

2016 Comprehensive Master Plan Town of Saratoga, Wyoming



COMMUNITY BUILDERS, INC.
Douglas, Wyoming



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KEY TO ACRONYMS

AARP	American Association of Retired Persons
ACS	American Community Survey
ADA	American's With Disabilities Act
APA	American Planning Association
BLM	Bureau of Land Management
BRC	Business Ready Communities Grant and Loan Program
CCEDC	Carbon County Economic Development Corp
CCVC	Carbon County Visitors Bureau
CDBG	Community Development Block Grant
DEQ	Wyoming Department of Environmental Quality
DPW	Saratoga Department of Public Works
DWS	Wyoming Department of Workforce Services
FAA	Federal Aviation Administration
FEMA	Federal Emergency Management Association
FHA	Federal Housing Administration
GIS	Geographic Information System
HUD	U.S. Department of Housing and Urban Development
IDA	International Dark-Sky Association
NPDES	National Pollution Discharge Elimination System
P&Z	Saratoga Planning and Zoning
PSC	Wyoming Public Service Commission
PVCC	Platte Valley Community Center
SPVCC	Saratoga/Platte Valley Chamber of Commerce
SHPO	State Historic Preservation Office
SLIB	State Loan and Investment Board
USDA	United States Department of Agriculture - Rural Development
UW	University of Wyoming
WACO	Wyoming Association of County Commissioners
WAM	Wyoming Association of Municipalities
WAMCAT	Wyoming Association of Municipal Clerks and Treasurers
WBC	Wyoming Business Council
WCBO	Wyoming Council of Building Officials
WCDA	Wyoming Community Development Authority
WEDA	Wyoming Economic Development Association
WDH	Wyoming Department of Health
WDT	Wyoming Division of Tourism
WEDA	Wyoming Economic Development Council
WHN	Wyoming Housing Network
WYDOT	Wyoming Department of Transportation
WYOPASS	Wyoming Planning Association
WWDC	Wyoming Water Development Commission

EXECUTIVE SUMMARY

Vision Statement

Saratoga, "Where the Trout Leap in Main Street", prides itself on its people, its rustic community heritage, its first class outdoor recreational opportunities and its constant quest to dream big.

Saratoga will continue to:

- Be a beautiful, rustic, small town values kind of place.
- Be a welcoming, safe, and family-oriented community.
- Maintain a quality education system and workforce training programs.
- Be a community where our young people can stay or return to live and work.
- Encourage citizen involvement and enhance public trust.
- Welcome visitors to our community to hunt, fish, camp and explore the great outdoors.
- Understand the value of investing in our community in order to maintain a diversified, strong economy and environment.
- Emphasize healthy lifestyles through our recreational opportunities and excellent healthcare resources.

This Comprehensive Master Plan describes the Town of Saratoga's vision for the long-term future of the community. It provides guidance for community decision-making, and establishes goals and strategies to achieve the community's vision. It also provides a blueprint for how and where development should occur in the Town of Saratoga.

The Master Plan is also important for other local residents who will gain a sense of the direction of future community development, as well as the potential opportunities associated with being part of the Saratoga community. The Master Plan identifies community issues and priorities that were obtained from community leaders and community residents during 2015-2016. Recommendations are presented in the Master Plan that address lifestyle considerations of local residents. Such recommendations include the future type and location of commercial services, community and public facilities, vehicular and pedestrian circulation, and recreational opportunities.

The Town of Saratoga recognizes that the future growth of Saratoga is dependent upon future investments and related development activities by residents of Saratoga, Carbon County, and other stakeholders outside of Carbon County. For this reason, the Master Plan is also intended to serve as a guide to potential investors. The type and location of specific investment opportunities are identified to encourage a variety of residential, commercial, and industrial development opportunities.

The Master Plan provides some general indication of future infrastructure requirements. This is essential to the Town and potential developers. The Master Plan provides a forecast of anticipated demands for water consumption and wastewater



generation, a general layout of future vehicular circulation, as well as general recommendations and criteria concerning how such improvements can be achieved.

In the process of developing this Master Plan, several key steps were undertaken. Objective demographic and economic data was reviewed and compiled in order to develop a Master profile of the Town. Information was gathered from community leaders and local residents concerning community background, current land use issues, and regional economic trends. Existing utility infrastructure was evaluated for future capacity. Larger private landowners who own property within the Town and/or adjoining the Town were contacted. A community input process was emphasized to ensure that the Town of Saratoga's citizens effectively guide decisions. For a list of those Saratoga residents and stakeholders who were consulted during the preparation of this Plan, please see Appendix C.

According to W.S. §15-1-503(a), "The (planning) commission, after holding public hearings, shall adopt and certify to the governing body a master plan for the physical development of the municipality." This responsibility is the only non-advisory power of a municipal planning commission. Following its review and public hearings on the document, the Saratoga Planning Commission, certifies the plan to the Town Council for its final ratification.

PREVIOUS PLANNING EFFORTS

The most recent (and only), master plan for the Town of Saratoga was created in 1978 and came about as a result of a 1977 Wyoming State Statute requirement for planning by all local governments. An updated Master plan is long overdue.

Saratoga has participated in the Wyoming Rural Development Council's Community Assessment Process, completing an assessment in 2000 and a follow-up community visioning process called "Visions of the Valley."

The Town obtained a Community Development Block Grant Planning Grant from the Wyoming Business Council to assist in completing this plan, and retained Community Builders, Inc. (CBI), a consulting firm based in Douglas, Wyoming, to assist them in its development.



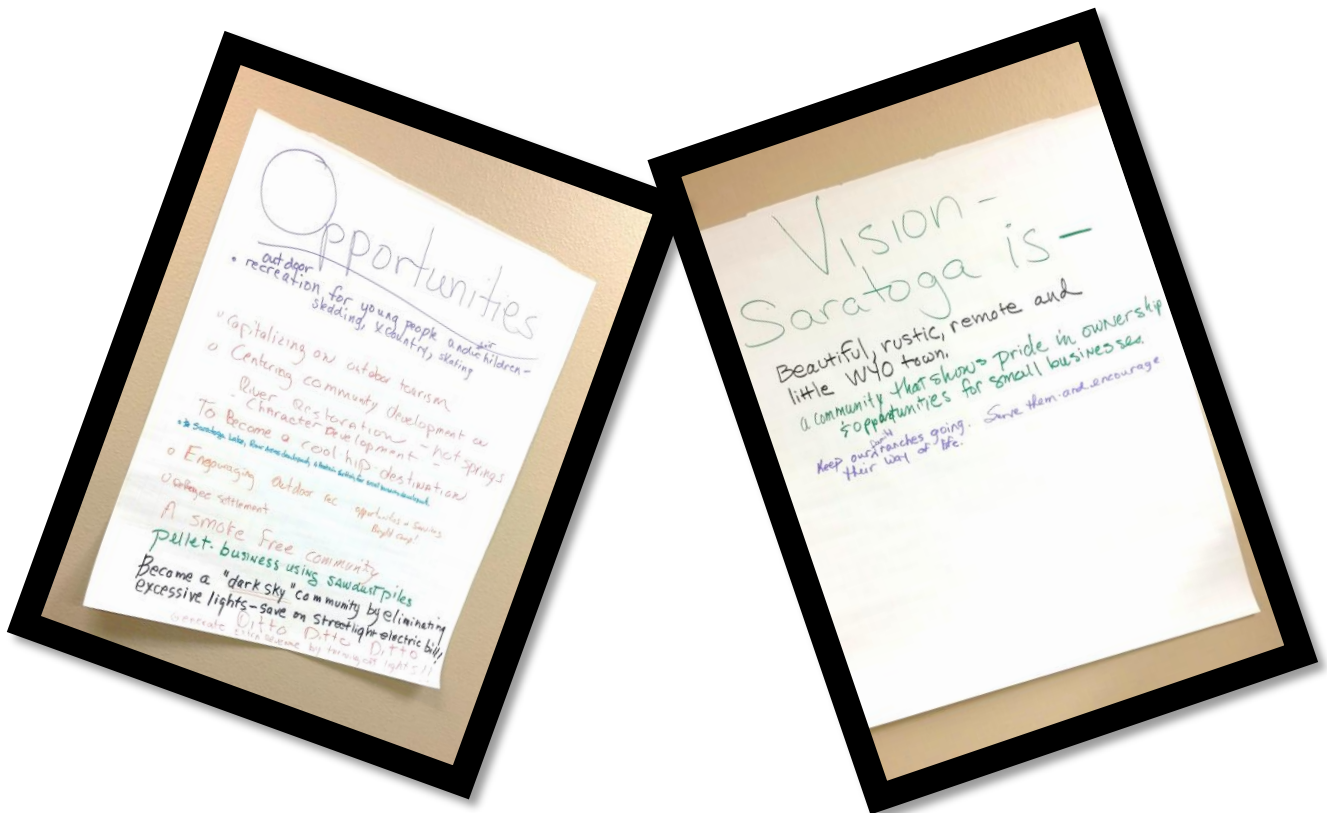
COMMUNITY INVOLVEMENT

In order for the plan to be effective, it must reflect the community's values and aspirations for the community's future. For that reason, community participation and involvement was a key objective of the Master Plan process. The Town wanted to engage the community in a manner that ensures the Town of Saratoga citizens effectively guide decisions.

The planning process involved a Steering Committee comprised of various representatives from the community and Town departments.

- Active Advisory Committee
- Community Surveys
- Individual Interviews
- Social Media
- Group Presentations
- Public Forum
- Town Council and Planning Commission input
- Public Hearings

For details of the Public Engagement process, please see Appendix C.



WYOMING PLANNING STATUTES

Municipal Planning and the authority to prepare municipal master plans in Wyoming is authorized under W.S. §15-1-501 through §15-1-512. A comprehensive plan or land use plan is often referred to as a "master plan." A master plan includes an inventory of the infrastructure, economy, population, existing land uses, and other physical factors of the community.

"The plan shall be made for the general purpose of guiding and accomplishing a coordinated, adjusted, and harmonious development of the municipality which will best promote the general welfare as well as efficiency and economy in the process of development."

- WSS 15-1-501

W.S. §15-1-501 defines the general purpose of master plans and the master plan required contents are found in W.S. §15-1-503. The planning commission has the power to adopt and certify to the governing body a master plan for the physical development of the municipality. The planning commission itself adopts the plan by resolution. The governing body then also ratifies the master plan.

The statutory list of items to be included in a community's master plan (W.S. §15-1-503) includes:

- Recommendations for the development, general location, character and extent of streets, bridges, parks, waterways, playgrounds, airports and other public ways, grounds, places and spaces;
- General location of public buildings and public property;
- General location and extent of public utilities and terminals, whether publicly or privately owned, for water, light, power, heat, sanitation, transportation, communication and other purposes;
- Acceptance, widening, removal, extension, relocation, narrowing, vacation, abandonment, or change of use of any public ways, grounds, places, spaces, buildings properties, utilities or terminals;
- Zoning plan for the regulation of the height, area, bulk, location, and use of private and public structures and premises, and of population density;
- General location, character, layout and extent of community centers and neighborhood units;
- General character, extent, and layout of the re-planning of blighted districts and slum areas.

Statutory items for master plan:

- Streets, parks, playgrounds, public ways
- Public buildings and public property
- Public and private utilities
- Public rights of way
- Zoning
- Community centers and neighborhood locations
- Blighted areas

Following adoption of this Master Plan, no development may be constructed unless it conforms to the plan or unless the plan is amended to allow conformance. The Master Plan for the Town of Saratoga, Wyoming, was prepared in accordance with these referenced statutory requirements.

MAJOR STREET PLAN

The planning commission may also adopt a major street plan, which creates an official map of existing streets and planned locations for future streets within the community. Placing a street on a major street plan does not of itself create that street as an accepted public right-of-way by the municipality. However, no permit may be issued for any development that encroaches into any proposed or existing street right-of-way on the major street plan unless so ordered by the Board of Adjustments. Any subdivision plat filed must be approved by the governing body and in conformance with the plan and no transfer or sale of land may occur within any area covered by the master plan unless the land has been properly subdivided.

ZONING

W.S. § 15-1-601 through § 15-1-611 addresses municipal zoning authority. Governing bodies, by ordinance, may regulate and restrict the:

- Height, number of stories and size of buildings and other structures;
- Percentage of lot that may be occupied;
- Size of yards, courts and other open spaces and setback lines for various districts;
- Density of population; and
- Location and use of buildings, structures, and land for various purposes (commercial, industry, residential).

The zoning code is the most important of the many tools a community can use to regulate land use and development.

The governing body may divide the municipality into districts (zones) and regulate or restrict development within these districts. All regulations must be uniform for each class or kind of buildings within a district, but the regulations in one district can differ from those in a different district.

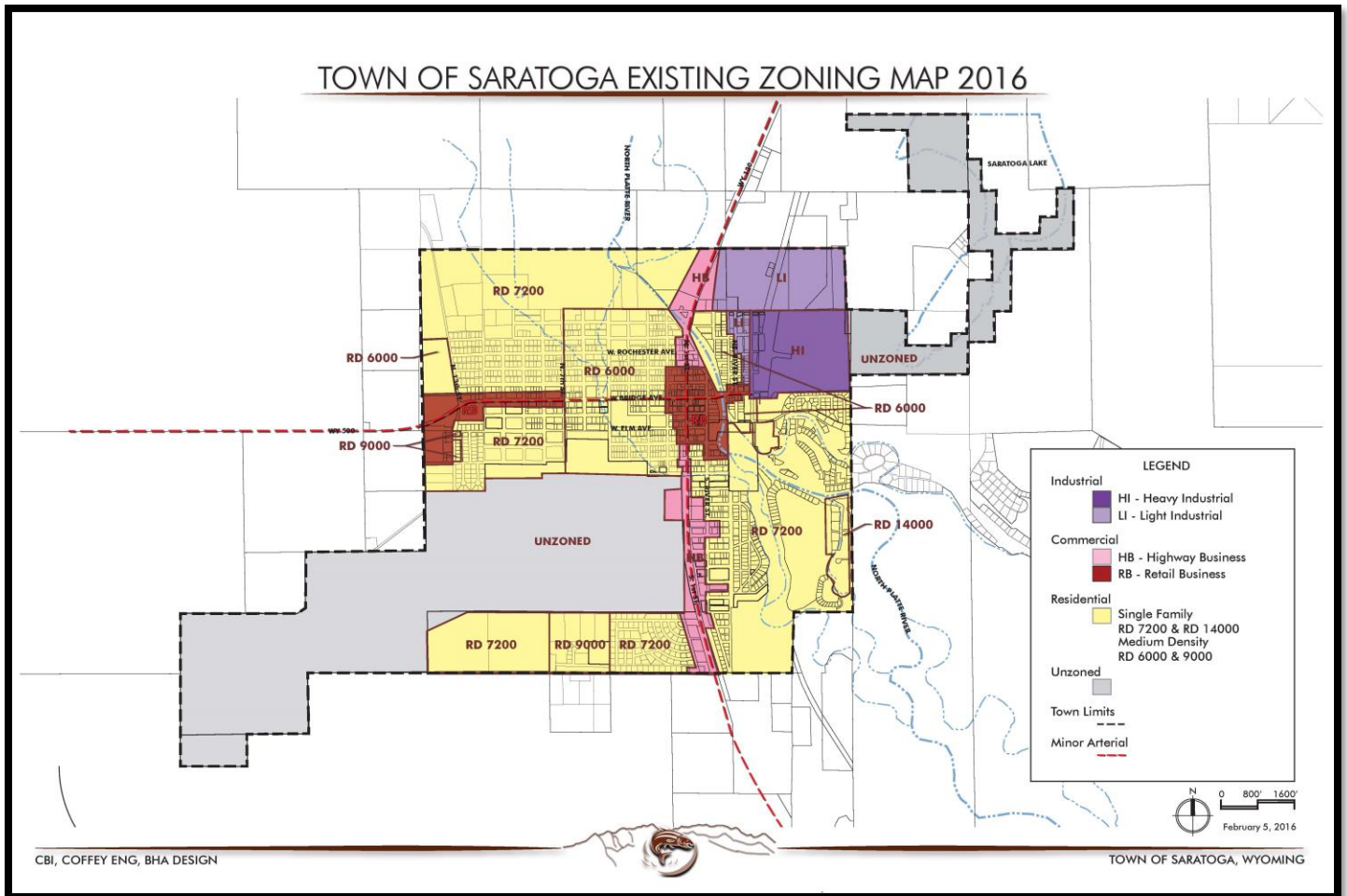
All zoning regulations must be made in accordance with a Master plan and be designed to:

- Lessen congestion in the streets;
- Secure safety from fire, panic and other dangers;
- Promote health and general welfare;
- Provide adequate light and air;
- Prevent the overcrowding of land;
- Avoid undue concentration of population; and



- Facilitate adequate provisions for transportation, water, sewer, schools, parks, and other public requirements.

Zoning codes must also consider the character of the district and its suitability for particular uses and consider the conservation of the value of buildings by encouraging the most appropriate use of land throughout the community. Cities and towns may also consider the historic integrity of neighborhoods. For detailed Zoning Map, See Appendix A.



COMMUNITY SNAPSHOT

HISTORY OF SARATOGA

The powers of warm healing waters brought the beginning of the Town of Saratoga, then called Warm Springs. The land around the natural springs was neutral ground between the Cheyenne, Ute and Arapahoe Native American tribes. The warm springs also appealed to early trappers and tie hacks. With the development of the Union Pacific Railroad just 20 miles to the north, it brought new population to the area to experience the “healing” waters. Wilbur Hugus and Fenimore Chatterton constructed the first building in 1877, a log structure that housed the post office, community center, general store, saloon, gambling hall, watering hole and the best hot bath. It originally occupied the area where the Saratoga Resort and Spa is now located. The Hugus Hardware store was reconstructed in downtown Saratoga in 1888. It is also known as Shively Hardware. It is a significant structure in downtown Saratoga and currently listed on the National Register of Historic Places.



J. W. Hugus Store, 1877.

In 1886, the town was renamed Saratoga, after Saratoga Springs, New York. *Saratoga Wyoming: “Where the Trout Leap in Main Street”*, a history written by Lori Van Pelt, states the name Saratoga came from the Iroquois word Sarachtoue, which means “place of miraculous water in the rock”. The town was incorporated in 1900.





In 1893, German born Frederick Wolf built a three-story structure, constructed of bricks made in Saratoga. The Hotel Wolf was a stop on the Walcott, Saratoga and Encampment stage line. In July 1907, the first locomotive rolled into Saratoga on the tracks of the new Saratoga and Encampment Railroad.

In 1911, the Saratoga National Fish Hatchery was established north of town and continues to operate as a very important facet of tourism in the town.

Timber continues to be an important economic mainstay as well. In 1934, R.R. Crow and Company started a sawmill near the location of the present-day mill at 507 Bridge Ave. and operated it for many years. However, in 2003 the new owners of the sawmill closed the doors. It wasn't until 2013 that the Saratoga Forest Management purchased the sawmill and began operations.



Wolf Hotel, 1909. Photo by Olin S. "O.S." Gleason.



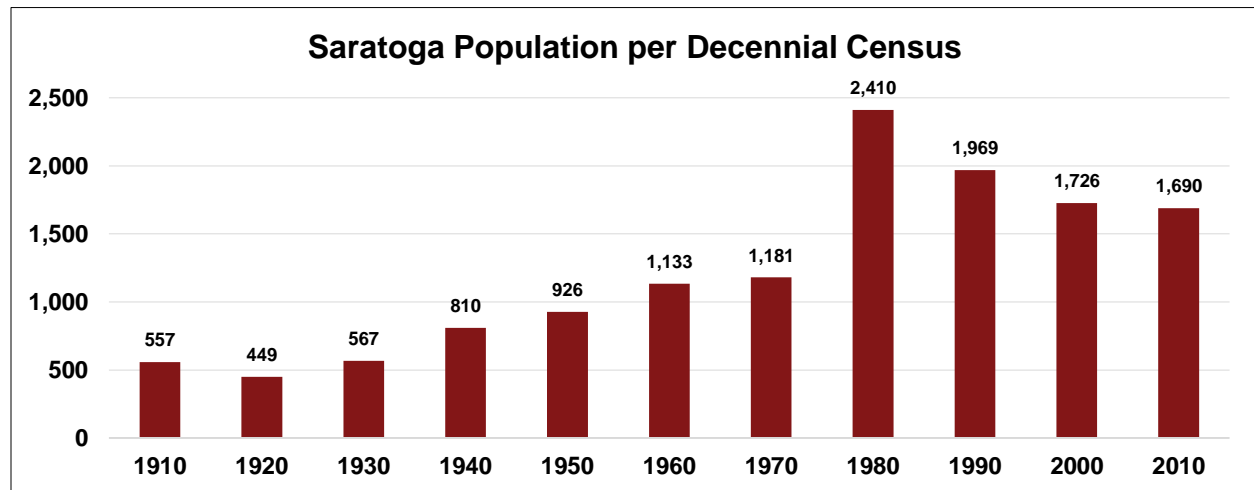
PEOPLE

Population

The 2010 Census counted 1,690 residents in the Town of Saratoga. Subsequent estimates from the U.S. Census Bureau indicate that 1,692 residents lived in Saratoga, as of July 1, 2014 (a 0.1% increase in population). Population estimates for 2010 - 2014 can be found in the following table:

Saratoga Population (U.S. Census Bureau)				
2010	2011	2012	2013	2014
1,690	1,680	1,664	1,671	1,692

The population of Saratoga was once much higher. During the 1980's, the population hovered around 2,500 people. Since then, the population has declined to its current level. The following graph illustrates the decennial census counts for Saratoga since 1910.

