indicator of the amount of “disposable” or “after-tax” income in a given county or community. The median household EBI for Sweetwater County is \$54,623; the average household EBI for Sweetwater County is \$55,069. When EBI data is viewed for variable ranges of “disposable” or “after-tax” income, it provides a somewhat clear picture of the size of potential market for various types of retail trade.



EFFECTIVE BUYING INCOME RANGES IN SWEETWATER COUNTY HOUSEHOLDS 2001		
Effective Buying Income Group	Effective Buying Income Ranges	Percent of All Households in Sweetwater County
A	\$20,000-34,999	14.3
B	\$35,000-49,999	14.3
C	\$50,000 and over	55.0

Source: Sales & Marketing Management, 2001

While the preceding indicates a potential market for discount retail stores such as WalMart, available data suggests that there is a considerably stronger market for “higher-end” retail merchandise.

SIGNIFICANT FACTORS INFLUENCING FUTURE ECONOMIC DEVELOPMENT

Natural Gas Development

Roughly 21 percent of the remaining natural gas resources in the United States are located in the Rocky Mountain region. Roughly half of these reserves are located in the Greater Green River Basin of southwest Wyoming and other inter-montane gas basins of the Rocky Mountain region (Gas Resource Institute 1994).

Various gas producers such as British Petroleum/AMOCO, Anadarko, and Chevron own or have access to considerable amounts of surface and subsurface estate in Sweetwater County where gas resources be explored and produced. Exxon/Mobile, Wyoming’s largest producer of natural gas, operates a gas plant in Le Barge, Wyoming that produces 30 percent of the world’s helium supply. Williams Energy owns and operates gas pipelines, as well as related gas processing plants, in Sweetwater County that enable Williams to transport significant gas volumes to markets southeast and west of Sweetwater County.

The primary gas transmission systems in Sweetwater County include the Wyoming Interstate Company (WIC) and Colorado Interstate Gas Company (CIG) gas transmission systems. The recently completed Kern River pipeline, Williams Gas Pipeline’s planned Western Frontier Pipeline project between Cheyenne and Wichita, KS, as well as other potential gas transmission and storage projects, will gradually increase the take-away capacity of gas produced in Wyoming.



Sweetwater County Profile

These production capabilities and available infrastructure point to increased natural gas production in the future. Volatile market prices, regulatory approvals, and a variety of other production and market factors make future natural gas development highly unpredictable. However, it is clear that gas producers, processors, and transmission companies in the Greater Green River Basin will continue to sustain their investments in Sweetwater County, and other adjoining counties, as viable production opportunities emerge.

Opportunities for Value-Added Manufacturing and Commercial Activities

An important thrust of ongoing economic development activities is the attraction of value-added industrial and commercial activities to Sweetwater County. This important objective represents a very realistic economic opportunity for the County because of the availability of various minerals such as trona, coal, silica and perlite. Church & Dwight, a successful value-added manufacturer, produces commonly used baking soda and various products from soda ash. SF Phosphates produces useful fertilizers to the agricultural industry. Natural gas can be used to support the operation of various types of industrial activities.



Despite valiant economic development efforts, the exposure of Sweetwater County's resources and opportunities to potential manufacturers and commercial operations remains a major obstacle to the establishment of value-added enterprises. In addition, the availability of high paying jobs and attractive employee benefits from the trona industry and local manufacturers fosters a stable and loyal labor force. While highly beneficial to maintaining a highly skilled labor force in Sweetwater County, higher wages are not always attractive to prospective industrial investors seeking to build a new workforce from qualified workers in an existing labor force.

Sweetwater Economic Development Association is in the midst of identifying and targeting potential users of the County's various minerals and manufactured materials. This approach, combined with other ongoing marketing efforts, holds considerable promise for the realization of the County's economic objective to attract more value-added industrial and commercial investments and diversify Sweetwater County's economic base.

Available Industrial and Commercial Sites

An essential component of future economic development in any community is the availability of land and buildings where industrial and commercial investments can be located. Sweetwater County contains a variety of locations that are suitable for commercial and industrial investment.



The new College Business Park in the City of Green River offers a commercial or light industrial investment opportunity that has already attracted Cento Corporation, a well recognized call-center provider.



Sweetwater County Profile

In the vicinity of Rock Springs, a significant amount of industrial area is available for development along Blairtown Road. Halliburton is building a new operational center in this area that will generate 50 new jobs.

Other potential industrial sites are situated along Middle Baxter Cut-off Road (County Road 4-46), which is located between SF Phosphates and the Rock Springs Airport. Some 940 acres of undeveloped property are available in this area, which is also served by the Union Pacific Railroad. Sweetwater County envisions general commercial activities adjacent to the Baxter exchange. While highly suitable to industrial and commercial development, the 940 acres of undeveloped properties will require the construction of a 14-inch transmission main County Road 4-46 to the Rock Springs Airport for a cost of, at least, \$2.8 million. The construction of onsite wastewater systems is a reasonable assumption for the development of industrial uses.

A 650-acre property is also located roughly 12 miles west of Green River. This land parcel, which is primarily located within T18N, Range 109W, Section 16, represents two separate land parcels that are accessible to both Interstate 80 and the Union Pacific Railroad. From Interstate 80, County road access is also available via the Harbor Lite entrance road (County Road 4-95). Parcel. One potential site development constraint is that this property may be undermined by General Chemical.

Several potential sites north, east and west of Reliance also hold promise for future industrial expansion. These sites are generally served by County Road 4-66; some sites are already served by 3-phase power.

The Sweetwater Economic Development Association is working in cooperation with the joint powers board for water and sewer to promote the extension of water and sewer systems to selected industrial sites within the County where utility extensions are feasible.