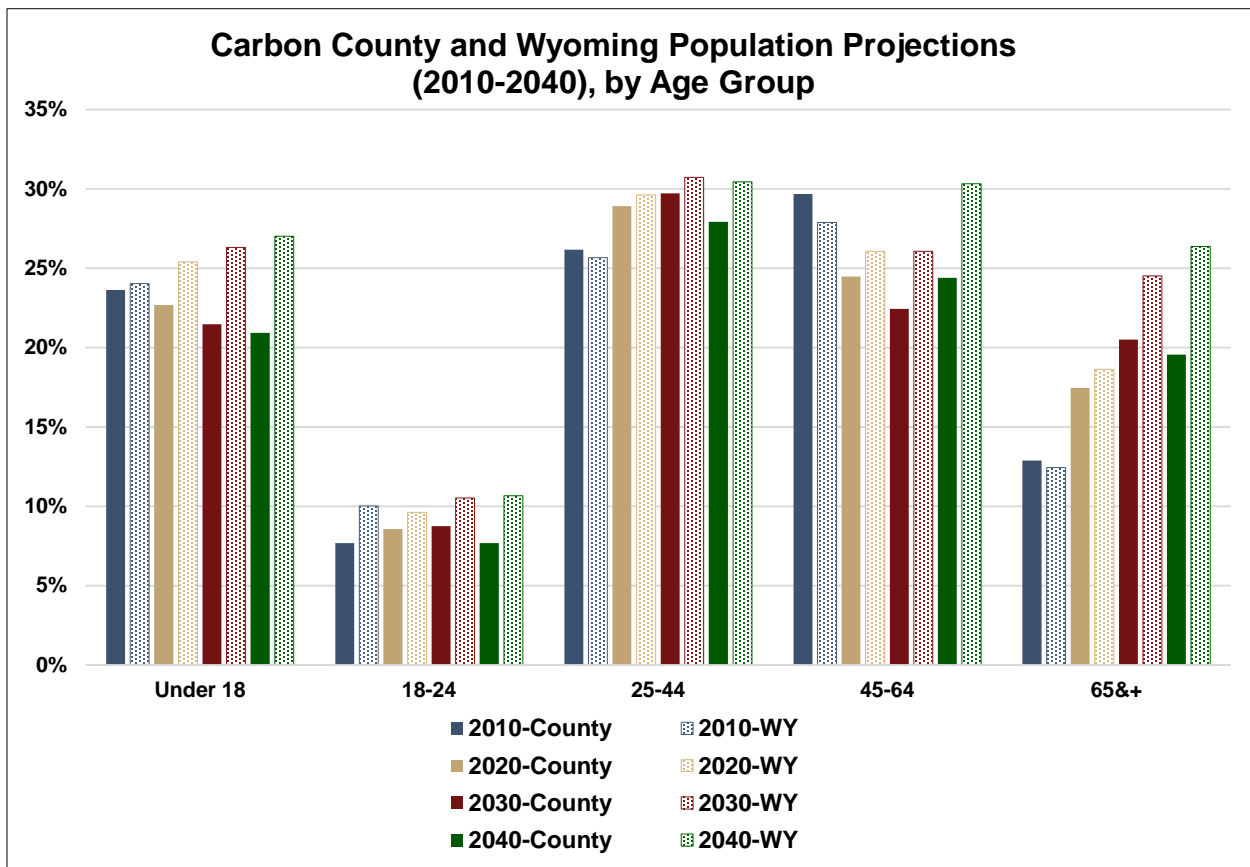


Information gathered from drivers' license exchanges (i.e., when licensed drivers move in or out of a different jurisdiction) suggests that net migration of Carbon County residents has been negative recently (losing at least 123 people since 2010). That trend may become even more troublesome in the future, as population projections suggest that Carbon County (which includes Saratoga) will grow very slowly for the next 25 years or so. These projections are included in the following table (data from Wyoming Department of Administration & Information, Economic Analysis Division).

Carbon County Population Projections (Wyoming A&I/Econ. Analysis Div.)									
Age Group	2010	2015	2020	2025	2030	2035	2040	2010-2040	Percent
Under 18	3,751	3,644	3,602	3,529	3,411	3,390	3,325	-426	-11.4%
18-24	1,220	1,268	1,359	1,388	1,389	1,218	1,219	-1	-0.1%
25-44	4,156	4,297	4,593	4,776	4,718	4,648	4,436	280	6.7%
45-64	4,714	4,330	3,886	3,595	3,565	3,716	3,875	-839	-17.8%
65&+	2,044	2,342	2,771	3,103	3,257	3,218	3,106	1,062	51.9%
County Total	15,885	15,880	16,210	16,390	16,340	16,190	15,960	75	0.5%



Two of the trends in population projections are worth noting. First, the percentage of minors (Under 18) is decreasing in Carbon County (-11.4%), while this age group is increasing statewide by 12.5%. Second, the population of Carbon County residents who are age 65 and older is increasing by 51.9% from 2010 to 2040. The graph below demonstrates the population projections by age group, showing the percentage of population in Carbon County (solid colors) compared to Wyoming (patterned colors) from 2010 to 2040. Comparison of the demographic trends also shows that the percentage of residents who are 65 years old or older is increasing even statewide, as shown on the chart that follows.



Thus, by 2040, residents who are age 65 or older in Carbon County will reach about 20% of the entire population – very similar to the percentage of minors under the age of 18. Saratoga may desire to start making preparations to accommodate the needs of its aging population (as is the case statewide). The community may also want to explore options to encourage families with young children to remain in or move to the community.

Demographics

The most useful demographic information available for individual communities like Saratoga is found in the American Community Survey (ACS). The ACS is part of the Decennial Census Program. The ACS collects detailed information on the characteristics of the population and housing. Similar information was previously collected only in census years in conjunction with the decennial census (it was the “long form”). Since the ACS is conducted every year, rather than once every ten years, it provides more current estimates throughout the decade. The most current ACS data for Saratoga are the estimates based on five years of data, from 2010 to 2014.



Although there may be more current data available for Wyoming and for Carbon County, the same 5-year data sets are used in this section for consistent comparisons.

Gender

According to the ACS data, the Saratoga population has many more males (1,039, or 53.9%) than there are females (890, or 46.1%).

Race and Ethnicity

According to the ACS data, like most of Wyoming, Saratoga's population is predominantly White. When race alone or in combination with one or more races is considered, the Saratoga population is not very diverse. About 6.5% of the Saratoga population is Hispanic or Latino (of any race). Overall, Saratoga has the following racial classifications:

- 98.9% White
- 0.0% Black or African American
- 2.4% American Indian or Alaska Native
- 0.5% Asian
- 0.2% some other race

The percentages of race above add up to more than 100% because survey respondents could choose more than one race.

Ancestry

Half of the residents in Saratoga are of German or Irish ancestry. Other significant ancestries are identified in the following table.

According to the ACS data, these five ancestral origins represent more than 75% of the total population in Saratoga.

Saratoga Residents, by Ancestry (ACS)		
German	533	27.6%
Irish	433	22.4%
English	215	11.1%
French (except Basque)	110	5.7%
Scottish	82	4.3%
Russian	80	4.1%



Education

A high percentage of the Saratoga population (89.2%) has at least a high school education, and 21.3% of the population has a bachelor's degree or higher. For the population that is 25 years old and over, educational attainment is shown in the following table.

Saratoga Educational Attainment (ACS)	
Less than 9th grade	5.5%
9th to 12th grade, no diploma	5.2%
High school graduate (includes equivalency)	36.9%
Some college, no degree	17.0%
Associate's degree	14.0%
Bachelor's degree	12.4%
Graduate or professional degree	8.9%

Age

The median age of Saratoga's population is 44.7 years old. Like many communities in Wyoming, the Saratoga population is getting older.

HOUSING

Existing Households

According to the Census Bureau's ACS data for 2010-2014, there are 990 housing units in Saratoga. Those units can be characterized as follows:

- Occupied – 811 units (81.9%)
 - Owner occupied – 693 (85.5%)
 - Renter occupied – 118 (14.5%)
- Vacant – 179 (18.1%)
- Median Value – \$150,400

Saratoga Housing Units (ACS)		
1-unit, detached	767	77.5%
1-unit, attached	30	3.0%
2 units	33	3.3%
3 or 4 units	9	0.9%
5 to 9 units	7	0.7%
10 to 19 units	4	0.4%
20 or more units	0	0.0%
Mobile home	140	14.1%

According to the ACS data, single-family homes are the most common type of housing (797, or 80.5%). There are considerably fewer apartments (193, or 5.4%) and mobile homes (140, or 14.1%). Nearly all of the apartments are located in small buildings, as shown below.

The ACS data suggests that 18% of the Saratoga housing stock has been built in the last 25 years. Two-thirds of all housing units in Saratoga (67.1%) were built prior to 1980, as shown in the table summarizing the date of construction by decade.

Saratoga - Age of Housing (ACS)		
Built 2010 or later	0	0.0%
Built 2000 to 2009	96	9.7%
Built 1990 to 1999	82	8.3%
Built 1980 to 1989	148	14.9%
Built 1970 to 1979	282	28.5%
Built 1960 to 1969	129	13.0%
Built 1950 to 1959	72	7.3%
Built 1940 to 1949	59	6.0%
Built 1939 or earlier	122	12.3%



Housing Costs

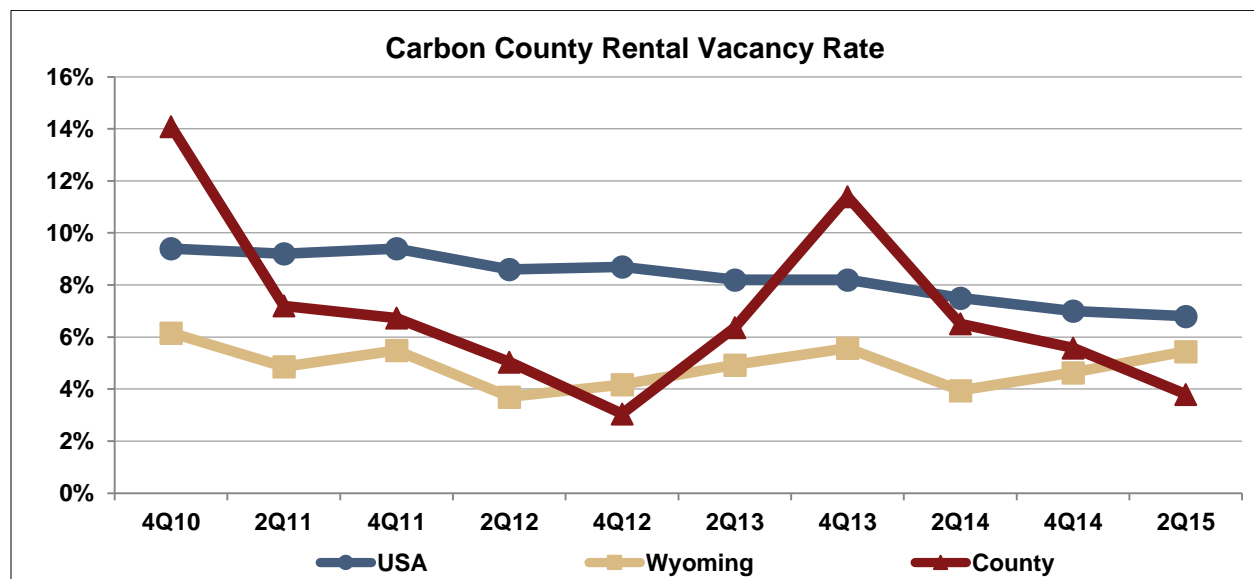
The ACS data also provides rental rates for housing, which range from \$200 to less than \$1,500 per month. According to ACS, the median gross rent rate in Saratoga is \$933 per month. For comparison, the median gross rent rate in Wyoming is \$778 per month.

While the ACS data is a great way to understand and compare communities, there is additional housing information available from the Wyoming Community Development Authority (WCDA). The WCDA data is not specific to Saratoga, but is available for Carbon County. WCDA conducts a semi-annual housing survey, with which rental rates can be compared over time according to the type of housing/rent, as shown in the following table.

Carbon County Average Rental Rates (WCDA)				
Quarter/Year	Apartments	Mobile Home Lot	House	Mobile Home
4Q/2010	\$671	\$278	\$792	\$733
2Q/2011	\$699	NA	\$791	\$671
4Q/2011	\$724	NA	\$799	\$715
2Q/2012	\$725	\$210	\$810	\$781
4Q/2012	\$711	\$215	\$865	\$847
2Q/2013	\$746	\$223	\$880	\$862
4Q/2013	\$750	\$262	\$943	\$858
2Q/2014	\$768	\$277	\$928	\$840
4Q/2014	\$782	\$312	\$1,038	\$917
2Q/2015	\$809	\$323	\$1,031	\$910

Note that, sometimes, there are an insufficient number of WCDA survey respondents to identify an average rate for a certain kind of rental housing. The table above identifies those occurrences with “NA”.

As is typical for Wyoming’s energy-based economy Carbon County rental vacancies can be volatile, as shown below (compared to Wyoming and USA vacancy rates).



Home Values

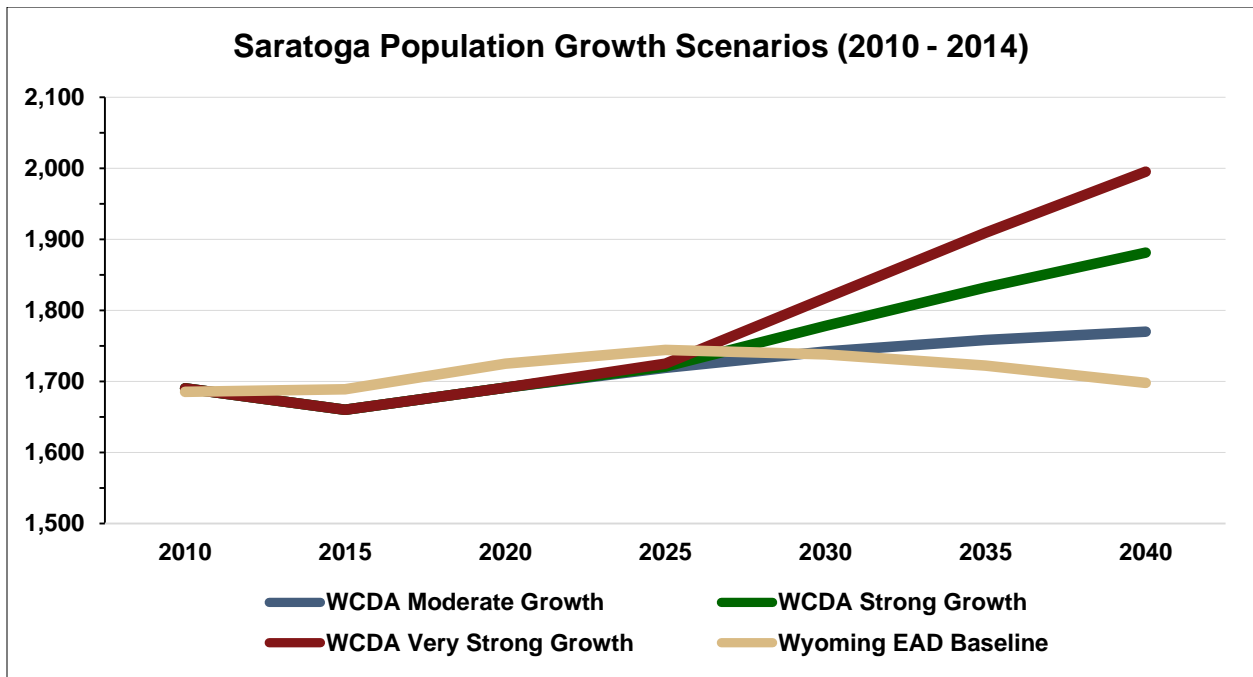
The average price of homes in Carbon County is much lower than the rest of Wyoming. However, since 2000, the average price of homes in Carbon County has risen faster (150%) than the rest of the state (101%), which means that the gap is starting to shrink. Average home prices and the percentage of change from the previous year is provided in the following table.

Average Sales Prices (WCDA)				
Year	Carbon Co.	% Change	Wyoming	% Change
2000	\$71,526	NA	\$131,207	NA
2001	\$85,176	19.1%	\$128,771	-1.9%
2002	\$78,436	-7.9%	\$138,295	7.4%
2003	\$88,123	12.4%	\$148,276	7.2%
2004	\$94,377	7.1%	\$159,558	7.6%
2005	\$96,200	1.9%	\$178,183	11.7%
2006	\$118,335	23.0%	\$219,438	23.2%
2007	\$148,813	25.8%	\$265,044	20.8%
2008	\$151,093	1.5%	\$256,045	-3.4%
2009	\$155,259	2.8%	\$241,622	-5.6%
2010	\$150,244	-3.2%	\$250,958	3.9%
2011	\$137,302	-8.6%	\$241,301	-3.9%
2012	\$153,293	11.6%	\$266,406	10.4%
2013	\$162,329	5.9%	\$281,345	5.6%
2014	\$178,757	10.1%	\$263,432	-6.4%

Housing Demand Projections

The WCDA prepares housing growth projections for each county and municipality in Wyoming, with three growth scenarios: Moderate, Strong, and Very Strong. Based on WCDA's most recent housing projections for Saratoga (March 2015), WCDA estimates that Saratoga's population will growth between 4.7% and 18.0% from 2010 to 2040. It should be noted that all three of the growth scenarios exceed the baseline population forecast created by the State of Wyoming Economic Analysis Division (which reflects total growth of 0.8% for Saratoga from 2010 to 2014). Five-year projections are through 2040 are included in the table below.





With population growth, households with renters could shrink by 10 units (Moderate Scenario) or could grow by up to 23 units (Very Strong Scenario). Likewise, homeowner households are expected to grow between 44 units (Moderate Scenario) and 94 units (Very Strong Scenario). Five-year projections for these scenarios are presented in the following table.

Saratoga - Housing Growth Projections by Scenario (WEDA)									
Moderate Growth	2010	2015	2020	2025	2030	2035	2040	2010-2040	Percent
Renters	189	173	175	176	178	179	179	-10	-5.3%
Homeowners	613	590	607	623	637	648	657	44	7.2%
Total	802	763	782	799	815	827	836	34	4.2%
Strong Growth	2010	2015	2020	2025	2030	2035	2040	2010-2040	Percent
Renters	189	178	180	182	188	193	198	9	4.8%
Homeowners	613	585	602	618	640	660	679	66	10.8%
Total	802	763	782	800	828	853	877	75	9.4%
Very Strong Growth	2010	2015	2020	2025	2030	2035	2040	2010-2040	Percent
Renters	189	178	180	183	193	203	212	23	12.2%
Homeowners	613	585	602	618	649	679	707	94	15.3%
Total	802	763	782	801	842	882	919	117	14.6%



ECONOMY

Employment and Income

The ACS data provides baseline information for local economies. Again, it is important to recognize that ACS data is based on a 5-year average of survey information, from 2010-2014. Based on ACS data, 69.7% of the Saratoga population that is age 16 or older is in the labor force. Unemployment from 2010-2014 has been low, averaging 4.0%, as shown below.

Saratoga Employment Status (ACS)		
Status	Estimate	Percent
Population 16 years and over	1,543	
In labor force	1,075	69.7%
Employed	1,013	65.7%
Unemployed	62	4.0%
Armed Forces	0	0.0%
Not in labor force	468	30.3%

Of those who are employed, 63% are privately employed, 25% are government workers, and 10% are self-employed, according to ACS data.

More current employment information is available from the State of Wyoming Department of Workforce Services (DWS), but it is not specific to Saratoga. According to data from DWS (Local Area Unemployment Statistics), Carbon County's labor force in 2015 averaged 8,048 workers. Unemployment in 2015 averaged 3.7% in Carbon County.

Businesses/Employers

For a community of its size, Saratoga is well diversified. According to ACS data, two-thirds of all employed workers in Saratoga work for one of five industries. Agriculture, forestry & mining (14.5%), Retail (15.3%), and Professional, Management & Administration (13.0%); Arts, entertainment, accommodation & food services (13.7%), and Public Administration (11.5%) are the industries with the most workers. The following table identifies employment for all major industry sectors.

Saratoga Employment by Industry (ACS)		
Industry	Estimate	Percent
Agriculture, forestry, fishing and hunting, and mining	147	14.5%
Construction	54	5.3%
Manufacturing	26	2.6%
Wholesale trade	0	0.0%
Retail trade	155	15.3%
Transportation, warehousing, and utilities	84	8.3%
Information	0	0.0%
Finance, insurance, real estate, rental and leasing	18	1.8%
Professional, scientific, management, administrative & waste mgmt. services	132	13.0%
Educational services, health care and social assistance	96	9.5%
Arts, entertainment, recreation, and accommodation and food services	139	13.7%
Other services, except public administration	45	4.4%
Public administration	117	11.5%
Total Civilian Employed Population	690	68.0%

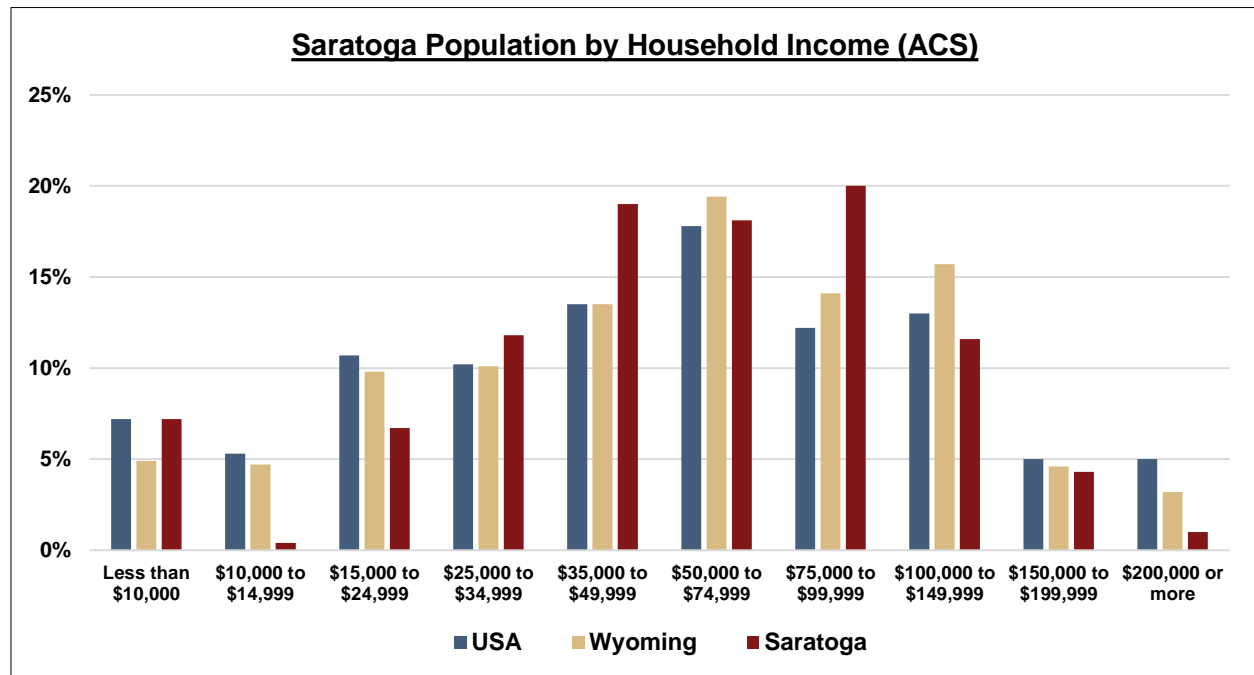


Income

Median Household Income in Saratoga (\$56,761) is slightly lower than the rest of Wyoming (\$58,252), but higher than the nation (\$53,482). The distribution of income levels demonstrates a strong middle class. The following table shows the distribution of the population by Household Income.

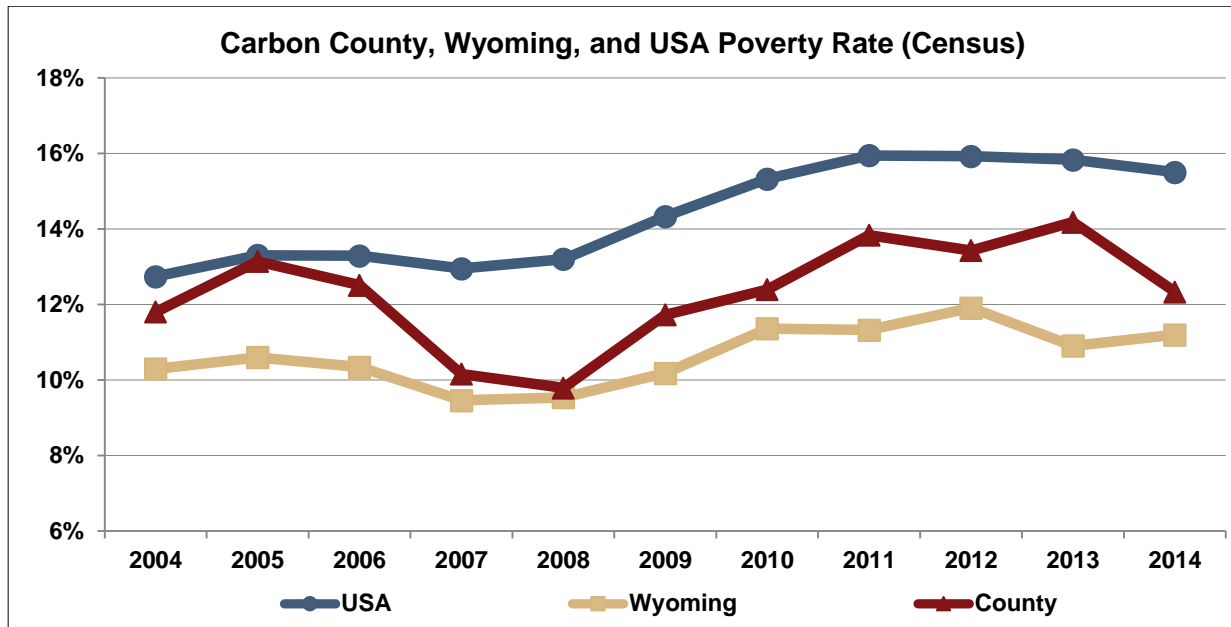
Saratoga Household Income (ACS)		
Household Income	Estimate	Percent
Less than \$10,000	58	7.2%
\$10,000 to \$14,999	3	0.4%
\$15,000 to \$24,999	54	6.7%
\$25,000 to \$34,999	96	11.8%
\$35,000 to \$49,999	154	19.0%
\$50,000 to \$74,999	147	18.1%
\$75,000 to \$99,999	162	20.0%
\$100,000 to \$149,999	94	11.6%
\$150,000 to \$199,999	35	4.3%
\$200,000 or more	8	1.0%
Total households	811	100%

This distribution, according to ACS data, indicates that just 26.1% of households in Saratoga have income less than \$35,000, compared to 29.5% in Wyoming and 33.4% in the United States. The following chart compares Household Incomes of Saratoga, Wyoming, and the USA.



Poverty

According to the Census Bureau, Carbon County (12.3%) has a slightly higher percentage of poverty than Wyoming (11.2%), but is substantially lower than the nation (15.5%), as shown below.



There is reason to believe that poverty levels in Saratoga are much lower than the rest of Carbon County. According to ACS data (which is calculated differently than the chart above), most families in Saratoga are doing much better than elsewhere. There are a few exceptions: Those families who have children under the age of 5 years are doing poorly, especially those that have a female householder with no husband present. The poverty level for many different living situations is presented in the table below.



Percentage of those whose income in the past 12 months is below the poverty level	USA	Wyoming	Carbon County	Saratoga
All families	11.5%	8.0%	12.4%	7.6%
With related children under 18 years	18.1%	13.4%	19.3%	9.5%
With related children under 5 years only	18.6%	14.9%	24.5%	52.9%
Married couple families	5.7%	3.7%	8.2%	5.4%
With related children under 18 years	8.4%	5.5%	11.1%	3.6%
With related children under 5 years only	7.0%	5.8%	3.1%	0.0%
Families with female householder, no husband present	30.9%	31.5%	36.6%	18.9%
With related children under 18 years	40.5%	39.5%	47.8%	28.1%
With related children under 5 years only	47.0%	50.6%	68.5%	100.0%
All people	15.6%	11.6%	15.0%	10.5%
Under 18 years	21.9%	15.3%	18.9%	9.1%
Related children under 18 years	21.6%	14.9%	18.6%	9.1%
Related children under 5 years	24.9%	18.1%	26.8%	22.1%
Related children 5 to 17 years	20.3%	13.6%	15.4%	6.5%
18 years and over	13.6%	10.5%	13.7%	10.9%
18 to 64 years	14.6%	11.3%	14.5%	12.6%
65 years and over	9.4%	6.3%	10.2%	4.9%
People in families	13.0%	8.8%	13.0%	7.7%
Unrelated individuals 15 years and over	26.9%	22.7%	23.4%	21.6%

Major Industries

The ACS data provided above is helpful because it is created with a consistent approach for all types of geographies in the United States (places, counties, states, etc.). However, to gather additional insight into major industries, one must examine other sources of information about the broader area in and around Saratoga. The Nielsen Company is a nationally recognized data gathering firm that produces helpful reports (known as Claritas reports), using a mixture of public and private sources of information.

According to one Claritas report, Saratoga’s mix of industries can be analyzed by major (2-digit) and minor (3-digit) industry codes. These codes and industry descriptions are provided according to the North American Industry Classification System (NAICS), in the following table.



NAICS Code	Saratoga Business Summary (2015) Industry Description	Total Establishments	Total Employees	Sales (in Millions)
11	Agriculture, Forestry, Fishing and Hunting	24	99	\$9.1
112	Animal Production and Aquaculture	16	52	\$2.2
113	Forestry and Logging	1	1	\$0.2
115	Support Activities for Agriculture and Forestry	7	46	\$6.6
21	Mining, Quarrying, and Oil and Gas Extraction	0	0	\$0.0
22	Utilities	3	42	\$45.6
23	Construction	11	46	\$15.4
236	Construction of Buildings	5	36	\$14.0
238	Specialty Trade Contractors	6	10	\$1.4
31-33	Manufacturing	8	66	\$24.3
311	Food Manufacturing	2	50	\$2.8
312	Beverage and Tobacco Product Manufacturing	1	6	\$12.5
313	Textile Mills	1	2	\$5.5
314	Textile Product Mills	1	2	\$1.2
323	Printing and Related Support Activities	1	2	\$0.7
333	Machinery Manufacturing	1	1	\$0.4
339	Miscellaneous Manufacturing	1	3	\$1.2
42	Wholesale Trade	9	30	\$77.3
423	Merchant Wholesalers, Durable Goods	2	13	\$33.5
424	Merchant Wholesalers Non-Durable Goods	7	17	\$43.7
44-45	Retail Trade	29	158	\$49.4
441	Motor Vehicle and Parts Dealers	5	19	\$8.5
442	Furniture and Home Furnishing Stores	1	3	\$0.9
443	Electronics and Appliance Stores	1	5	\$1.4
444	Building Material and Garden Equipment and Supplies	7	36	\$9.7
445	Food and Beverage Stores	5	65	\$19.9
446	Health and Personal Care Stores	1	2	\$0.6
447	Gasoline Stations	1	6	\$4.3
448	Clothing and Accessories Stores	1	2	\$0.3
451	Sporting Goods, Hobby, Book, and Music Stores	2	11	\$2.2
453	Miscellaneous Store Retailers	5	9	\$1.6
48-49	Transportation and Warehousing	7	19	\$1.6
484	Truck Transportation	2	6	\$1.2
487	Scenic and Sightseeing Transportation	2	6	\$0.3
488	Support Activities for Transportation	2	2	\$0.1
491	Postal Service	1	5	\$0.0
51	Information	18	54	\$20.7
511	Publishing Industries (Except Internet)	1	4	\$0.8
515	Broadcasting (Except Internet)	1	1	\$0.2
517	Telecommunications	14	44	\$19.5
519	Other Information Services	2	5	\$0.1
52	Finance and Insurance	13	41	\$13.6
522	Credit Intermediation and Related Activities	5	21	\$3.1
523	Securities, Comm Cntrcts, Fin Invests, Related Activities	5	15	\$9.6
524	Insurance Carriers and Related Activities	3	5	\$0.9
53	Real Estate and Rental and Leasing	9	20	\$3.9
531	Real Estate	8	20	\$3.9
532	Rental and Leasing Services	1	0	\$0.0
54	Professional, Scientific, and Technical Services	11	33	\$4.7
56	Admin, Support and Waste Mgmt, Remediation Serv	8	31	\$3.8
561	Administrative and Support Services	6	28	\$2.9
562	Waste Management and Remediation Services	2	3	\$0.9
61	Educational Services	12	268	\$0.0
62	Healthcare and Social Assistance	22	141	\$13.6
621	Ambulatory Health Care Services	15	113	\$13.3
624	Social Assistance	7	28	\$0.2
71	Arts, Entertainment, and Recreation	4	5	\$0.2
712	Museums, Historical Sites, and Similar Institutions	1	1	\$0.0
713	Amusement, Gambling, and Recreation Industries	3	4	\$0.2



NAICS Code	Saratoga Business Summary (2015) Industry Description	Total Establishments	Total Employees	Sales (in Millions)
72	Accommodation and Food Services	33	248	\$19.9
721	Accommodation	19	126	\$13.0
722	Food Services and Drinking Places	14	122	\$6.8
81	Other Services (except Public Administration)	25	171	\$2.2
811	Repair and Maintenance	9	13	\$1.8
812	Personal and Laundry Services	3	7	\$0.4
813	Religious, Grant Making, Civic, Professional, Similar Orgs	13	151	\$0.0
92	Public Administration	30	178	\$0.0
ALL	TOTAL	276	1,650	\$305.3

Source: *The Nielsen Company.*

Based on the Nielsen/Claritas data, the largest employers in the Saratoga area include tourism and travel, public schools, retail, and local government. Mining, which includes oil and gas production, does not appear to have any employment in the Saratoga area, but that is because those establishments (including Sinclair) are not included as part of the local area around Saratoga.

Given the strong tourism, travel, and retail base, it is also important to consider whether there are gaps (or opportunities) for improving sales. Saratoga, on the whole, generated a net surplus of retail sales in 2015. Local consumer demand for all retail goods is estimated at \$33.1 million, while local retailers' actual sales were \$75.5 million, meaning that Saratoga attracted sales of \$42.4 million from outside of town in 2015. Thus, Saratoga appears to be doing quite well as a travel and tourism destination, as well as a retail hub for certain purchases. In contrast, most small communities in Wyoming have significant retail leakage.

The net surplus of retail sales in Saratoga is mostly due to sales of beer, wine, and liquor (net surplus of \$31.7 million). However, there are also very strong sales at hardware stores (net surplus of \$14.2 million). There are opportunities for existing retailers to expand, or for new retail stores, to capture some of the sales that are currently leaking out of Saratoga. However, the biggest "opportunities" probably are not sufficiently scaled to actually attract new development, because most of these retail stores need much higher sales to be viable than what is possible in Saratoga. For example, Saratoga residents are currently spending \$2.4 million to buy automobiles, \$1.8 million in health and personal care, \$1.2 million in clothing, and \$3.5 million at general merchandise stores. These types of retail sales are happening at big box stores that are better located in more urban communities where much higher sales volume is possible.

The following table presents local demand and local sales for each retail industry in Saratoga. It is important to note that this information is tied directly to sales that are within the Town, not the broader area around Saratoga, so some of the industry sales totals are much lower than the previous table suggests for the region. The difference between expenditures and sales is the opportunity (green numbers indicate retail leakage, or gap that can be filled; red numbers represent a surplus), as shown below.



NAICS Code	Saratoga Retail Market (2015) Retail Business Description	2015 Demand (Consumer Expenditures)	2015 Supply(Retail Sales)	Opportunity Gap/Surplus
441	Motor Vehicle & Parts Dealers	\$6,715,800	\$6,839,916	-\$124,116
	Automotive Dealers	\$5,395,391	\$3,022,320	\$2,373,071
	Other Motor Vehicle Dealers	\$801,586	\$3,249,489	-\$2,447,903
	Automotive Parts/Accessories, Tire Stores	\$518,823	\$568,107	-\$49,284
442	Furniture & Home Furnishings Stores	\$634,699	\$970,017	-\$335,318
	Furniture Stores	\$322,761	\$0	\$322,761
	Home Furnishing Stores	\$311,938	\$970,017	-\$658,079
443	Electronics & Appliances Stores	\$591,336	\$0	\$591,336
	Appliance, TV, Electronics Stores	\$468,108	\$0	\$468,108
	Household Appliances Stores	\$87,003	\$0	\$87,003
	Radio, Television, Electronics Stores	\$381,105	\$0	\$381,105
	Computer & Software Stores	\$110,671	\$0	\$110,671
	Camera & Photographic Equipment Stores	\$12,557	\$0	\$12,557
444	Building Material, Garden Equipment Stores	\$3,652,882	\$18,015,884	-\$14,363,002
441	Building Material & Supply Dealers	\$3,079,428	\$17,405,223	-\$14,325,795
	Home Centers	\$1,236,124	\$0	\$1,236,124
	Paint & Wallpaper Stores	\$50,733	\$0	\$50,733
	Hardware Stores	\$308,831	\$14,547,354	-\$14,238,523
	Other Building Materials Dealers	\$1,483,740	\$2,857,869	-\$1,374,129
	Building Materials, Lumberyards	\$555,551	\$1,068,857	-\$513,306
442	Lawn/Garden Equipment/Supplies Stores	\$573,454	\$610,661	-\$37,207
	Outdoor Power Equipment Stores	\$206,656	\$0	\$206,656
	Nursery & Garden Centers	\$366,798	\$610,661	-\$243,863
445	Food & Beverage Stores	\$4,111,513	\$36,003,303	-\$31,891,790
	Grocery Stores	\$2,706,686	\$3,202,491	-\$495,805
	Supermarkets, Grocery Stores	\$2,528,959	\$3,202,491	-\$673,532
	Convenience Stores	\$177,727	\$0	\$177,727
	Specialty Food Stores	\$330,790	\$0	\$330,790
	Beer, Wine & Liquor Stores	\$1,074,037	\$32,800,812	-\$31,726,775
446	Health & Personal Care Stores	\$1,834,613	\$34,077	\$1,800,536
	Pharmacies & Drug Stores	\$1,470,730	\$34,077	\$1,436,653
	Cosmetics, Beauty Supplies, Perfumes	\$128,354	\$0	\$128,354
	Optical Goods Stores	\$71,825	\$0	\$71,825
	Other Health & Personal Care Stores	\$163,704	\$0	\$163,704
447	Gasoline Stations	\$3,406,380	\$4,928,299	-\$1,521,919
	Gasoline Stations w/ Convenience Stores	\$2,468,494	\$4,928,299	-\$2,459,805
	Other Gasoline Stations	\$937,886	\$0	\$937,886
448	Clothing & Clothing Accessories Stores	\$1,311,530	\$91,582	\$1,219,948
	Clothing Stores	\$658,601	\$91,582	\$567,019
	Men's Clothing Stores	\$35,213	\$0	\$35,213
	Women's Clothing Stores	\$142,021	\$91,582	\$50,439
	Children's, Infants' Clothing Stores	\$37,876	\$0	\$37,876
	Family Clothing Stores	\$358,169	\$0	\$358,169
	Clothing Accessories Stores	\$28,217	\$0	\$28,217
	Other Clothing Stores	\$57,105	\$0	\$57,105



NAICS Code	Saratoga Retail Market (2015) Retail Business Description	2015 Demand (Consumer Expenditures)	2015 Supply(Retail Sales)	Opportunity Gap/Surplus
	Shoe Stores	\$98,755	\$0	\$98,755
	Jewelry, Luggage, Leather Goods Stores	\$554,174	\$0	\$554,174
	Jewelry Stores	\$499,191	\$0	\$499,191
	Luggage & Leather Goods Stores	\$54,983	\$0	\$54,983
451	Sporting Goods, Hobby, Book, Music Stores	\$585,397	\$351,869	\$233,528
	Sporting Goods, Hobby, Musical Inst Stores	\$508,557	\$351,869	\$156,688
	Sporting Goods Stores	\$251,779	\$314,968	-\$63,189
	Hobby, Toy & Game Stores	\$143,593	\$0	\$143,593
	Sewing, Needlework & Piece Goods Stores	\$63,835	\$0	\$63,835
	Musical Instrument & Supplies Stores	\$49,350	\$36,901	\$12,449
	Book, Periodical & Music Stores	\$76,840	\$0	\$76,840
	Book Stores & News Dealers	\$65,595	\$0	\$65,595
	Book Stores	\$57,550	\$0	\$57,550
	News Dealers & Newsstands	\$8,045	\$0	\$8,045
	Prerecorded Tape, CD, Record Stores	\$11,245	\$0	\$11,245
452	General Merchandise Stores	\$3,569,949	\$0	\$3,569,949
	Department Stores, Excl Leased Departments	\$1,432,664	\$0	\$1,432,664
	Other General Merchandise Stores	\$2,137,285	\$0	\$2,137,285
453	Miscellaneous Store Retailers	\$913,396	\$4,043,241	-\$3,129,845
	Florists	\$34,672	\$78,378	-\$43,706
	Office Supplies, Stationery, Gift Stores	\$405,197	\$33,201	\$371,996
	Office Supplies & Stationery Stores	\$196,556	\$0	\$196,556
	Gift, Novelty & Souvenir Stores	\$208,641	\$33,201	\$175,440
	Used Merchandise Stores	\$58,400	\$0	\$58,400
	Other Miscellaneous Store Retailers	\$415,127	\$3,931,662	-\$3,516,535
454	Non-Store Retailers	\$2,735,595	\$1,958,145	\$777,450
722	Foodservice & Drinking Places	\$3,036,394	\$2,262,701	\$773,693
	Full-Service Restaurants	\$1,357,576	\$792,759	\$564,817
	Limited-Service Eating Places	\$1,218,598	\$1,333,864	-\$115,266
	Special Foodservices	\$337,596	\$0	\$337,596
	Drinking Places -Alcoholic Beverages	\$122,624	\$136,078	-\$13,454
ALL	Total Retail Sales & Eating, Drinking Places	\$33,099,484	\$75,499,034	-\$42,399,550

Source: The Nielsen Company.

While it does not make sense for Saratoga to encourage development of big box stores, there are several retail leakage gaps that might represent excellent product lines that existing retailers could add or emphasize. Of course, it also makes sense for Saratoga to continue building those retail industries that are generating surplus sales by encouraging more tourism and travel.



COMMUNITY FACILITIES

Parks

The Town Parks Department maintains the following developed parks and recreation areas:

- **Veterans Island Park**- picnic shelters; skate park; playground; fishing access
- **Kathy Glode Park**- public restrooms; picnic shelters; playground
- **American Legion Park**- downtown open space area
- **Kaake Walk Dog Park**- dog walking trails; fenced-in open space
- **Sandy Beach**- swimming; fishing access
- **Good Times Park**- picnic tables
- **Triangle Park**- open space
- **Tyler Pickett Park**- open space
- **Saratoga Campground**- public restrooms; playground; tent camping; 25 RV Electric sites; 25 RV Non-Electric sites

Recreation

- **Saratoga Municipal Pool**- outside pool area
- **Hobo Pool**- hot and warm springs pool
- **Platte Valley Community Center**- a Joint Powers Board owned community center. The facility houses a number of government and non-profit agencies, and provides a variety of indoor and outdoor activities.
- **Saratoga Resort and Spa** - 9-hole public golf course.
- **Gun Range**- Saratoga gun-club owned complex that is free to use
- **Old Field**- football field, playground
 - Zeiger Field- baseball field on the Old Field
- **Woods Field** - baseball field
- **New Football Field**- lighted football field; track



Kathy Glode Park



Platte Valley Community Center



Hobo Pool



Cemetery

The Town of Saratoga Cemetery Board manages 7 cemeteries within the Saratoga Cemetery District.

- **Saratoga Cemetery-** contains approximately 1,700 spaces. About 90 percent of the spaces are occupied. The Town of Saratoga has planned to expand on the cemetery by 580 sites.
- **Kennaday Family Cemetery**
- **Cadwell Cemetery**
- **Overland Crossing Cemetery**
- **Three additional very small cemeteries**



Saratoga Cemetery

Schools

Carbon County School District #2 has a total of 645 students— 283 in the Saratoga facilities.

- **Saratoga Middle/High School-** 148 students; grades 7-12
- **Saratoga Elementary School-** 135 students; grades K-6
- **Excel Preschool**
- **Saratoga Head Start**



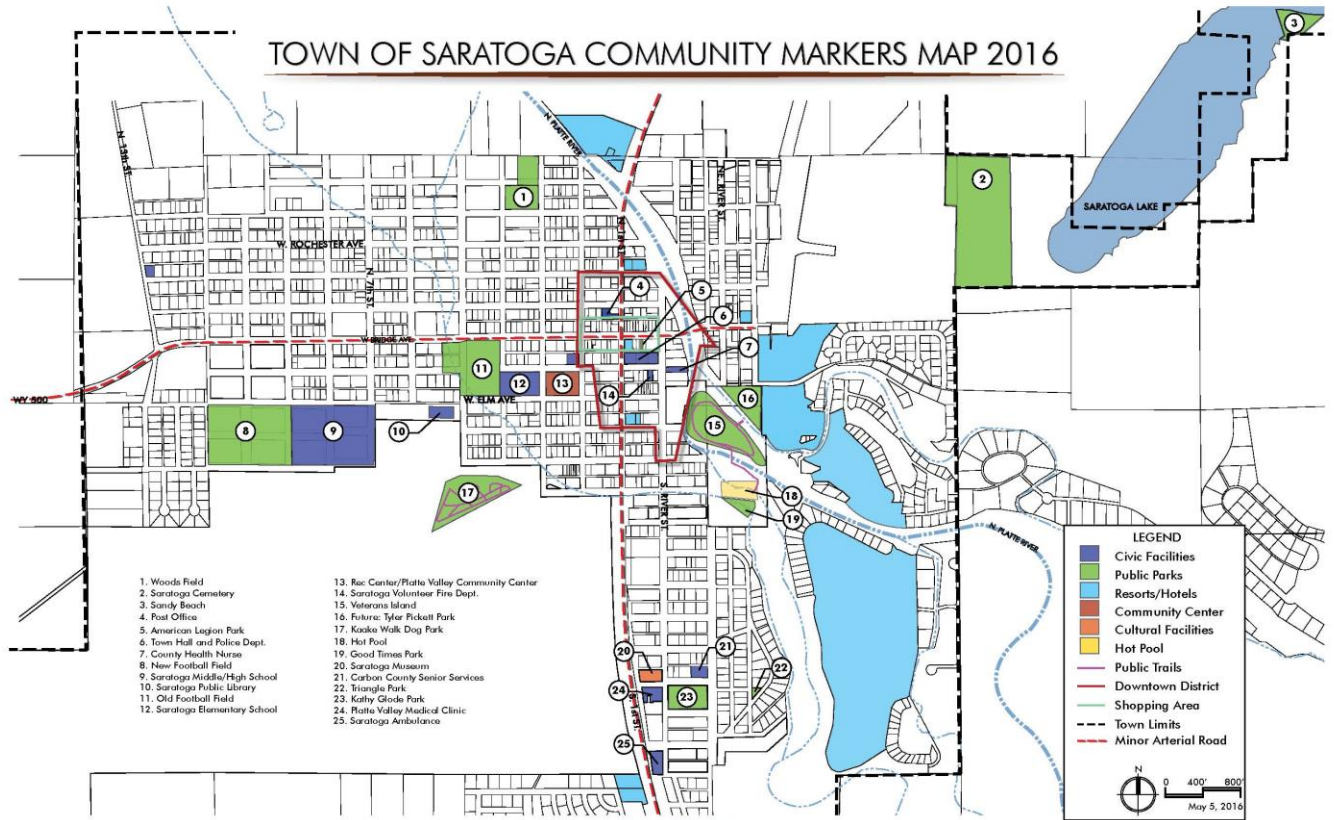
Saratoga Senior Center

Libraries, Museums, and Other Attractions

- **Saratoga Library-** One of six libraries in the Carbon County Library System.
- **Saratoga Museum-** Founded in 1980, the museum is located in the Saratoga 1915 Union Depot. Features one of Wyoming's best gem collections.
- **Saratoga Senior Center-** Provides recreational and wellness activities, meals, transportation and health clinics to those 60 and older in the community.
- **Shively Field Airport-** A public, non-commercial airport located within the Town of Saratoga limits. There is space to store 40 aircraft and 11 spaces for aircraft tie-downs.



TOWN OF SARATOGA COMMUNITY MARKERS MAP 2016



- | | |
|--------------------------------|--|
| 1. Woods Field | 13. Rac. Center/Platte Valley Community Center |
| 2. Saratoga Cornery | 14. Saratoga Volunteer Fire Dept. |
| 3. Sandy Beach | 15. Veterans Island |
| 4. Post Office | 16. Fobara, Tyler Pickell Park |
| 5. American Legion Park | 17. Kneke Walk, Dog Park |
| 6. Town Hall and Police Dept. | 18. Hot Pool |
| 7. County Health Nurse | 19. Good Times Park |
| 8. New Football Field | 20. Saratoga Museum |
| 9. Saratoga Middle/High School | 21. Carbon County Senior Services |
| 10. Saratoga Public Library | 22. Triangle Park |
| 11. Old Football Field | 23. Kathy Glods Park |
| 12. Saratoga Elementary School | 24. Platte Valley Medical Clinic |
| | 25. Saratoga Ambulance |

CBI, COFFEY ENG, BHA DESIGN

TOWN OF SARATOGA, WYOMING

HEALTH, SAFETY AND ENVIRONMENT

Safety Services

Law Enforcement

The Saratoga Police Department consists of five full-time sworn peace officers and two part-time officers. In 2015, dispatchers received approximately 7,117 total calls (5,801 calls for service) and in 2014 there were 6,972 total calls (5,470 calls for service).

The Dispatch Center provides duties for the Saratoga and Encampment region. The Saratoga Police Department has no detaining facility; when necessary, the department transports detainees to the Carbon County Jail. The department has an animal shelter in town where volunteers care for the animals.

The zoning enforcement officer works for the Town of Saratoga specifically. The Saratoga Police Department is responsible for handling the enforcement of the ordinances (citations).

The Saratoga Police Department and the Carbon County Sheriff's Office do not work closely on a regular basis. Occasionally the two departments work in conjunction for training purposes.

Saratoga Fire Department

The Saratoga Fire Department is a 501(c)(3) non-for-profit corporation incorporated in 1962 and altered in 1984. Operate via town ordinance, which outlines agreement between fire department and the Town of Saratoga to provide primary coverage. The department provides fire suppression and fire prevention services for a 900 square-mile area including the Town of Saratoga. Their primary coverage area ranges from Walcott Junction to the Snowy Range Road (Hwy 130). The Saratoga Fire Department works in conjunction with the Carbon County Fire Department regularly.

As of January 2015, the Saratoga Fire Departments Insurance Service Office (ISO) rating was officially reduced from a class 6 to a class 4. (ISO is a for profit organization that provides statistical information on risk).

Station #1 is located on the corner of S. River Street and E. Spring Avenue and is staffed by 32 volunteer firefighters (as of March 2016).

Below lists the number and type of trucks at Station #1:

- Engine 2- 2009 Dodge equipment/rescue truck; owned by Town of Saratoga
- Engine 3- 1250 gallon per minute pumper; 1000 gallon tank; owned by Carbon County
- Engine 1- 1000 gallon per minute pumper; 1000 gallon tank; owned by Town of Saratoga
- General Engine 4- 1000 gallon per minute pumper; 1500 gallon tank; owned by Town of Saratoga
- Engine 13- 1500 gallon per minute pumper; 1500 gallon tank; owned by Town of Saratoga



Station #2, is located across the street from station #1. Contained in Station 2 is the following equipment:

- Engine 00- 1952 truck; mainly out of commission; owned by Saratoga Fire Department
- C203 Type 4 Engine (6 by 6)- 300 gallon per minute pumper; 500 gallon tank; owned by Carbon County
- C505 Type 4 Engine (6 by 6)- 700 gallon per minute pumper; 1000 gallon tank; owned by Carbon County
- C508 Type 4 Engine (6 by 6)- 1500 gallon per minute pumper; 1500 gallon tank; owned by Carbon County
- Tender 1- 500 gallon per minute pumper; 2000 gallon tank; owned by Carbon County

Health

- The Saratoga Care Center, located in Saratoga, is operated by Healthcare Management Services, LLC. The facility is a nursing home that is licensed to serve a maximum of 46 patients.
- The Corbett Medical Foundation is 501(c)(3). The group funds certain services at the Platte Valley Medical Center such as the clinics 24/7 on-call assistance. The Foundation also funds a room in the Saratoga Care Center for end-of-life-care.
- The Platte Valley Medical Clinic, P.C. offers general medical services for Saratoga. They are the only medical clinic within a 40-mile radius that provides 24/7 care. The Clinic is one of the first clinics in the state to utilize telehealth, a system that allows patients to remotely speak with medical specialists over a screen.
- Multiple private practitioners also serve the community and Saratoga.
- South Central Wyoming Emergency Medical Services (SCWEMS) is a joint powers board providing ambulance services for the following: the Town of Elk Mountain, Hanna, Medicine Bow, Encampment, Riverside, Saratoga, and Carbon County.



Platte Valley Medical Clinic

Natural Environment

- Carbon County comprises over 5 million acres with 60% being federal land managed mainly by the Bureau of Land Management, the U.S. Department of Agriculture, and Wyoming Game & Fish.
- Saratoga has a semi-arid climate with cold and dry winters and warm summers.
- Saratoga is surrounded by mountains from the east (Snowy Range) and from the south/southwest (Sierra Madres). All of these mountains are a part of Medicine Bow National Forest.
- Saratoga is located at an elevation of 6,785 feet with a land area of 3.41 square miles.

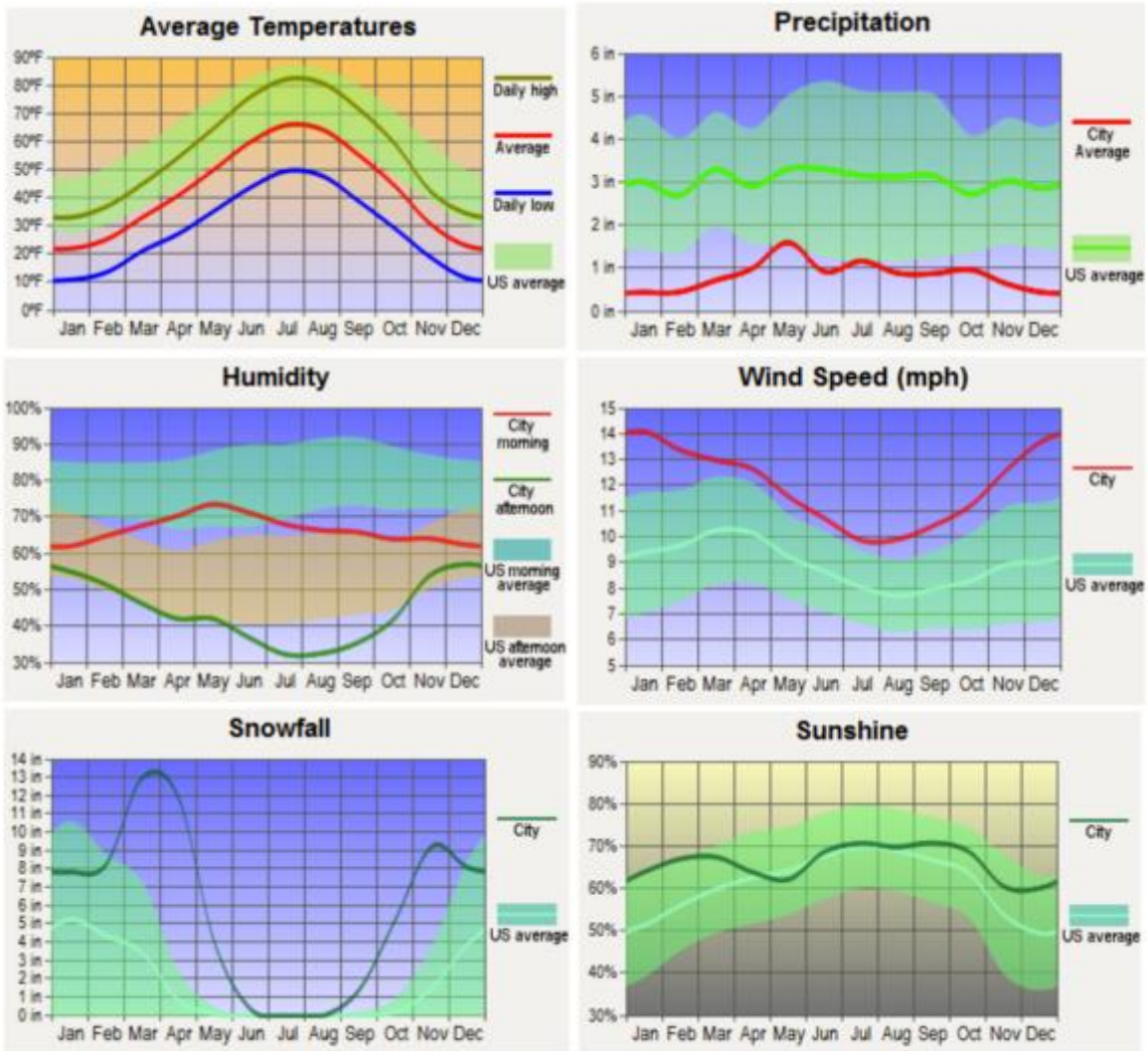


- The North Platte River flows through the community and offers somewhat untapped recreational and fishing opportunities.
- The average high temperature during the hottest month of July is 82 degrees and the average low in the coldest month of January is 11 degrees. Average annual precipitation is about 10.26 inches. See climate chart on next page.



North Platte River





Source: <http://www.city-data.com/city/Saratoga-Wyoming.html>



TRANSPORTATION

The overall adequacy of the transportation facilities, both vehicular and pedestrian, are generally acceptable in regards to the current population and the subsequent demand the users have of the infrastructure.

However, there are already areas that have been identified as needing some improvement or enhancement from the current users within the community. It will be important that these areas of insufficiency be monitored and timely addressed. (See Appendix D for Transportation Master Plan).

Streets and Roadways

The Town of Saratoga's transportation system is typical of a small rural municipality consisting of mostly local streets, a few collector streets, and a minor arterial - single highway that conveys people into and out of the community. The current infrastructure is capable of effectively serving the current population of 1,692 as well as the projected 20-year growth to a population of 2,000. Age and the condition of many of the roadways, however, will have to be addressed in order to provide reliable and economical service to the existing and projected populations.

WY Highway 130 (1st Street) serves as the main transportation "artery" for Saratoga, running through the middle of the town (north-south) and serves as the primary carrier of travelers in the area. The Highway is owned and maintained by the Wyoming Department of Transportation (WYDOT) and was originally built in the mid 1900's.

Current conditions and capacities for the existing infrastructure is sufficient as a whole, however, future potential population growth represents more system users, more demand, and more impact on facilities. This means not only more vehicles and more pedestrians, but also more needs for connectivity throughout the community. Thus, periodic evaluation of street and road conditions needs to be performed in order to determine their current and future ability to serve residents.

It is recommended that further studies/analysis be performed to help define current areas that are under served as well as locations where future and growth and development are most likely to occur. This will provide the necessary data to know when new transportation features are warranted such as traffic signals and new streets.



Roadway Classification Plan

The Roadway Classification Plan map illustrates the different types and desired features of roadways and transportation facilities in the Town.

Classification	Definition
Local Road	Primarily provide access to individual property, often serving as residential streets.
Collector	Serve to assemble traffic from local roads of residential neighborhoods and deliver it to the arterials. Also serve to provide access to abutting properties.
Principal Arterial	At the top of the functional hierarchical system. They carry long distance, through-travel movements and connect communities. They also provide access to important traffic generators, such as major airports, or regional commercial areas.
Minor Arterial	Similar in function to principal arterials, except they carry trips of shorter distance and to lesser traffic generators. The primary function of these roads is to move traffic throughout the community.

Truck Routes

Because of the single access point in and out of town, truck route alternatives are difficult to designate. East/west routes are utilized to access the sawmill location and other commercial areas. Of equal importance is the development of designated parking spots for truck traffic. See Figure TR-2 for Truck Route designations in Appendix A.

Curbs and Gutters

The majority of the streets within the town limits lack curb and gutter. This currently may not present an issue, but as future growth and development occurs, the need for it may be warranted in order to provide enhanced connectivity and stormwater management. Further studies and analysis should be considered before any major changes to road and drainage designs are implemented.

Bridges

There are (2) two primary and (2) two secondary bridges within the transportation system that are utilized in crossing the North Platte River and noted in Figure TR-3 in Appendix A.

It is recommended that all bridges (primary and secondary) be periodically evaluated to ensure structural conditions meet minimum standards as well as that demand is being met from a capacity standpoint.

As growth and development occurs, connectivity between the east and west sides of the North Platte River will be important and future bridges may be warranted. Evaluating where future needs may arise and monitoring



the level of capacity of existing bridges to serve the demand of the population will help in determining when new bridge structures would be required.

Pedestrian/Bicycle Access

Pedestrian and bicycle facilities within the Town of Saratoga are at best limited and at worst nonexistent (See Figure TR-4: Pedestrian and Bicycle Access). Evaluating the existing pedestrian access and how it currently functions within the traffic routes is a key component to any master plan and essential for addressing immediate utility and safety concerns as well as future planning.

The existing location and condition of the primary pedestrian and bicycle facilities are summarized in the Transportation Master Plan in Appendix A.



Bicycle Lanes

Currently, there are no designated (signage or striping) bicycle paths, lanes, or routes within the Town limits. Also, many of the existing roads are narrow and allow parking on the sides; which adds to the danger of biking or walking within existing rights-of-way.

It recommended that defined pedestrian routes be established that will create safe mobility for users between different parts of the community. Current pedestrian routes need to be studied and future routes need to be forecasted in order to best identify where immediate improvements can be made and where future facilities will need to be constructed.

Sidewalks: Sidewalks as a whole are limited and sporadic throughout the Town. This consequently creates lack of consistent pedestrian access.

Trails: Outside of a few undefined trails (two-tracks) that can be found in some recreational areas, there is little to no pedestrian trail infrastructure. For a community with so much adjacent access to the North Platte River, the lack of any trail system is a missed opportunity to better serve and enhance access to pedestrians and bicyclists.



Airport - Shively Field

Shively Field is a public airport located one mile southwest of the central business district of Saratoga and is owned by the Town of Saratoga. Shively Field covers an area of 720 acres and contains (1) one 8,800 foot by 100 foot asphalt paved runway.



Runway 05

Elev: 7,015.0' msl Lat: 41° 26'18.998" N Long: 106° 50'31.830" W

Access to the airport is provided through a single driveway directly off of WY-130 which allows visitors quick access to nearby commercial/retail opportunities (i.e. restaurants, lodging, shopping, and recreation).

The community has voiced concern about needing more or enhanced access to and from the airport. This needs to be addressed either through enhanced pedestrian/bicycle facilities or possibly through the creation of an alternative access for vehicular users. There have also been discussions about the development of a business park on airport property. According to the Airport Master Plan, the business park would consist primarily of light industrial business with inside storage, light manufacturing, office space, and car rental services. *(See 2014 Airport Master Plan for greater detail).*

Public Transportation

The Wyoming Department of Transportation recently bought the Saratoga Senior Center a 2015 Dodge Grand Caravan. The purpose of the vehicle is to provide public transportation. There are approximately 3-4 drivers authorized to use the van. The prevalent use of the van is to pick up seniors for the Senior Center lunch as well as to deliver meals to seniors. However, it is a van that is available for public use. Occasionally drivers will take seniors to Rawlins for grocery trips as well as doctor appointments.



Previously, the Senior Center owned a bus that was larger and used for around 20 years. They are considering bringing the bus back into commission so that there could be more trips to Rawlins in the future.



COMMUNITY UTILITIES

Water

A detailed description of the water system can be found in Appendix E.

Water Supply

Currently, Saratoga's water supply comes from a well field that draws water from the North Park Formation. Water is continuously supplied by five wells in the well field located on BLM land as shown in Figure W-2.

The water supply system consists of the well field and main transmission line. The five wells are spaced approximately 600 feet apart from each other with header lines connecting each well to the main transmission line. The main ductile iron transmission line is approximately 3.5 miles and runs west along the well field access road to connect to the existing distribution system at an 8-inch PVC pipe on Pic Pike Road at the Town boundary.

Water Treatment

The Saratoga Municipal Water System applies water treatment at the source. The wells share a control building; which houses a telemetry system receiver and transmitter, a chlorination system, chlorine tank storage area, and a digital electromagnetic flow meter.



Water Distribution System

The Town's water distribution system is comprised of PVC, ductile iron, and asbestos cement water mains and transmission lines consisting of 4 inch to 14 inch diameters and range from less than 5 to over 60 years old. The system has been improved periodically as pipes fail and funding is available. The distribution system was originally designed to operate three distinct pressure zones, but was revised with the completion of the wells to now operate as one pressure zone.

The system can meet the current population's maximum day demand of 657 gpm, supply 1000 gpm for fire flow and maintain sufficient residual pressure to most areas in town. Some system improvements will be needed to maintain this flow and pressure throughout the community. See Figure W-1: Town of Saratoga Water Distribution System in Appendix E.

Water Storage

The current water storage for the Town of Saratoga consists of two 1,000,000 gallon tanks and a 100,000-gallon tank at Old Baldy Club. See Figure W-2 in Appendix E: Town of Saratoga Water Supply Wells.

The initial storage tank was constructed in 1978. In 2002, the second tank was constructed. The 100,000 gallon tank at the Old Baldy Club is a bolted steel tank that was installed in 1984 and only serves the Old Baldy Club.



The 2003 Water Master Plan called for a minimum storage capacity of 651,000 gallons for a population of 3,000. The existing tanks are both 100 feet in height and based at the same elevation. The 2003 Plan determined that approximately 40 feet of water must be maintained in the tanks to provide a minimum of 20 psi residual pressure throughout the system. At this water level, the combined effective tank storage capacity was calculated to be 1,200,000 gallons and deemed adequate for the projected population.

Current seepage from the panel seams of Water Tank No. 1 (west) indicates that a tank inspection and, at least, maintenance is due.

Pressure Zones

Prior to the 2003 study, the distribution system operated with three distinct pressure zones. DPW staff reported that the operation and maintenance of these zones was troublesome due to the need for repeated maintenance. Consequently, the distribution system Pressure Reducing Valves have been bypassed to allow for operation of a single pressure zone, relying on pipe friction to reduce pressure head to useable levels.

Meters and Billing

Meters have been installed for almost all of the service connections to the Town's mains with the exception of several Town owned buildings and all park facilities. Readings of the meters can be accomplished remotely by radio signal to a central point where use is totaled or can be monitored in real time.

Saratoga has exhibited a large percentage of "unaccounted for" water with water production much higher than typical consumption totals. However, since consistent and accurate metering of use at individual connections has not been possible until recently, it is unknown if this high level of "consumption" reflects actual use or some degree of water loss—e.g. leakages.

A leak study and condition assessment of the distribution would be able to further identify system leaks. Once sufficient data is collected from the meters, the Town hopes to determine the amount of unmetered flow in the system and help narrow the most likely areas that leakage may be occurring.

In addition, there isn't a meter replacement program nor is there a large meter testing and calibration program in place. Such programs could aid in the consistency and reliability of water use data.

Facility Requirements

Saratoga's water supply, treatment, storage, and distribution system provides adequate capacity for the current and projected population demand. However, both the Level I and Level II Master Plan studies make recommendations for facility improvements which have been incorporated into recent DPW capital plans. A summary of those recommendations is presented in the Water System Appendix.



Wastewater

The Town of Saratoga's wastewater utilities consists of a gravity collection system, two lift stations with force mains, a treatment plant and outfall that have been expanded over the years to serve an ultimate population of approximately 3,000 people. The overall capacity of the system is sufficient to serve the existing population of 1,692 and projected 20-year growth to a population of 2,000. Age and the condition of many of the facilities, will have to be addressed in order to provide reliable and economical service to the existing and projected populations. The last comprehensive study of Saratoga's wastewater system was completed in 1978. This section reviews each of the wastewater system's three primary components, discusses their existing condition and their capacity to serve existing and projected development. See Appendix F for detailed Wastewater System Analysis.

Wastewater Gravity Collection System

A schematic of the collection system is shown on Figure WW-1 in Appendix A. The pipe in many older areas of the community ranges from 6-inch diameter to 12-inch diameter and is largely vitreous clay pipe with unsealed joints. In combination with the open joints, possibly cracked pipe in the vitreous clay system, and low manholes that can be submerged during flood conditions or significant stormwater events, these sub-groundwater installations have resulted in significant inflow and infiltration (I&I) of surface and groundwater into the collection system. I&I provides both benefits and problems which are detailed in Appendix F.

The Town's collection systems on both sides of the North Platte River flow north by gravity to the treatment plant's influent pump station, north of the WH130 Bridge.

The collection systems on either side of the North Platte River were designed and upgraded to serve a total Town population of approximately 3,000. Since then the population has fallen to approximately 1,700. The existing pipes and structures appear to have available capacity for projected growth, particularly if the I&I problems are mitigated. Without recent data from system-wide, comprehensive flow monitoring, however, it is difficult to provide a meaningful determination of available capacity in the trunk sewers or their tributary mains. Knowledge of available capacities in the tributary mains is particularly important in determining the capacity for infill in the downtown Saratoga area as well as accommodating new development peripheral to the Town's existing structures and tributary to the existing collection mains.

Wastewater Lift Stations and Forcemains

The Town of Saratoga operates two lift stations in its wastewater collection system, the Myrtle Avenue Lift Station and the wastewater treatment plant influent pump station. The Old Baldy Club also operates a private lift station that discharges into the Town's system.

The wastewater treatment plant influent pump station has a design capacity of 0.8 mgd average daily flow (approximately 4,000 population equivalent). The influent pump station receives flows from the 15-inch gravity main from Town which enters the station's wet well at a depth of about 22 feet. There are no reported capacity or maintenance issues with either the influent pump station or its forcemain. It appears that capacity is available at the wastewater



treatment plant's influent pump station and forcemain to accommodate the projected population.



Wastewater Treatment Lagoon

Wastewater Treatment Plant and Outfall

The Town of Saratoga's wastewater treatment plant is located due north of town on the west side of WY130. The treatment plant consists of three aerated lagoons operated in series and designed for an average day loading of 0.8 mgd of typical domestic wastewater. The plant has successfully processed as much as 2 mgd (during the 2014 flooding). Effluent from the lagoons is first disinfected via chlorination, then dechlorinated, before being discharged into an outfall ditch that joins the North Platte River. Due to the recent appearance of fish in the outfall ditch where it enters the North Platte River, Wyoming Department of Environmental Quality is requiring the Town to discharge the plant's effluent through a gravity outfall pipe that will roughly follow the current outfall ditch's path to discharge into the North Platte River. The removal of effluent flow from the outfall ditch will likely impact the wetlands that have developed during the life of the ditch.

As derived from water consumption records, the average daily flow of actual wastewater to the plant is adequate to accommodate this Plan's projected growth scenario without expansion. Although there appears to be sufficient hydraulic and treatment capacity at the plant and its outfall to accommodate the growth horizon, there are maintenance issues identified by DPW



that need to be addressed in order to maintain the physical and operational capacity of the facilities.

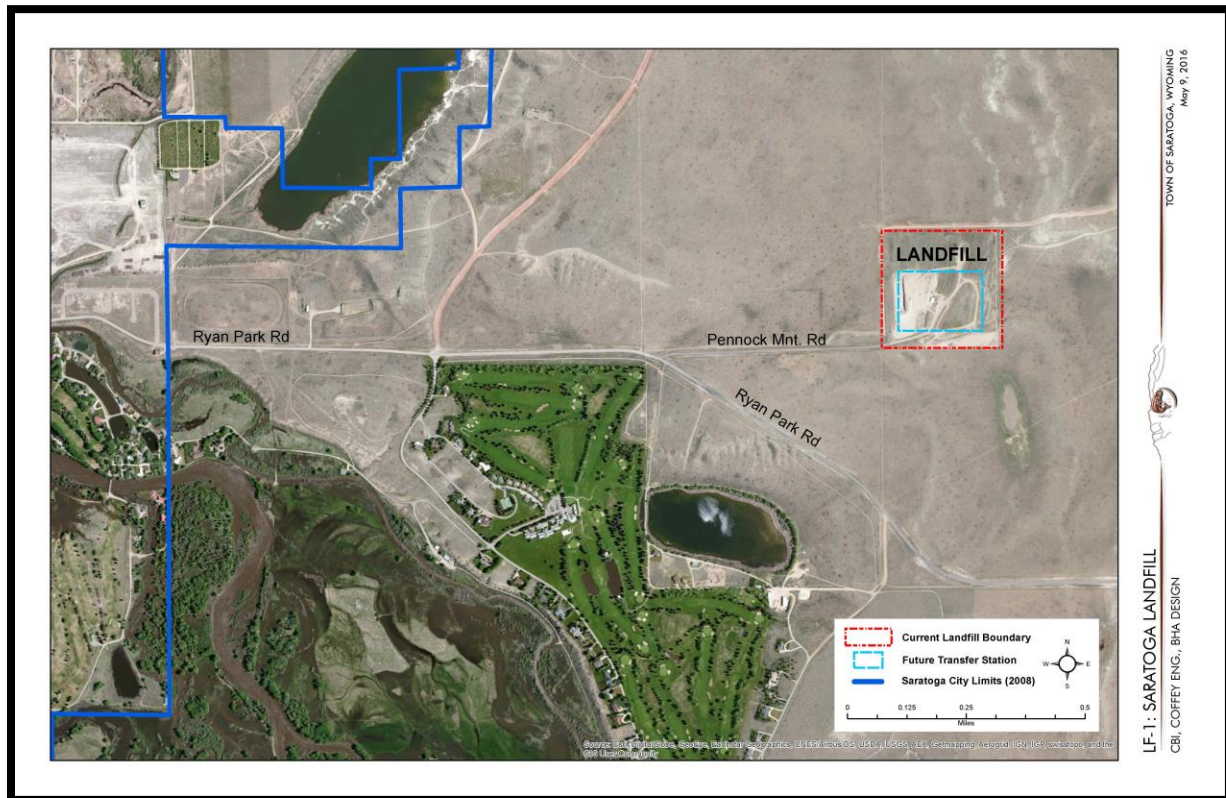
Solid Waste

Upper Platte Valley Solid Waste Disposal District (District)

The District was formed in 1991 and provides solid waste disposal to approximately 3,500 users in a district area that is roughly from the Snowy Range Divide to the Sierra Madre Divide, from I-80 to the Colorado border. The District Joint Powers Board is made up of five volunteer members, one from each of the three communities of Riverside, Encampment and Saratoga and two at large members who reside within the district boundaries.

The district serves the communities of Saratoga, Encampment, and Riverside and the surrounding rural areas with Encampment and Riverside comprising about 1/3 of the total served users. The district is served by two commercial collection companies, Sunrise Sanitation and Evergreen Disposal.

All of the billing and collections are done by the three respective communities of Riverside, Encampment and Saratoga. These communities are allowed free waste disposal and are paid a user fee of \$0.55, per residential and commercial billing, for their efforts.



Current & Future Facilities

The Saratoga landfill is currently under private contractor operation and is using its last primary pit for waste. The landfill does have a separate pit for construction/demolition waste and recycles green waste and steel. While the current landfill is operating within its last primary pit, the capacity and ability to serve the current 3,500 users is sufficient and the District does not anticipate any population growth to exceed the operating capacity of the current landfill nor the future transfer station. The proposed transfer station is currently designed to handle up to double the present amount of users.

The District participated in a state required integrated solid waste disposal study in 2009. The base result of that study concluded that closing of the landfill and construction of a new transfer station in Saratoga would be the most responsible way to go forward with waste disposal for the district. The decision to move to a transfer station was partly driven by the State mandate that starting January 1, 2015 all landfills in Wyoming must be lined or waste be sent to a facility that is lined. The Saratoga landfill is not currently lined.

Work is currently underway to design and finance a transfer station and recycling center to be constructed at the Saratoga landfill location. The District has not settled on a final waste disposal site to transfer the waste to as yet. Location options are Casper (150 miles), Rock Springs (150 miles) or Laramie (100 miles). All three locations are willing to accept the district waste at this time. Construction, demolition, and inert materials will be allowed to be disposed of in the adjacent construction-demolition pit opened in 2013. This area has an estimated site life of 80+ years based on current volumes. The current landfill is expected to be closed by August 2016.

The new transfer station is expected to be permitted as a low volume/low hazard facility and limited to no more than 10 acres in size and not producing anymore than five tons of waste per day average. With the construction of the new transfer station and recycling facility, the type and volume of recyclables is expected to expand from current capacity. Currently the District ships approximately 120-160 tons of recyclables per year.



Electrical Power Infrastructure

Existing Infrastructure and Conditions

The Town of Saratoga's electric power supply configuration is depicted in Figure EP-1 in Appendix A. Electric power is provided by Carbon Power (CP&L) and Light through (1) one transmission substation located outside the city limits and (1) one distribution substation located within the city limits. These substations feed a network of various powerlines that consist of a fairly even mix of Phase I and Phase III power supply. The Trowbridge Transmission Substation is located approximately 1.7 miles north of Saratoga off of Highway 130. The substation is owned and maintained by Tri-State Generation and Transmission (G&T) and is 12/16/20 MVA currently operating at 12 MVA. This transformer has a 20 MVA capacity with the addition of supplemental cooling and receives a seasonal (winter) peak loading of around 9.4 megawatts.

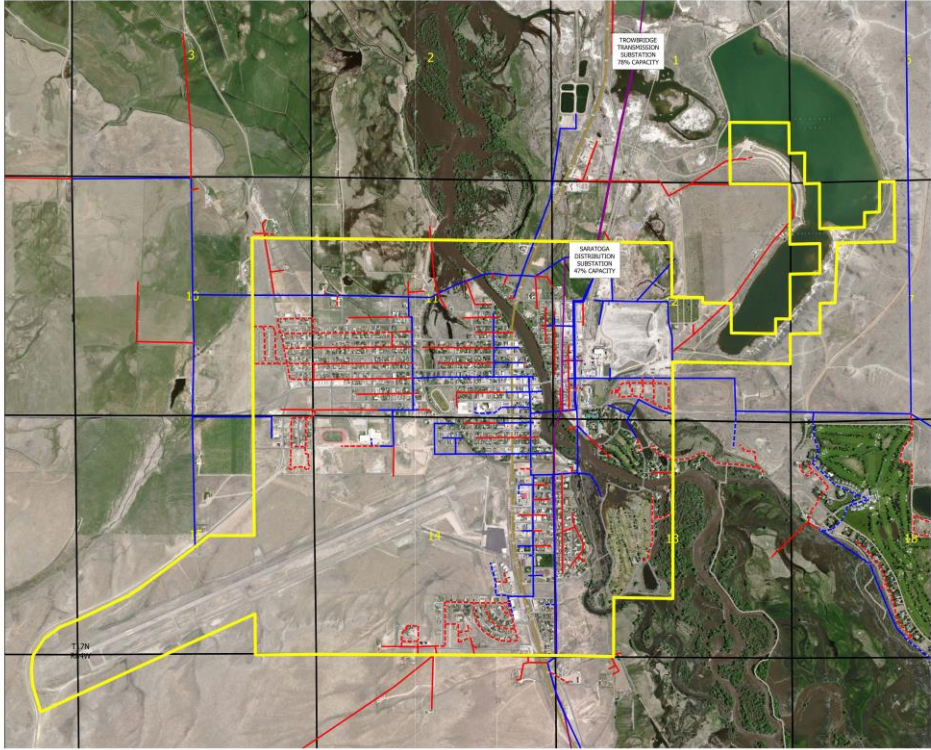
The Saratoga Substation is located approximately a quarter mile north of Cemetery Road at the intersection with Chatterton Drive. The substation has a winter peak of about 4.7 megawatts, and the transformer is rated for 10 MVA.

Future Growth & Maintenance

Based on conversations with CP&L and taking into consideration the maximum capacities of the infrastructure (substations) already in place in Saratoga, it is anticipated, even with a population increase in excess of 3,000 people, that there will be plenty of power supply for the community and surrounding area.

CP&L does not anticipate as a result that any additional infrastructure will need to be constructed and that simply by maintaining the elements that already exist, adequate and reliable power supply will not be an issue.





- TRANSMISSION
- 3 PHASE
- 1 PHASE
- CITY LIMITS (2008)

REFERENCE:
CARBON POWER AND LIGHT

ELECTRICAL POWER
CBI, COFFEY ENG., BHA DESIGN

TOWN OF SARATOGA, WYOMING
May 9, 2016



Telecommunications and Fiber Optic (Data) Infrastructure

Existing Infrastructure and Conditions

The Town of Saratoga currently has (1) one primary fiber optic data line which is provided by Union Wireless. The fiber line is a branch line that comes off of the primary lines that run parallel to Interstate-80. This branch line goes south from Walcott Junction and parallels Highway 130 into Saratoga; it consists of a conduit with 90+ count fiber (Figure FO-1).

The condition of the line is assumed to be good as it was recently installed within the past few years. Residents in the Town of Saratoga are able to get phone, cable television, and high-speed internet through Union Wireless who is the owner and service provider.

Potential for Growth

The Town of Saratoga is located in the Southeast Quadrant of the State as categorized by the “Wyoming Statewide assessment of infrastructure necessary to support data centers throughout the State” prepared by TMNG Global, Inc. in March of 2012. This particular quadrant was classified as having power and/or fiber shortcomings outside of I-80, I-25, and 211 via Horse Creek to Laramie.

This means certain areas including the Saratoga, Riverside, and Encampment region have been identified as having poor service or lacking availability to reliable and strong power/fiber infrastructure and that there will need to be some infrastructural improvements in these areas to not only improve service to the current users but especially to attract/accommodate any potential future residents and businesses.

These types of improvements or upgrades are currently being made across the State via the Wyoming Broadband Initiative program which has allocated State funds for increasing broadband access across the State. One of the program’s main initiatives is to create multiple high-speed state-owned routers which would give local service providers the guaranteed customers and revenue needed to invest in their own upgrades to local routers and infrastructure. Those improvements in service speed would then be available to benefit private individuals and businesses in the area.

Natural Gas Infrastructure

Existing Infrastructure and Conditions

The Town of Saratoga’s gas infrastructure configuration consists of (1) one transmission substation located outside the city limits and (1) one distribution substation located within the city limits. These substations feed a network of various powerlines that consist of a fairly even mix of Phase I and Phase III power supply. See Appendix A for Natural Gas Utility Map.

The Trowbridge Transmission Substation is located approximately 1.7 miles north of Saratoga off of Highway 130. The substation is owned and maintained by Tri-State Generation and Transmission (G&T) and is 12/16/20 MVA currently operating at 12 MVA. This transformer has



a 20 MVA capacity with the addition of supplemental cooling and receives a seasonal (winter) peak loading of around 9.4 megawatts.

The Saratoga Substation is located approximately a quarter mile north of Cemetery Road at the intersection with Chatterton Drive. The substation has a winter peak of about 4.7 megawatts, and the transformer is rated for 10 MVA.



Drainage and Flood Management

The North Platte River running through the center of town is the heart of Saratoga's history and continued vitality. Its flooding, however, is also Saratoga's greatest potential natural hazard. Runoff from stormwater and snow melt in the Town drains to the river from both its east and west banks. Historically, runoff from within the Town has had limited impact on flooding but it arises from the same snow melts and rain events that contribute to rising river levels, potential ponding and limited flooding within town.



Surface Drainage

The Town of Saratoga is currently exempt from participation in the National Pollution Discharge Elimination System (NPDES) program for stormwater discharges due to a demonstrated lack of impact on water quality. Consequently, treatment and discharge of stormwater and surface runoff is neither mandated nor regulated by federal or state permit. The objective of storm and surface water collection and management for the Town of Saratoga, then, has been directed at immediate, practical drainage problems affecting the protection of public health, safety and property as identified by the community—e.g. erosion of existing roads, ponding in streets (turning to ice in winter conditions), ponding or flooding of lots.

A comprehensive study of the town's storm drainage system was last made in 1978. At this time the town's population was around 3,000, very close to the current population projection for this plan. The study included hydrologic and geotechnical evaluations, concluded that the existing drainage facilities were inadequate and made two specific recommendations for construction:

1. Construct drainage facilities, including modifications to Hugus Ditch, as soon as possible to minimize flooding and erosion of streets;
2. Pave all streets and include concrete curb and gutter.

With due consideration of the 1978 study, the Town has opted to not fully implement the study's recommendations and infrastructure has not changed significantly since the time of the report. The reasoning is that there has been no danger or significant imposition to the public due to flooding or ponding from surface runoff within the Town. Therefore, the Town has felt that there is little benefit to be derived from large increases in capital expenditures in this area.



While the 1978 study proposed several improvements for collection and disposal of storm runoff, as well as basement sump discharge, within the Town of Saratoga, there has been little need expressed by citizenry for the management of surface runoff. This suggests that there has been little detrimental effect from storm or snow-melt runoff noted by the Town and, therefore, little need for improvements. This master plan echos the report's recommendation for the Town to investigate the cost-effectiveness of providing a collection and disposal system for the numerous basements in the lower areas of the community currently require sump pumps to stay dry. In addition, construction materials and techniques should be required for the construction of new basements in this area to prevent or minimize the need for sump pumps.

Flood Hazard and Management

The flood waters of the North Platte River have risen above the bank elevation in Town on at least four recorded occasions: 1917, 2010, 2011 and 2014. Only the heroic sandbagging efforts of volunteer townsfolk and the Wyoming National Guard have prevented the overflow from reaching residences and commercial buildings and causing damage.

In the past, buildings erected prior to the creation of their FIRM maps were exempted from higher flood insurance rates. These buildings will now have to eventually comply with the higher insurance rates. In general, this means that significantly higher rates will be required for structures existing within special flood hazard areas (SFHA). Once FEMA re-establishes the base flood elevation for The Town of Saratoga, the Town may want to reassess community flood insurance needs and participate in the grant and assistance programs to assist businesses and individuals to implement appropriate measures to achieve this transition.

Lateral erosion of the river banks due to spring flooding also inflicts real property loss, as well as danger to public health and safety along the river's path through town. A recent study indicates that controlling flood elevations through the natural river forming process would be negligible.

Fundamentally, two options exist for the Town to protect its flood zone properties and flood insurance eligibility from overtopping of the riverbanks: designing and building a levee system along the river banks that expose the town to flooding; and/or flood proofing the structures remaining within the flood zone. Designing, permitting and constructing levees is an expensive and long process requiring approval and involvement of the U.S. Army Corps of Engineers. Flood proofing existing structures may be a more feasible alternative with some money available for such renovations through federal hazard mitigation assistance programs.

To appropriately address the town's potential vulnerability to flood hazard, this plan recommends the Town of Saratoga first work closely with FEMA as the agency updates its FIRMs to establish a clear and realistic base flood elevation. Once this is accomplished, the Town can prepare an analysis of flood protection alternatives. In addition, it is recommended that the town evaluate the cost benefit of controlling sedimentation and lateral bank erosion through measures recommended by the River Study. The Town may also look into developing a program to assist businesses and individuals achieve optimal premiums on their flood insurance.



VISION STATEMENT AND THEMES

CORE VISION AND MISSION STATEMENT

The Vision for Saratoga represents the community's long-term values and aspirations. The vision builds on the best characteristics of the community today and identifies what residents would like Saratoga to be in the future. It ensures that values and goals of residents are accurately reflected in the Master Plan's elements, policies and frameworks. This mission, vision and summary of the strengths, weaknesses, opportunities and threats, developed from the public engagement process for the Saratoga Master Plan.

Vision Statement

Saratoga, "Where the Trout Leap in Main Street", prides itself on its people, its rustic community heritage, its first class outdoor recreational opportunities and its constant quest to dream big.

Saratoga will continue to:

- Be a beautiful, rustic, small town values kind of place.
- Be a welcoming, safe, and family-oriented community.
- Maintain a quality education system and workforce training programs.
- Be a community where our young people can stay or return to live and work.
- Encourage citizen involvement and enhance public trust.
- Welcome visitors to our community to hunt, fish, camp and explore the great outdoors.
- Understand the value of investing in our community in order to maintain a diversified, strong economy and environment.
- Emphasize healthy lifestyles through our recreational opportunities and excellent healthcare resources.



STRENGTHS, WEAKNESSES, CHALLENGES, AND OPPORTUNITIES

STRENGTHS - Internal characteristics that allow the organization to take advantage of opportunities and accomplish its vision/mission		WEAKNESSES – Internal characteristics that could stand in the way of organization's vision or mission	
INTERNAL CHARACTERISTICS	<ul style="list-style-type: none"> • Abundance of quality natural resources • Beautiful, rural setting • Hot springs and hobo pool legacy • Agricultural heritage • North Platte River and access to Snowy Range and Medicine Bow National Forest • Outdoor recreational opportunities and wildlife • Tourism • Guest ranches - "Five Star" accommodation facilities • Corbett Medical Foundation; telemedicine • Platte Valley Community Center • Availability of vacant, developable land • Solid core group of affluent, community benefactors • Good, talented, giving people • Community spirit • Small but mighty volunteer base • Airport (Shively Field) 		<ul style="list-style-type: none"> • Overall appearance of town • Inconsistent administration of zoning and nuisance codes • Outdated utility infrastructure • Limited financial resources • Lack of low income and workforce housing • Difficulty recruiting and retaining employees • Truck traffic and noise in residential areas • Lack of childcare facilities • Inadequate indoor recreational facilities, programs, and winter activities • Lack of lodging and restaurants • Limited youth activities • Limited indoor winter activities • Economic seasonality • Poor telecommunications system • No public transportation
OPPORTUNITIES – Factors outside of the organization that allow it to take action to accomplish its mission/vision		THREATS – Factors outside of the organization that stand in the way of its efforts	
EXTERNAL FACTORS	<ul style="list-style-type: none"> • Capitalizing on tourism potential for year-round outdoor recreation opportunities • Development of river corridor, hot springs and Saratoga Lake • Bicyclists and hikers – National trail systems • Crisp, clean air • Higher Education platform in community • Greater use of airport facility • Expanded use of Platte Valley Community Center • Better marketing of community assets • Entrepreneurial ventures, including cottage and value added industries • Accessibility of fiber optic trunk • Clean-up of town • Expand cooperation among local businesses to provide tourist accommodations and restaurant venues • Expanding public transportation 		<ul style="list-style-type: none"> • Federal Government regulations • Aging community • Aging infrastructure • Flooding and drought of River • Health of forest and impact on recreation and timber industry • State revenue picture • Energy impact • Split opinions on growth • Reduced donor contributions to community • High elevation and winter accessibility to community • Healthcare services



THEMES FOR FUTURE GOALS

The following broad themes emerge from the Saratoga visioning process and are the organizing framework for the Master Plan.



1. Community Pride & Character

Residents of Saratoga value the unique character and identity that sets them apart from surrounding communities. The Town will continue to maintain and enhance the character of the community by enhancing the appearance of town streets and public spaces and by developing a brand that describes what Saratoga is. The Town will actively collaborate with civic organizations, volunteer groups and other entities to best meet the needs and desires of the entire population.

2. Healthy Intergenerational Community

The Town of Saratoga will work to ensure a safe and secure feeling throughout the community, and to provide opportunities for all residents to lead active, healthy lifestyles. The Town will also coordinate with service providers to ensure access to health and human services, and educational opportunities for residents of all ages.

3. Residential Neighborhoods - Housing

To maintain quality, stable neighborhoods in Saratoga, the Town will promote new development to include a variety of housing options and encourage compatible infill development. New housing will be well-built and take advantage of existing utilities and services when possible. The Town will encourage amenities that promote biking and walking, and also amenities like common areas that contribute to livable and desirable neighborhoods.

4. Quality Utility and Transportation Infrastructure

The Town will continue to work with service providers to maintain and enhance utility services, infrastructure, and transportation options and connectivity. The Town will seek



steady funding and resources to build and maintain infrastructure, in close coordination with other service providers.

5. Unique Natural Environment with Great Recreation Choices

Saratoga residents and visitors enjoy town parks and recreational opportunities as well as the area's unique and scenic natural environment. The Town will conserve and protect parks, open spaces, and the North Platte River while improving and expanding opportunities for recreation in town and surrounding areas.

6. Vibrant Economy and Tourism Industry

The Town will collaborate with the local business community, Carbon County Economic Development Association, the Saratoga/Platte Valley Chamber of Commerce, Carbon County Visitor's Council, and other partners to maintain existing jobs and businesses and promote the creation of new employment opportunities to strengthen the economy. The Town will also work with existing entities and the surrounding counties to expand tourism venues that tap into Saratoga's history, natural environment, and abundant recreation opportunities.

7. A Well-Planned Community

To maximize available land, the Town will encourage new development to utilize existing services and facilities. The Town and the County should have a single vision for the future development of the one-mile buffer areas surrounding the town.



COMMUNITY PRIDE & CHARACTER

This section addresses Saratoga's overall appearance and unique character, as well as community aesthetics related to development.

Residents of Saratoga value the unique character and identity that sets them apart from surrounding communities. The Town will continue to maintain and enhance the character of the community by enhancing the appearance of town streets and public spaces and by developing a brand that describes what Saratoga is. The Town will actively collaborate with civic organizations, volunteer groups, and other entities to best meet the needs and desires of the entire population.

Guiding Principles

- *Small town feel, sense of community spirit*
- *Volunteerism*
- *Community engagement, involvement and provide opportunities to serve*
- *Pride in appearance of community*

Goals

- *Preserve the area's unique history and culture.*
- *Development of consistent brand for community.*
- *Engage youth, seniors, and entire community in civic processes and volunteer efforts.*
- *Continue to support entertainment, culture and the arts.*
- *Clean up community gateways, public property and roadway corridors.*
- *Encourage private property clean-up and improvements.*



Goal: Preserve the area's unique history

- Maintain and celebrate Saratoga's hot springs asset.
- Capitalize on access to world class fishing, hunting and recreation.
- Preserve the community's agricultural heritage.
- Support and promote the Saratoga Museum.

Goal: Development of consistent brand for community

- Develop strategies to build the reputation, appearance and vitality of Saratoga by use of a common promotion theme.
- Sponsor effort to develop a unique marketing message for economic development.
- Develop multi-pronged marketing effort tied to core message.

Goal: Engage youth, seniors, and entire community in civic processes and volunteer efforts

- Provide meaningful opportunities for the public to discuss and provide feedback about community issues, and provide opportunities for volunteerism and civic participation.
- Build a strong sense of community by encouraging local events, such as music in the park, farmer's markets, clean-up days, and others.
- Elected leaders should be enabled and encouraged to obtain necessary training from appropriate organizations such as the Wyoming Association of Municipalities (WAM), and similar organizations that support local elected leaders.



Goal: Continue to support entertainment, culture and the arts

- Emphasize the community culture, including the Museum, festivals, and other cultural offerings.

Goal: Clean up community gateways, public property and roadway corridors

- Work with WYDOT on state highway corridor amenities.
- Look at the development standards for new commercial applications and require landscaping areas. Feature coordinated signage, landscaping, rockscape, and lighting on community gateways and major roadway corridors.

Goal: Encourage private property clean-up and improvements

- Work with neighborhoods on maintenance and nuisance issues through enforcement of existing regulations.
- Use proactive approaches such as organized neighborhood clean-ups and volunteer-led improvement projects.



HEALTHY INTERGENERATIONAL COMMUNITY

Fostering a healthy intergenerational community, coordinating with social services and education, and community engagement and involvement are all keys to a healthy community. In order to promote community health, maintaining a suitable level of emergency services, providing opportunities for physical activity, and maintaining and expanding medical and health facilities, are important.

The Town of Saratoga will work to ensure a safe and secure feeling throughout the community, and provide opportunities for residents to lead active, healthy lifestyles. The Town will also coordinate with service providers to ensure access to health and human services, and educational opportunities for residents of all ages.

Guiding Principles

- *Quality access to health and human services*
- *Educational opportunities for residents of all ages*
- *Healthy, multi-generational workforce*

Goals

- *Support development of more licensed childcare facilities*
- *Support development and facility improvements to pre-school facilities*
- *Evaluate opportunities for seniors to age in place*
- *Utilize existing facilities to the fullest and most comprehensive extent possible, including Platte Valley Community Center, churches, senior center, recreation facilities, etc.*
- *Create youth/young adult leadership/mentoring program*
- *Improve overall health of all residents and visitors*
- *Work to provide better vocational and higher education training opportunities in community*
- *Solve problem of transportation to out of town medical appointments for seniors*
- *Support development of better ambulance, substance abuse and mental health services*
- *Foster and encourage a safe and healthy community by providing adequate indoor recreation, especially for youth*
- *Maintain a walkable community setting*



Goal: Support development of more licensed childcare facilities

- Conduct Needs Assessment of current childcare needs, including nature and extent of market and market area; target market; extent of competition and calculation of unmet need.
- Develop Operational and Financial Feasibility Study.
- Analyze best practices.

Goal: Support development and facility improvements to pre-school facilities

- Evaluate capacity and adequacy of current pre-school facilities.
- Evaluate facility alternatives and possible new construction options.

Goal: Evaluate opportunities for seniors to age in place

- Review the “AARP – Aging in Place Toolkit for Local Governments” available on line.
- Review zoning ordinances to allow converting garages or basements to allow for “granny flats” in residential areas.
- Promote infill of existing town lots for smaller senior housing units.
- Designate areas by clinic and nursing home as future location of assisted living.
- Evaluate options for subsidized housing for senior housing development.

Goal: Utilize existing facilities to the fullest and most comprehensive extent possible, including Platte Valley Community Center, churches, senior center, recreation facilities, etc.

- Increase marketing of the Platte Valley to state associations and business training opportunities in the community and specifically Platte Valley Community Center.

Goal: Create youth/young adult leadership/mentoring program

- Encourage student involvement with Saratoga Town Council.
- Work with chamber to develop young professions group.
- Work with the Platte Valley Community Center on pursuing a mentorship or young professional program.

Goal: Improve overall health of all residents and visitors

- Maintain existing medical and healthcare facilities and services and pursue opportunities to expand local healthcare options, including development of stronger home health care services.
- Evaluate options to prohibit smoking in public places.

Goal: Work to provide better vocational and higher education training opportunities in community

- Coordinate with all levels of educational providers including early childhood programs, Carbon County School District #1, Carbon County Higher Education, and others to maintain quality and safe educational opportunities for all residents.
- Encourage contractor certification training program; trade schools for a variety of trades and



- apprentice programs.
- Utilize WorkKeys testing.

Goal: Solve problem of transportation to out of town medical appointments for seniors

- Utilize and support the Senior Center public transportation options.
- Encourage Senior Center to expand outreach for the existing public transportation opportunities available.
- Work with other communities in Carbon County to evaluate options.

Goal: Support development of better ambulance, substance abuse and mental health services

- Support health service providers and emergency services.
- Facilitate and support adequate funding and treatment options for the prevention of drug and alcohol abuse.
- Support meaningful extra-curricular activities, events, and opportunities for all.

Goal: Foster and encourage a safe and healthy community by providing adequate indoor recreation, especially for youth

- Evaluate opportunities for expanded use of gyms, and other indoor recreation options.

Goal: Maintain a walkable community setting

- Integrate opportunities for residents to be physically active by incorporating a connected system of parks, trails, sidewalks, and recreation facilities throughout the community.



RESIDENTIAL NEIGHBORHOODS: HOUSING

To maintain quality, stable neighborhoods in Saratoga, the Town will promote new development to include a variety of housing options and encourage compatible infill development. The Town will encourage amenities that promote biking and walking.

Guiding Principles

- *New housing will take advantage of existing utilities and services when possible*
- *Efforts to construct new housing should emphasize infill in existing developed areas where possible*
- *Amenities that promote walking and biking and common areas that contribute to livable and desirable neighborhoods will be encouraged.*

Goals

- *Expanded range of housing type, including independent senior housing, assisted living and workforce housing*
- *Infill development*
- *Retention of quality neighborhoods*
- *Incentive options for development of affordable housing*
- *Incorporation of trails, parks and recreational facilities into residential neighborhoods.*

Neighborhood design can help retain and enhance these desirable characteristics. Housing opportunities that are affordable, energy efficient and that provide access to a range of valuable community services support and promote a safe, viable and healthy community. Connectivity within neighborhoods is a key to quality of life and the building of relationship among neighbors.

80% of Saratoga's homes are single-family structures and 67% of all housing units were built prior to 1980. Housing growth needs for both rental and homeowner properties are estimated to grow between 4.2% and 14.6% from 2015 to 2040.



Goal: Expanded range of housing type, including independent senior housing, assisted living and workforce housing

- Accommodate the development of higher density housing options, such as multi-family residences, townhomes, accessory dwelling units, senior housing facilities, and mixed-use development to supplement the Town's existing supply of single and two-family homes and to satisfy the future housing needs of a changing population.
- Target development of additional senior housing, including congregate and independent units, especially a licensed assisted living facility.

Goal: Infill development

- Channel most growth and investment towards existing, developed areas of the community to make efficient use of existing infrastructure and services.
- Encourage reuse of existing buildings, redevelopment or intensification of underutilized properties.

Goal: Retention of quality neighborhoods

- Maintain amenities that enhance the quality of life in neighborhoods, including schools, parks, sidewalks, trails, recreational facilities, trees and common open space areas.
- Enforce the Town's adopted nuisance regulations to ensure the upkeep and maintenance of individual properties.
- Ensure that new development is compatible with existing development, in terms of lot pattern, building orientation and scale, materials, and uses.
- Align future capital improvement projects with areas identified for reinvestment to maximize benefits to deteriorating or neglected residential areas (street repairs, sidewalk installation or repair, utility upgrades, etc.).

Goal: Incentive options for development of affordable housing

- Encourage manufactured housing to provide quality and cost advantages over site-built housing.
- Evaluate zoning, subdivision ordinances, architectural design standards, and other requirements which can limit the number of locations where manufactured housing can be placed.
- Evaluate and mitigate regulatory barriers for low-income apartment housing developments.
- Promote the use of manufactured housing in HUD-Code parks and infill in traditional subdivisions, along with allowing placement in new single-family subdivisions.

Goal: Incorporation of trails, parks and recreational facilities into residential neighborhoods.

- Incorporate alternative pathways that encourage pedestrian and bicycle use into development standards. These are expectations of all generations and add value to neighborhoods.



QUALITY UTILITY AND TRANSPORTATION INFRASTRUCTURE

The Town will coordinate, maintain and enhance utility services, infrastructure, and transportation options and connectivity.

Guiding Principles

- *Steady funding and resources to build and maintain infrastructure is vital.*
- *Infrastructure (water, sewer, streets, storm water), is a critical element of a community's quality of life.*
- *Safety of pedestrians and bicyclists is important and development of additional trails and walkways is desirable.*
- *Quality telecommunication allows remote location connectivity.*

Goals

- *Improved telecommunication service (cell phone, internet, landlines).*
- *Develop additional walking/biking paths from outlying areas of town and connectivity within community.*
- *Evaluate options for pedestrian crossing safety and line of sight improvements along the state highway routes and town streets.*
- *Better enforcement of designated truck routes.*
- *Develop long range capital improvement plan to properly plan and implement phased system repair, maintenance and expansion of town*
- *Infrastructure improvements*
- *Explore options for public transportation to access surrounding community services.*

Saratoga prioritizes maintaining and improving utilities and infrastructure. It will focus on the transportation network, enhanced options for mobility, and new development's ability to receive service. In order to maintain and upgrade the transportation network, the Plan encourages a capital improvement plan, sufficient funding, and coordination with other transportation entities.



Goal: Improved telecommunication service (cell phone, internet, landlines)

- Work with existing providers to encourage service improvements.
- Reach out to competitive suppliers to compare service availability and range.
- Support expansion and upgrade of telecommunications throughout region.

Goal: Develop additional walking/biking paths from outlying areas of town and connectivity within community

- Develop the abandoned railroad right-of-way adjacent to the river as a pedestrian pathway.
- Develop pedestrian pathway from Airport to town center.

Goal: Evaluate options for pedestrian crossing safety and line of sight improvements along the state highway routes and town streets

- Explore pedestrian signage and pedestrian-activated lights at Bridge Street in downtown Saratoga.
- Study on-street parking options in congested downtown area near intersections.

Goal: Better enforcement of designated truck routes

- Enforce truck routes in the use of routes that do not transport through inappropriate areas in town.
- Explore alternative truck parking areas.

Goal: Develop long range capital improvement plan to properly plan and implement phased system repair, maintenance and expansion of town

- Develop a long-term Capital Improvement Plan, for all infrastructure that describes the characteristics and condition of infrastructure, levels of service expected, planned improvements and financing strategies.

Goal: Infrastructure improvements

- Develop and adhere to a Capital Improvement Plan for utility infrastructure to aid in the prioritization and planning of projects, including stormwater systems, wastewater treatment facility and water transmission and distribution systems.
- Encourage early involvement with other utility providers during future expansion projects or rehabilitation projects to allow for maximum opportunity of coordination.
- Ensure that user fees for water and wastewater appropriately cover the operating and appropriate capital costs of these funds without requiring subsidization from general funds.

Goal: Explore options for public transportation to access surrounding community services

- Work with surrounding communities to explore shared public transit service.



UNIQUE NATURAL ENVIRONMENT WITH GREAT RECREATION CHOICES

Saratoga residents and visitors enjoy town parks and recreational opportunities as well as the area's unique and scenic natural environment. The Town will conserve and protect the North Platte River, Hobo Pool, open spaces, and public parks while improving and expanding opportunities for recreation in town and surrounding areas.

Guiding Principles

- *The North Platte River is a tremendous asset to be restored, maintained, protected and celebrated.*
- *The Hobo Pool hot springs is important to the Town's overall heritage and recreation potential.*
- *Good stewardship of lands, air and water quality and open spaces ensures a legacy for future generations.*
- *Conservation and protection of parks and open spaces is vital to maintain a quality small town.*
- *Expansion of winter recreation opportunities improves economic diversification and adds to the overall quality of life.*
- *Supporting and expanding summer recreation opportunities will bring more visitors to the community.*

Goals

- *Preserve and expand recreational opportunities along North Platte River while protecting surrounding property from flood hazards.*
- *Enhance park and recreational opportunities and facilities, especially Tyler Pickett Park, Veterans Island and the pool complex (Hobo Pool, Municipal Pool, Good Times Park).*
- *Promotion of winter recreational opportunities.*
- *Development of camping facilities for cross-country bikers/hikers.*
- *Development of expanded recycling program.*
- *Capitalizing on high elevation, clear skies and low light level.*

Medicine Bow National Forest surrounds the Town and the North Platte River crosses the community, offering natural habitat for many species and recreational opportunities. Conservation and stewardship of these natural resources should be a key priority of the community.

Recreation choices in Saratoga and the surrounding area are a draw for visitors and residents. The Hobo Pool, Saratoga Resort and Spa Golf Course, Platte Valley Community Center, and the multitude of parks in-town provide options for many interests and abilities.



Public demand and population growth will be a big factor in determining the future needs for public parks, trail systems, and pathways in the community. It will also be important to protect future right-of-way extensions, identify drainage basins, and other natural green space locations, including parks and recreational areas, and other town-owned properties.

Preserving the natural environment while providing great recreation choices, maintaining park and recreational facilities and expanding recreational opportunities along the North Platte River are all important to maintaining the quality of life in Saratoga.

Goal: Preserve and expand recreational opportunities along North Platte River while protecting surrounding property from flood hazards

- Explore opportunities to develop fish habitat, small boat ramps, picnic areas, interpretive centers, and access points along North Platte River.
- Encourage development/redevelopment of town-owned former Water Treatment Plant property adjacent to River.
- Revive river project committee.

Goal: Enhance park and recreational opportunities and facilities, especially Tyler Pickett Park, Veterans Island and the pool complex (Hobo Pool, Municipal Pool, Good Times Park)

- Accommodate people of all abilities (including children, disabled and elderly) in the design of all park, open space, and recreation facilities.
- Design new park, recreation, and open space facilities to require minimal maintenance and upkeep to reduce costs and ensure durability.
- Develop Trail system to connect key community destinations like parks, recreation areas, downtown, neighborhoods, and other destinations through a complete, connected network of trails and sidewalks.

Goal: Promotion of winter recreational opportunities

- Continue to market snowmobile, snowshoeing and cross-country skiing opportunities in area.

Goal: Development of camping facilities for cross-country bikers/hikers

- Flat developable land is available adjacent to the Hobo Pool and Veterans Island that is conducive for the location of tent camping for bikers and hikers.
- Paved surface trails should be developed as much as possible to accommodate bicyclists.

Goal: Development of expanded recycling program

- Evaluate current solid waste operations in the area and identify options and goals for recycling and composting.
- Encourage alternative energy use and “green” construction products and methods where feasible.



Goal: Capitalizing on high elevation, clear skies and low light level

- Work with International Dark-Sky Association (IDA), a non-profit organization whose mission is "to preserve and protect the night time environment and our heritage of dark skies through quality outdoor lighting.
- Provide training to retrofit existing lighting to protect the night skies.



VIBRANT ECONOMY AND TOURISM INDUSTRY

The Town will collaborate with the local business community, Carbon County Economic Development Corp, the Saratoga/Platte Valley Chamber of Commerce, Carbon County Visitor's Council, and other partners to maintain existing jobs and businesses and promote the creation of new employment opportunities to strengthen the economy. The Town will also work with existing entities and the surrounding counties to expand tourism venues that tap into Saratoga's history, natural environment, and abundant recreation opportunities.

Guiding Principles

- *Adherence to all of the Building Blocks of Economic Development is necessary.*
- *Expanding tourism venues that tap into Saratoga's history, natural environment, and abundant recreation opportunities is crucial.*
- *The timber industry is a viable economic development driver in the community.*

Goals

- *Leadership/Civic Development/Public Policy*
- *Quality of Life*
- *Workforce Development*
- *Infrastructure Development*
- *Existing Business Development*
- *Entrepreneur Development*
- *New Business Recruitment*

Saratoga's economy is successfully attracting tourism, yet efforts to attract greater tourism to the community would be helpful. Current retail options and services, especially lodging establishments and restaurants, (both for residents and visitors), are limited. While the market for new retail/commercial options may be limited, this Plan supports commercial services that enhance the daily life and convenience for Saratoga residents and visitors.

The retention and expansion of existing employers and businesses and the addition of new employers and businesses will continue to be emphasized.

Most economic growth comes from existing businesses. The reality is that job growth, income growth, and a growing tax base is almost exclusively driven by existing businesses that are expanding. Many economic development programs expend too many resources (and are expected) to recruit new business.



While building on existing businesses does not prioritize economic diversification, business expansion and retention should be the primary focus of Saratoga’s economic development efforts. Existing strengths – like the timber industry and tourism – will continue to drive the economic engine.



Reliable telecommunications infrastructure is an increasingly important aspect of business and economic development considerations, and is also beneficial in attracting visitors and new residents who work remotely.

Many of the following economic development goals have also been addressed in earlier sections specific to those thematic areas. They are duplicated here in order to emphasize their importance in a balanced economic development approach.

BUILDING BLOCKS OF ECONOMIC DEVELOPMENT

This plan addresses each of the “building blocks” of economic development, as characterized by the Wyoming Business Council (WBC) and the Wyoming Economic Development Association (WEDA), as follows:

- Leadership/Civic Development/Public Policy
- Quality of Life
- Workforce Development
- Infrastructure Development
- Existing Business Development
- Entrepreneur Development
- New Business Recruitment

The building blocks are all important, but foundational issues need to be in place before reaching the top goal of new business development. In fact, many people misunderstand economic development and believe that it is only successful when it brings new businesses to the community. The reality is that all of the building blocks must be addressed, and only when all of the underlying blocks are in place can recruitment succeed. Thus, a good way to view the building blocks is in a pyramid shape, as shown in the following diagram.

By creating and implementing a local economic development plan with goals to address all of these building blocks, success can be appropriately measured across all efforts, not just business recruitment.





Goal: Leadership/Civic Development/Public Policy

- Provide leadership, coordination and support for local organizations and business groups such as the Carbon County Economic Development Corporation, Platte Valley Chamber of Commerce, Carbon County Visitor's Center, Wyoming Business Council, and educational providers to support existing businesses retention and expansion.
- Improve the quality of community leadership; engage residents in the future of the community, and create/implement public policy that supports economic growth.
- Strive for informed and transparent decisions, recognition of the need for financial support, and a pro-business approach to policy.

Goal: Quality of Life

- Coordinate with local organizations and businesses, the SPVCC, Wyoming Office of Tourism, and others to enhance the tourism industry and visitor experience in Saratoga.
- Support expanded lodging and restaurant offerings and activities.
- Enhance tourism assets like recreational businesses and facilities to broaden the range of “things to do” for local residents.
- Maintain and support existing community attractions and visitor facilities including the PVCC, museum, parks, recreation facilities, and Hobo Pool.
- Showcase the community's unique resources and history through the continuance and expansion of seasonal events and activities.



Goal: Workforce Development

- Develop the skills and wages of local workers, attract new workers to the community, and provide necessary support for the local labor force.
- Make special efforts to increase the presence of Carbon County Higher Education and the University of Wyoming in the community.
- Utilize the Wyoming Workforce Development Training Fund. Work with local community colleges and other trainers on a business-by-business effort to improve worker skills and productivity.
- Focus on housing. Without adequate workforce housing, it is very difficult to attract new workers into any community. It is important that a range of housing options be available – existing housing, historic housing, new housing, small homes, big homes, high-end homes, multi-family units, etc.
- Minimize development costs (while requiring developers to “pay their own way”), identify appropriate areas for development; implement fair building and subdivision codes, and flexible development procedures.

Goal: Infrastructure Development

- Develop infrastructure – including roads, water/sewer, power, and telecommunications – to support and grow the local economy.
- Support the development and infill of industrial uses at Shively Field Airport property.
- Direct new employment growth to existing, underutilized areas of the community or to areas specifically identified for new employment growth. Develop priority areas for employment growth.

Goal: Existing Business Development

- Help existing businesses retain and add jobs, increase wages, create new products and services, and expand into new markets to build wealth and grow the local economy.
- Support saw mill and ancillary businesses as key industry in region.
- Improve outdoor recreation businesses (hunting, fishing, snowmobiling, events).
- Support and encourage shop-local campaigns; make every effort to buy town supplies locally.
- Promote cooperation and collaboration amongst businesses.

Goal: Entrepreneur Development

- Assist local entrepreneurs and innovative businesses to start new businesses, add jobs, develop new products and services, and grow the local economy.
- Provide specialized training, incentives, and intentional use of existing resources for entrepreneur development. Manufacturing-Works and Wyoming Small Business Development Centers offer a variety of training programs and workshops that would help prepare entrepreneurs for success.
- Focus on artisan business development.
- Recruit e-businesses that can work remotely.



Goal: New Business Recruitment

New business recruitment is not possible unless all of the other economic development building blocks are present and functional. Recruit businesses that are appropriate for the local economy. At a minimum, this means a targeted company must:

- Be appropriately sized (probably between 5 – 20 workers).
- Be able to hire a trained workforce.
- Have adequate workforce housing.
- Be located near any necessary raw materials or resources or have adequate transportation services (especially if the company is an agriculture, construction, utility, mining or manufacturing company).
- Be able to operate at a profit (key business expenses include rent/purchase costs, wages, materials costs, utilities, taxes, etc.).
- Be able to reach its sales market (whether that be consumers, wholesalers, exports or whoever; includes transportation/telecomm expenses).
- Recruit new businesses and industries to locate in Saratoga — especially environmentally sound, well-paying, sustainable industries.
- Provide leadership and work with the local business community, CCEDC, SPVCC, and other community partners to attract new industries such as recreation industry, food services, and other uses — with attention to high-quality jobs and needed services for the community.
- Promote Saratoga's uniqueness. Develop a Saratoga brand that identifies its rustic, Western culture, history, geography, etc., to attract the attention of potential recruits.



A WELL-PLANNED COMMUNITY

This section covers land uses, zoning, infrastructure, public facilities and growth management strategies.

To maximize available land, the Town will encourage new development to utilize existing services and facilities. The Town and the County should have a single vision for the future development of the one-mile buffer areas surrounding the town.

Guiding Principles

- *Address needs of a changing community as growth and development occur.*
- *Coordinate infrastructure planning and improvements with land use planning and growth.*
- *Create a single vision for future development of buffer areas surrounding Town that protects existing agricultural land.*
- *Consistently administer land use and zoning regulations.*

Goals

- *Maintain compact and livable community.*
- *Encourage infill development and redevelopment.*
- *Work with county on joint planning area surrounding town limits.*
- *Coordinate future development with provision of services and infrastructure.*
- *Establish long-term growth areas while protecting traditional ranching and other agricultural uses.*
- *Review ordinances, policies, procedures and permits to ensure that Saratoga is a strong, well-planned community.*

Use of the land, whether commercial, residential, or industrial, has an impact on how the community can grow. Land use patterns must be reasonable in order for the community to make efficient use of the land. Land use must be coordinated with the road system and water and sewer systems in order for an efficient and effective land use pattern to develop.

Good development requires a balance of public and private interests. There is an appropriate role for local government to support and regulate development. Private developers need to have an opportunity to profit from their investment, and many landowners want to develop their property as they see fit, regardless of regulations and policies. Best practices of development dictate that these respective interests be balanced, so that growth of the community becomes a collaborative process.



Population trends, such as aging baby boomers, decreasing household size, the growing ability to work remotely, and increasing emphasis on quality of life and community amenities will influence the community's future land uses and development needs. The Town must be prepared to address these trends and changing needs in order to attract and retain younger generations of residents in the future. The availability of medical services, senior housing options, and other services to support the elderly will be increasingly important in the community. Planning for these types of uses now will help ensure their availability in the future.

Good development requires a balance of public and private interests.

The Town will focus on infill development and redevelopment to make the most use of existing facilities and services, direct outward growth to targeted areas where Town infrastructure can easily serve new development, and coordinate joint planning area growth and development in accordance with this Plan and the Carbon County Land Use Plan. Maintaining current levels of public services, coordinating new development with existing services to maximize resources, and the implementation of development impact fees could be considered.

COORDINATED LAND USE AND DEVELOPMENT EFFORTS

The input and concurrence of County Commissioners and/or the county planning commission is required if the plan involves any land outside the city limits. Because many of the problems of growth transcend city limits and cannot be solved by municipal action alone, cities and towns should cooperate with other units of government in carrying out any of their legal powers, privileges, duties, or functions. This cooperation can be informal or subject to resolution, ordinance, or other written agreement. If it is by written agreement, the parties can create a "joint powers board" to carry out the undertaking. (W.S. §16-1-101 through §16-1-109).

The Town of Saratoga should work with Carbon County to establish a consistent development review process and construction standards for the Joint Planning Area surrounding the Saratoga Town limits. Different building codes, subdivision standards and annexation issues can lead to unresolved community issues and frustration among citizens and developers, as well as local government staff and elected officials. Providing municipal water and sewer to users outside of the town limits without requiring annexation as a condition of such service, is an impediment to consistent annexation and should be avoided.

Further, it is important that both entities cooperatively work on land use issues, development and subdivisions within the one-mile and even beyond that joint planning area line. Because many factors and forces important in community planning exert their influence irrespective of town or county boundaries, it makes sense for the jurisdictions to plan and act in coordination on planning issues. Development standards of the Town may be appropriate for some areas within one mile of the contiguous corporate limits of the Town that are suitable for future annexation and, on the other hand, development standards of the County are suitable for rural



development within the one-mile joint planning area when annexation is not desirable and development will not be served by Town streets or Town utilities.

Subdivisions proposed for rural density that are directly adjacent to the municipal boundary can effectively deter municipal expansion, and so should be planned for the orderly transition from rural to urban type development when public water and sewer services become available.

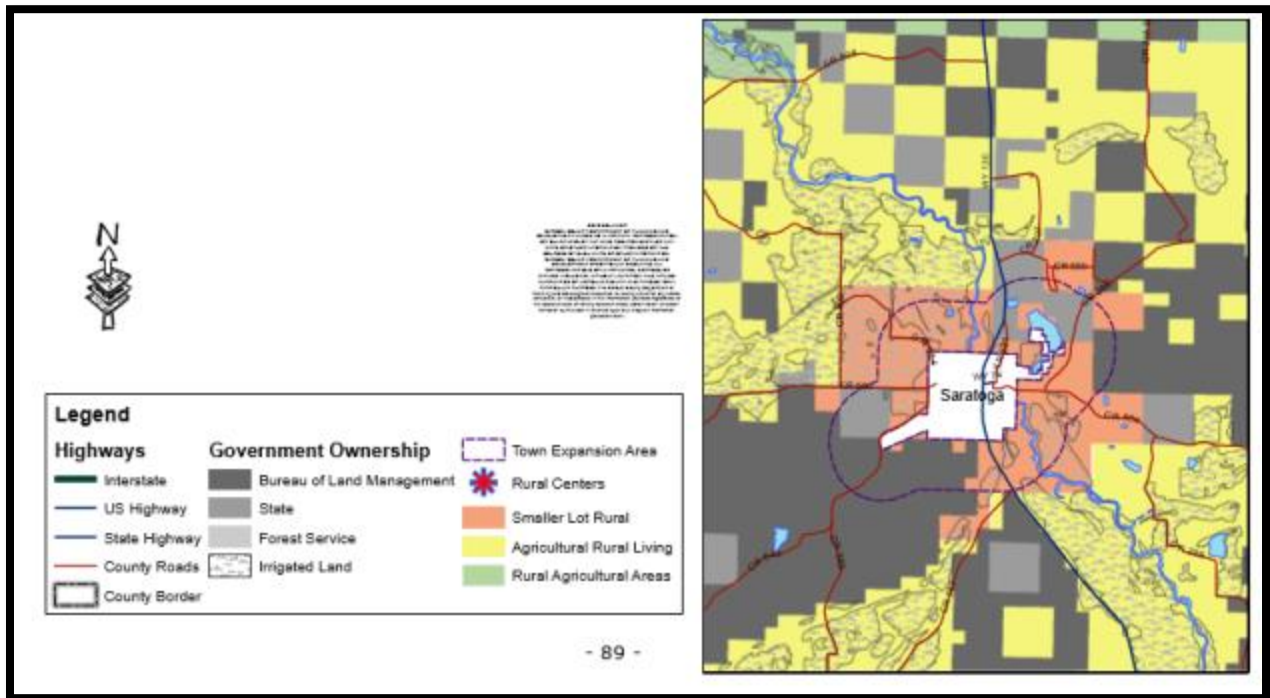
As in all communities, different local governments have different constituencies, funding sources, expenses and legal authorities. These differences can lead to conflicts which need to be resolved. However, effective communication between local jurisdictions sometimes gets overlooked when everyone is busy responding to the day-to-day demands on local government. Given this situation, there is a need for a consistent mechanism for timely communication between Carbon County and the Town of Saratoga.

Carbon County and the Town of Saratoga should adopt joint resolutions similar to those adopted between the City of Rawlins and the County. For the one-mile joint planning area in the Plan, both entities should:

- Carefully consider, if, where and when annexation and expansion beyond boundaries is necessary.
- Coordinate annexation efforts to ensure future growth and development meets the needs of the Town of Saratoga and Carbon County.
- Encourage Carbon County to plan for residential development in the one-mile joint planning area that is both sustainable and coordinated with existing and future residential uses in Town of Saratoga.
- Continue to investigate areas suitable for incremental annexation adjacent to the Town to accommodate long term growth beyond the 20-year planning horizon.
- Continue cooperative efforts with Carbon County and to establish a sustainable long-term growth and development vision for the area surrounding Saratoga.

The following map depicts the current Carbon County Land Use Plan as it pertains to the Saratoga area:





Source: Carbon County Land Use Plan 2012

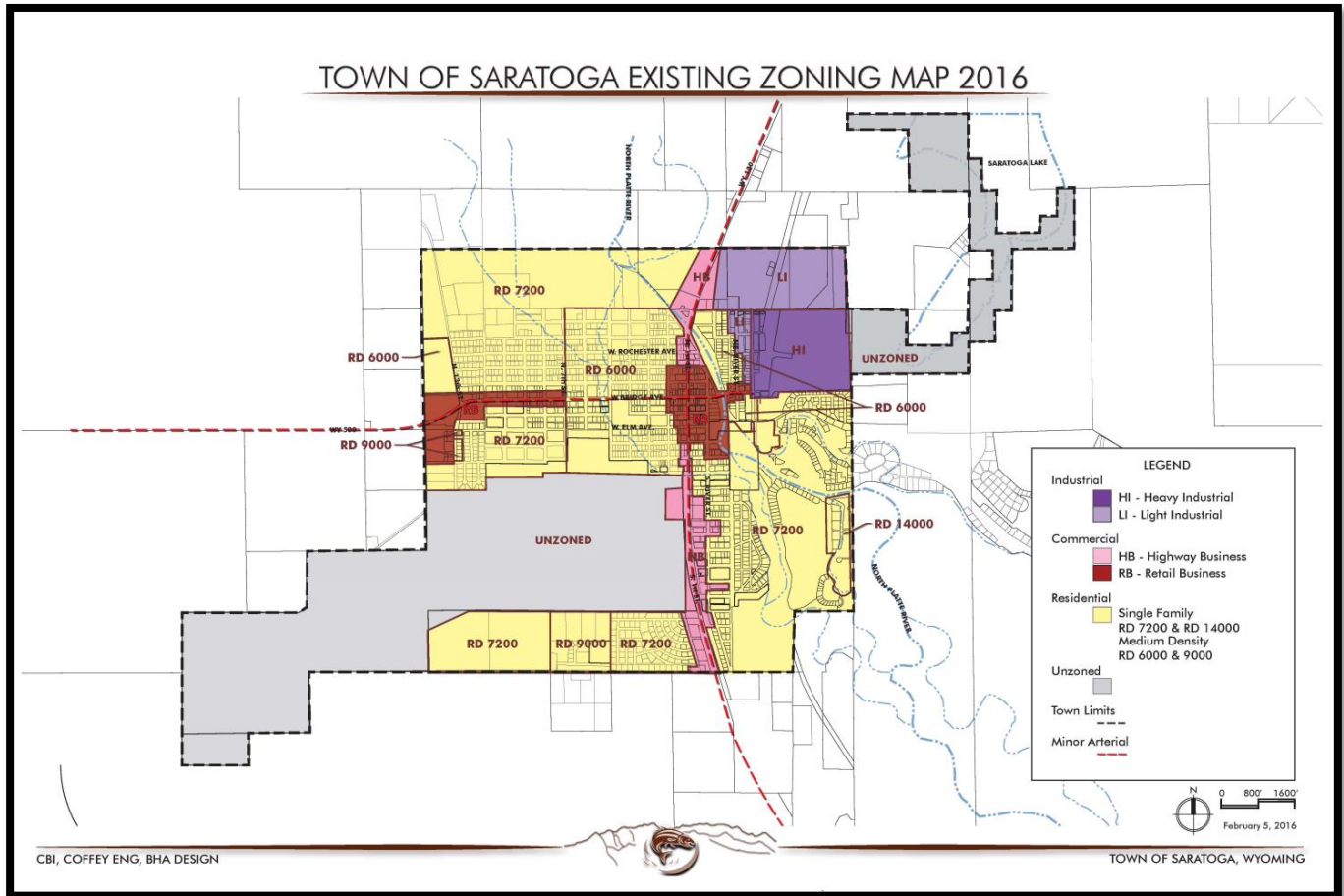
Note that much of the developable area is indicated as suitable for smaller lot rural residential property. Saratoga has indicated a preference to maintain agricultural designation for property located to the west of the municipal boundary. Saratoga should work with Carbon County to coordinate land use designations surrounding the community.

The Saratoga Land Use Map can be found in Appendix A.



PLANNING AREA/EXISTING LAND USE

The Town has zoned Industrial, Commercial and Residential property with a significant amount of "unzoned" property. The following map depicts the current zoning in the community:



Residential Districts

Residential districts in the Town of Saratoga are classified from low to high density, allowing for a mix of residential and compatible uses. All residential zones allow for schools, churches, libraries and noncommercial recreational areas.

- Medium Density RD 6000
 - This zone allows for Multiple-family residences and mobile homes on individual lots.
- Medium Density RD9000
 - This zone is the same as RD 6000, however, does not allow for mobile homes outside of mobile home parks.
- Medium Density RD 9002
 - The purpose and intent of this district is the same as in RD 6000 except that this district does not allow the placement of individual mobile homes or mobile home parks.

- Single Family RD7200
 - The intent of this district is the same as in RD 14000, except that this district is intended for areas where conditions require a higher density of housing.
- Single Family RD14000
 - Areas zoned for RD 14000 shall be those existing low-density residential areas plus certain underdeveloped areas which should develop in a similar manner according to the land use plan.
- Rural Residential RU
 - These districts are located outside the municipal limits of the Town, but within the one-mile buffer zone to establish areas where large lot and estate development may occur.

Commercial Business Districts

Commercially zoned properties include:

- HB-Highway Business
 - Intended to permit most types of commercial activities and includes the sale of commodities or performance of services designed for application on major streets and highways thereof.
- RB - Retail Business
 - Unlike Highway Business this zone is generally designed to serve the community. It includes uses associated with central business district, shopping facilities and service-oriented businesses.

Commercial districts tend to be clustered along Wyoming Highway 130 (1st Street); along West Bridge Street; and in the Downtown Area.

Industrial Districts

Industrial zones include:

- HI-Heavy Industrial
 - Heavy industrial is designed for orderly development of heavy industry in appropriate locations. Some of these uses could include lumber mills, concrete plants and any other heavy industrial use. Provisions are in place to protect nonindustrial areas from potential hazards.
- LI-Light Industrial
 - This zone is designed for light industrial use, such as, manufacturing and wholesaling within the community. Provisions are in place to protect nonindustrial areas from potential hazards.

Industrial areas are located in the upper northeast quadrant of the town limits and include mainly the sawmill and vacant land.



Ranching and Agricultural District

The RA Ranching and Agriculture District is used to preserve opens areas outside the municipal limits of the town, but within the one mile joint planning area, not yet ready for development while at the same time permitting ranching, agriculture, and animal husbandry in a manner which attains this purpose. The intent of this zone is to enforce only those ordinances pertaining to planning and zoning.

Unzoned

The Town has unzoned property within the Town limits; which should be addressed by zoning in this plan. Shively Field Airport is one such parcel. Others include the area surrounding Saratoga Lake area and the cemetery.

Open Space

The Town does not have an Open Space or green space designation but it might want to consider the implementation of one. The purpose of the open space zone is to provide for lands that are appropriate only for uses of an outdoor, open land nature or for preserving other natural areas such as floodplains, agricultural uses, bicycle or pedestrian ways, natural habitat preserves, wetland habitat, parks, and public utilities.

Goal: Maintain compact and livable community

- Maintain a compact, desirable, and livable community by approving development proposals that enhance the quality of life of residents and take advantage of existing investments.
- Avoid sprawling developments outside of Town's desired future growth area.
- Identify areas in community that are suited for senior housing and pre-school development near existing commercial and public services.
- Maintain integrity of core commercial retail area of community.
- Create Green Space Land Use designation and zone all parks, public property, cemetery, trails and other natural habitat and recreation areas in conformance to this designation.

Goal: Encourage infill development and redevelopment

- Channel most growth and investment towards existing, developed areas of the community to make efficient use of existing infrastructure and services.
- Encourage reuse of existing buildings, redevelopment or intensification of underutilized properties.
- Zone Shively Field Airport as Industrial property with a buffer of lighter commercial development adjacent to residential zones.



Goal: Work with county on joint planning area surrounding town limits

- Coordinate growth and development in the joint planning area surrounding the community with Carbon County, in accordance with this Plan and the adopted Carbon County Land Use Plan.
- Investigate options for joint planning opportunities by the County and town to guide development, such as intergovernmental agreements, annexation agreements, and infrastructure planning.
- Work with local citizens to address concerns related to development in community growth areas.
- Ensure that future land development is fiscally responsible and has adequate roads and other infrastructure.
- Maintain or establish urban service boundaries and agreements between Town and the County regarding the extension of public services into unincorporated land.
- Establish urban service boundaries that are consistent with the future land use map for Carbon County.
- Work with Carbon County to coordinate land use development in the unincorporated areas surrounding the town. Wyoming State Statute requires the County to submit the plat to the Town for review and approval county subdivisions within a mile of the town limits. Work with the county planner to assure that infrastructure and utilities could be available at such time annexation may be requested.

Goal: Coordinate future development with provision of services and infrastructure

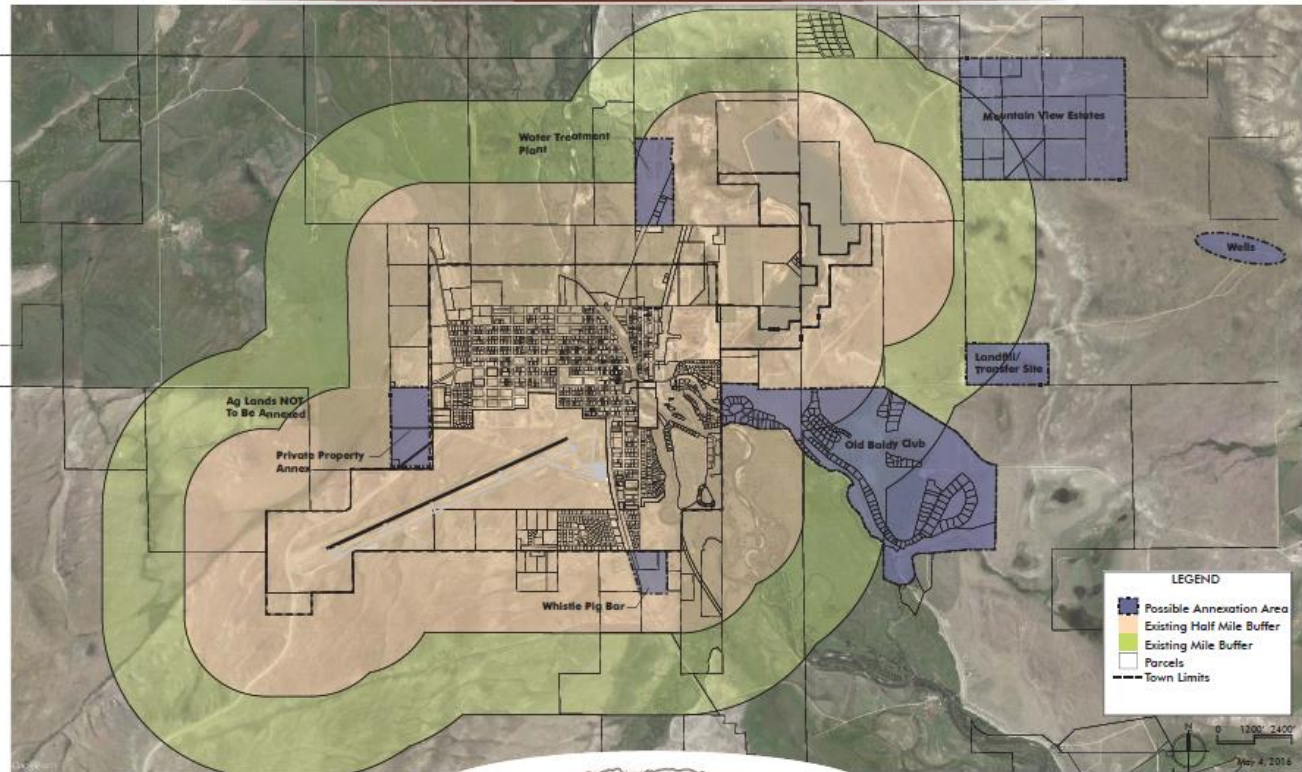
- Locate new developments in close proximity to areas where public services already exist and can be provided efficiently.
- Maintain current levels of service for all public services, utilities and transportation infrastructure.
- Ensure that any new development does not place undue burden on the existing system or greatly diminish the quality of existing levels of service.
- Require new development to finance its fair share of infrastructure improvements (water, sewer, transportation, stormwater) through development impact fees, as appropriate.

Goal: Establish long-term joint planning areas while protecting traditional ranching and other agricultural uses

- Direct any new outward growth to targeted areas where it can be served efficiently by Town services and infrastructure. Targeted areas for long-term growth identified below, and on the Land Use Map which follows:
 - Mountain View Estates northeast of town - Residential
 - Landfill/Transfer Site - Industrial or Green Space
 - Old Baldy Club - Residential and/or Green Space
 - Property on the east side of Hwy. 130 south of town - Commercial
 - Private Property directly adjacent to town limits on west boundary - Residential
 - Sewer lagoon - Green Space
- Do not annex agricultural lands surrounding community.



TOWN OF SARATOGA/CARBON COUNTY JOINT PLANNING AREA 2016



CBI, COFFEY ENG, BHA DESIGN

TOWN OF SARATOGA, WYOMING

Goal: Review ordinances, policies, procedures and permits to ensure that Saratoga is a strong, well-planned community

- Review all ordinances, policies, procedures, and permits that relate to:
 - Zoning
 - Building and Construction
 - Annexation
 - Subdivision
 - Water and Sewer
 - Modular and Manufactured Homes
- Develop Future Land Use Plan indicating preferred land use designations within and outside of town limits where current zoning conflicts with preferred policy.
- Research model ordinances, codes, and best practices and develop a recommended action plan for ordinance and code modifications, implementation timeline and proposed process options to include:
 - Zoning code modifications, annexations and implementation to ensure consistency with adopted Master Plan and land use/zoning map(s)
 - Construction standards to include standards for roof and foundation, framing, plumbing, electrical, HVAC, etc.
 - Fees and charges for building and zoning permits, subdivision plats, development review fees, water and sewer connection fees, contractor licensing with liability insurance, etc.

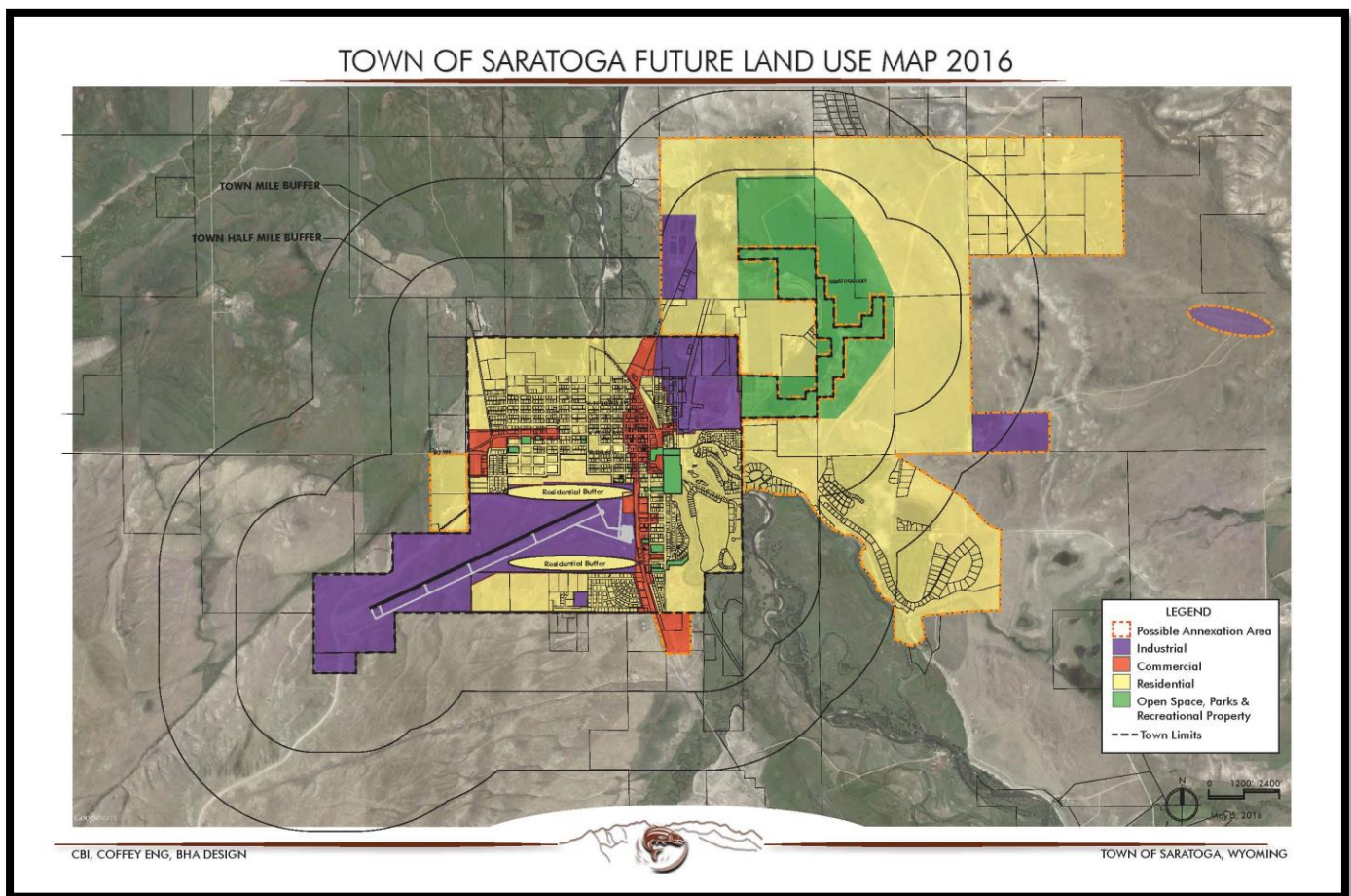
- Development standards including site plans, public improvements, landscape plans, drainage and utility plans, easements and covenants, floodplain considerations, mapping, surveying, etc.

FUTURE LAND USE MAP

The future Land Use Map illustrates the proposed community boundaries and framework of land uses for the Town of Saratoga. This map does not consider the pockets of existing non-conforming uses within the Town limits that should be identified and addressed in order to meet the overall goals of this Plan.

The map reflects the goals and policies of the Town, showing future land uses, desired growth areas, community investment areas, and key community destinations.

The future Land Use Map is not the Zoning Map. It is an advisory map that guides the long-term decision-making about land uses in the community. The Zoning Code and Map are the specific regulations that help implement the vision, goals, and policies of the Master Plan. In addition to conforming to specific zoning requirements, all development and land use applications should be reviewed for consistency with the direction provided by the Plan.



IMPLEMENTATION PLAN

The Action Plan Matrix in Appendix B includes the Town's top priority actions to implement the Master Plan. These actions include regulations, programs and events and projects.

This plan is intended to be a working document that the Town of Saratoga can use to reach their stated goals. As policies and goals are achieved over time, they should be replaced with new goals that will keep the community focused on the future.

The Master Plan must be implemented through the actions and strategies outlined and it must be maintained in order to remain current and relevant to the community's future.

The following procedures are recommended to maintain the validity of the Plan.

Replacement of Technical Data

Technical data in the document should be updated when it becomes available. Information such as employment projections, population projects, current employment and land use inventory information changes on an irregular basis, but major Census and American Community Survey data releases provide opportunities for significant updates to technical data.

Minor Update

The Planning Commission, the body legally charged with the preparation of the Plan, should conduct a minor review and update every two to five years. This review will provide the opportunity to ensure that materials contained within the Plan remain current and pertinent, and that completed items identified in the Action Plan are removed.

Major Update

Due to changes that occur in communities over time, a major update of a Master Plan should occur every five to ten years. Accumulation of mapping revisions, major annexations, other changes, and/or updates in technology could necessitate new mapping. A major update process allows the community to reflect on what has worked and what has not, and make significant adjustments to the Master Plan at once, if necessary.

Amendment Process

The Master Plan is a flexible document that can and should be amended when conditions warrant. The process originates with the Planning Commission. After reviewing a proposed amendment, the Planning Commission holds a public hearing on the proposed amendment. The Commission's recommendation can be made on the same date as the public hearing and is then referred to the Town Council for their consideration. The Town Council then holds a second public hearing and can act on the amendment after adoption by resolution.





APPENDICES

Appendix A: Maps

Appendix B: Action Plan Matrix

Appendix C: Public Input Process

Appendix D: Transportation Master Plan

Appendix E: Water System Detail

Appendix F: Wastewater System Detail

Appendix G: Drainage and Flood Management

APPENDIX "A"

Maps

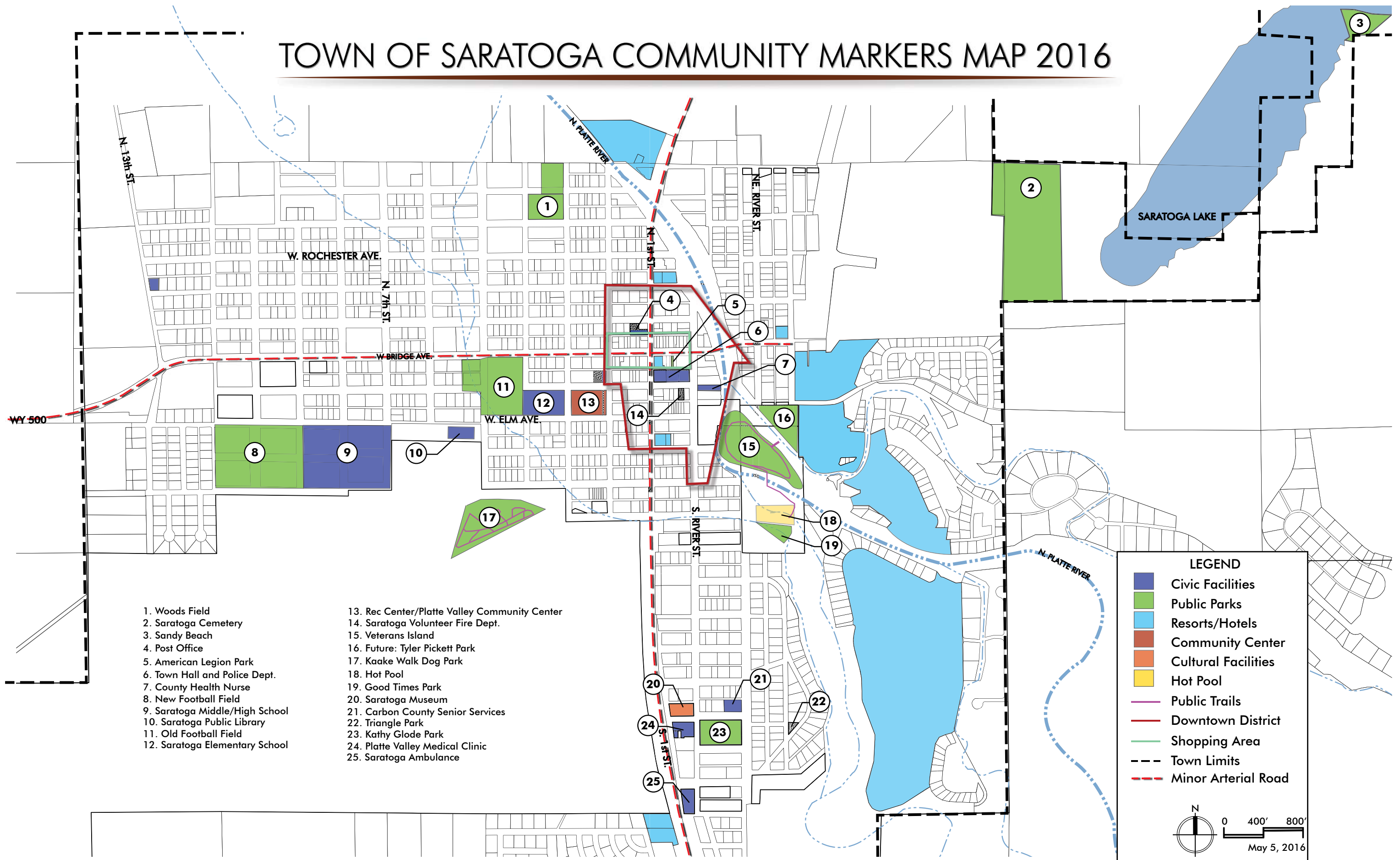


MAPS INDEX

1. LAND USE MAPS
 - a. Saratoga Community Markers Map
 - b. Town of Saratoga Joint Planning Area Boundaries 2016
 - c. Future Land Use Map
 - d. Zoning Map
 - e. Town-owned Parcel Map
 - f. Parks and Trails Map
2. TRANSPORTATION MAPS
 - a. Saratoga Street Plan
 - b. Truck Route Alternatives
 - c. Town of Saratoga Bridges
 - d. Pedestrian Crossings
 - e. Shively Field Airport
3. WATER MAPS
 - a. Town of Saratoga Water Distribution System
 - b. Town of Saratoga Water Supply Wells
4. WASTEWATER MAPS
 - a. Town of Saratoga Wastewater Collection System
 - b. Wastewater Treatment Plant Existing and Proposed Effluent Outfall
5. STORM & DRAINAGE SYSTEM MAP
6. BROADBAND COMMUNICATIONS FIBER MAP
7. SOLID WASTE LANDFILL MAP
8. SARATOGA GAS INFRASTRUCTURE MAP
9. ELECTRICAL POWER MAP



TOWN OF SARATOGA COMMUNITY MARKERS MAP 2016



- | | |
|--------------------------------|---|
| 1. Woods Field | 13. Rec Center/Platte Valley Community Center |
| 2. Saratoga Cemetery | 14. Saratoga Volunteer Fire Dept. |
| 3. Sandy Beach | 15. Veterans Island |
| 4. Post Office | 16. Future: Tyler Pickett Park |
| 5. American Legion Park | 17. Kaake Walk Dog Park |
| 6. Town Hall and Police Dept. | 18. Hot Pool |
| 7. County Health Nurse | 19. Good Times Park |
| 8. New Football Field | 20. Saratoga Museum |
| 9. Saratoga Middle/High School | 21. Carbon County Senior Services |
| 10. Saratoga Public Library | 22. Triangle Park |
| 11. Old Football Field | 23. Kathy Glode Park |
| 12. Saratoga Elementary School | 24. Platte Valley Medical Clinic |
| | 25. Saratoga Ambulance |

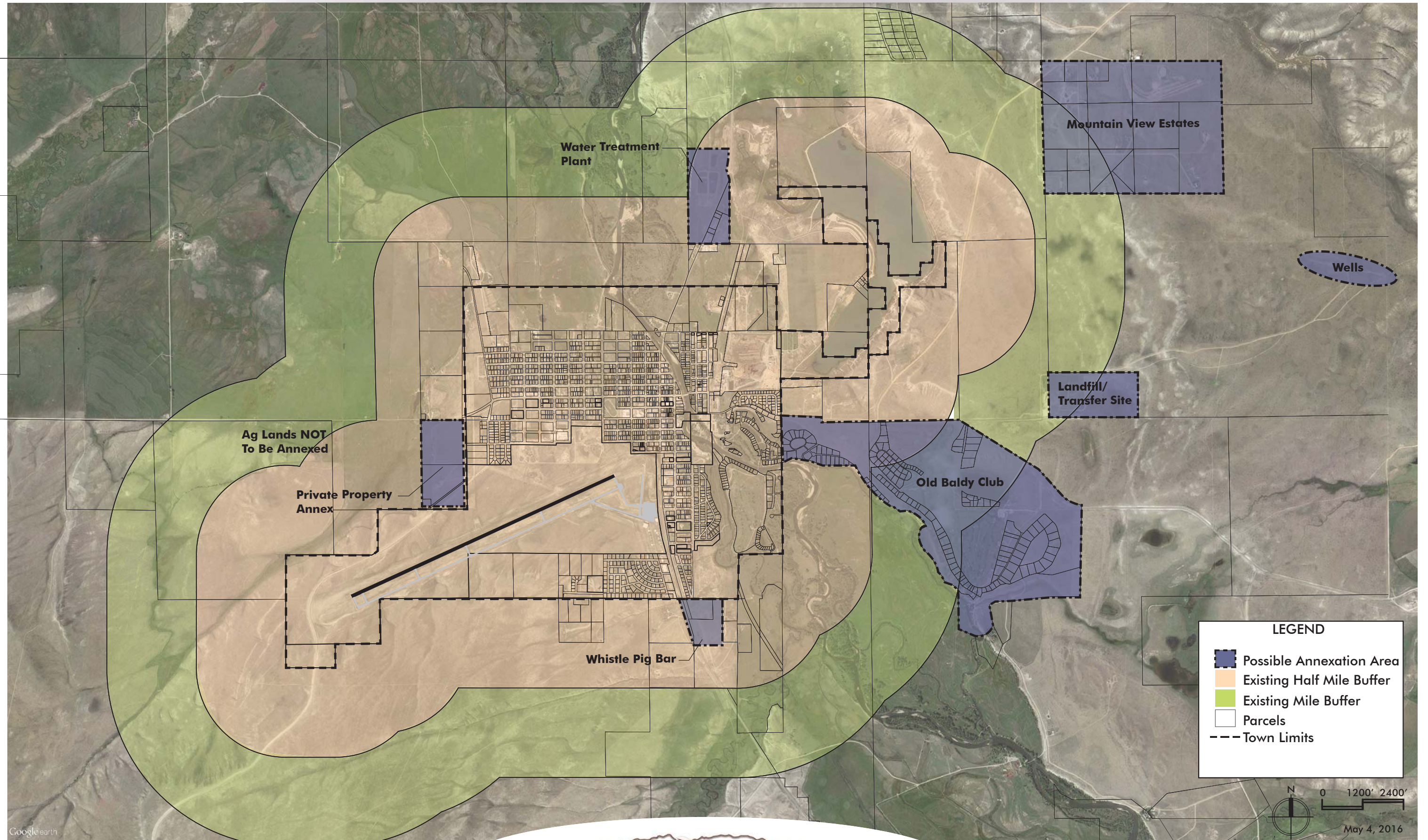
LEGEND

- Civic Facilities
- Public Parks
- Resorts/Hotels
- Community Center
- Cultural Facilities
- Hot Pool
- Public Trails
- Downtown District
- Shopping Area
- Town Limits
- Minor Arterial Road

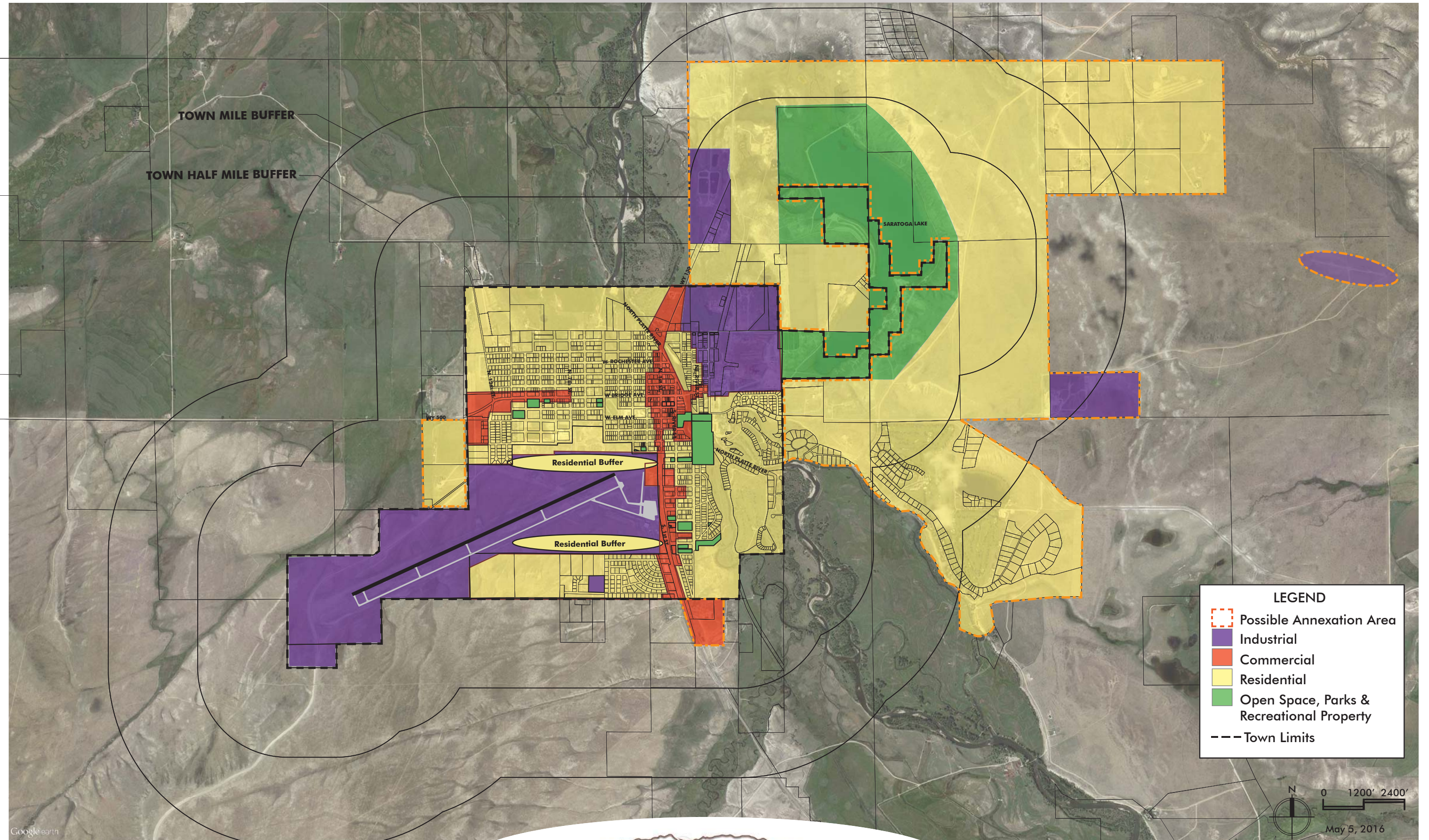
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 May 5, 2016

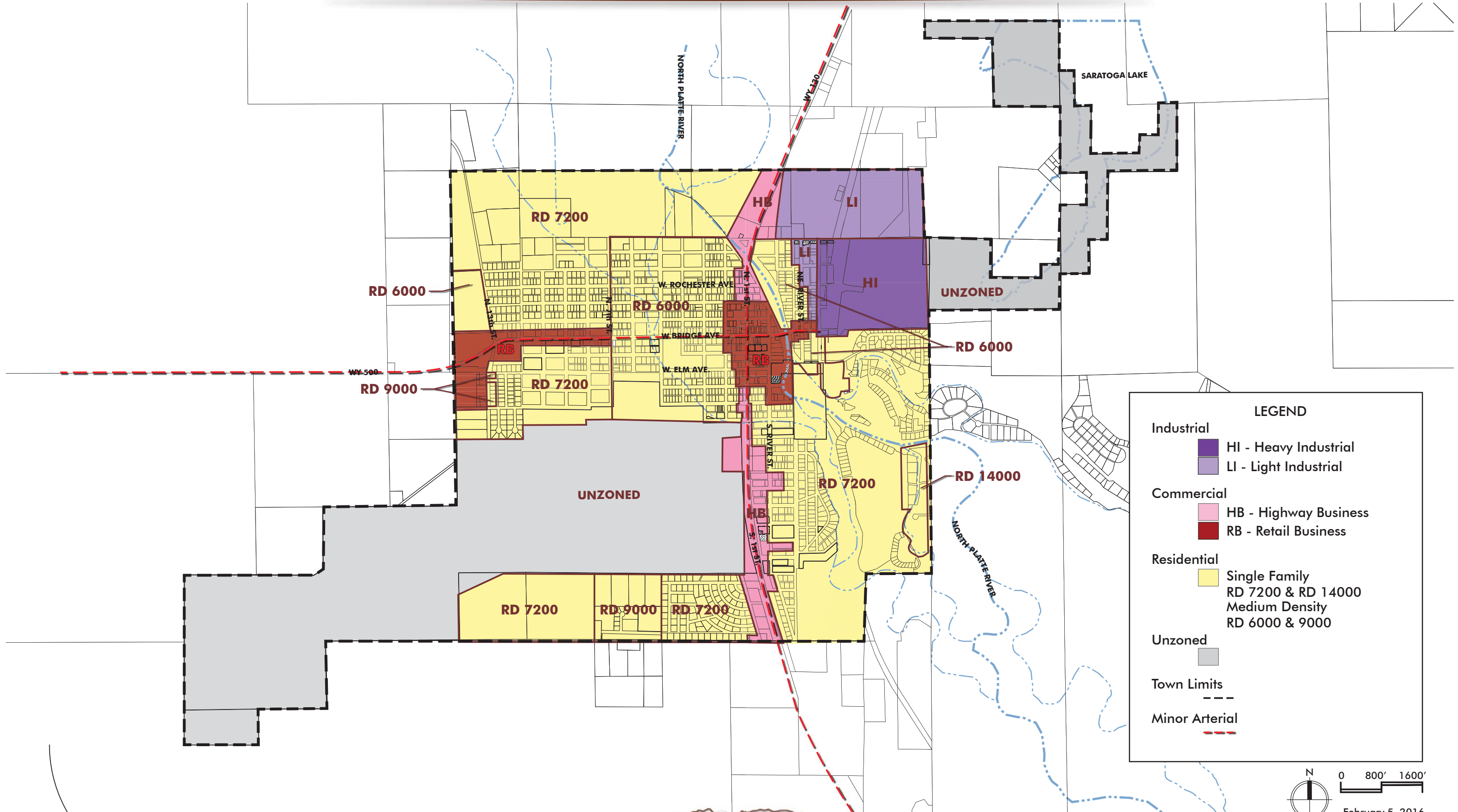
TOWN OF SARATOGA/CARBON COUNTY JOINT PLANNING AREA 2016



TOWN OF SARATOGA FUTURE LAND USE MAP 2016



TOWN OF SARATOGA EXISTING ZONING MAP 2016



LEGEND

Industrial

- HI - Heavy Industrial
- LI - Light Industrial

Commercial

- HB - Highway Business
- RB - Retail Business

Residential

- Single Family
- RD 7200 & RD 14000
- Medium Density
- RD 6000 & 9000

Unzoned

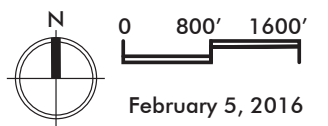
- Unzoned

Town Limits

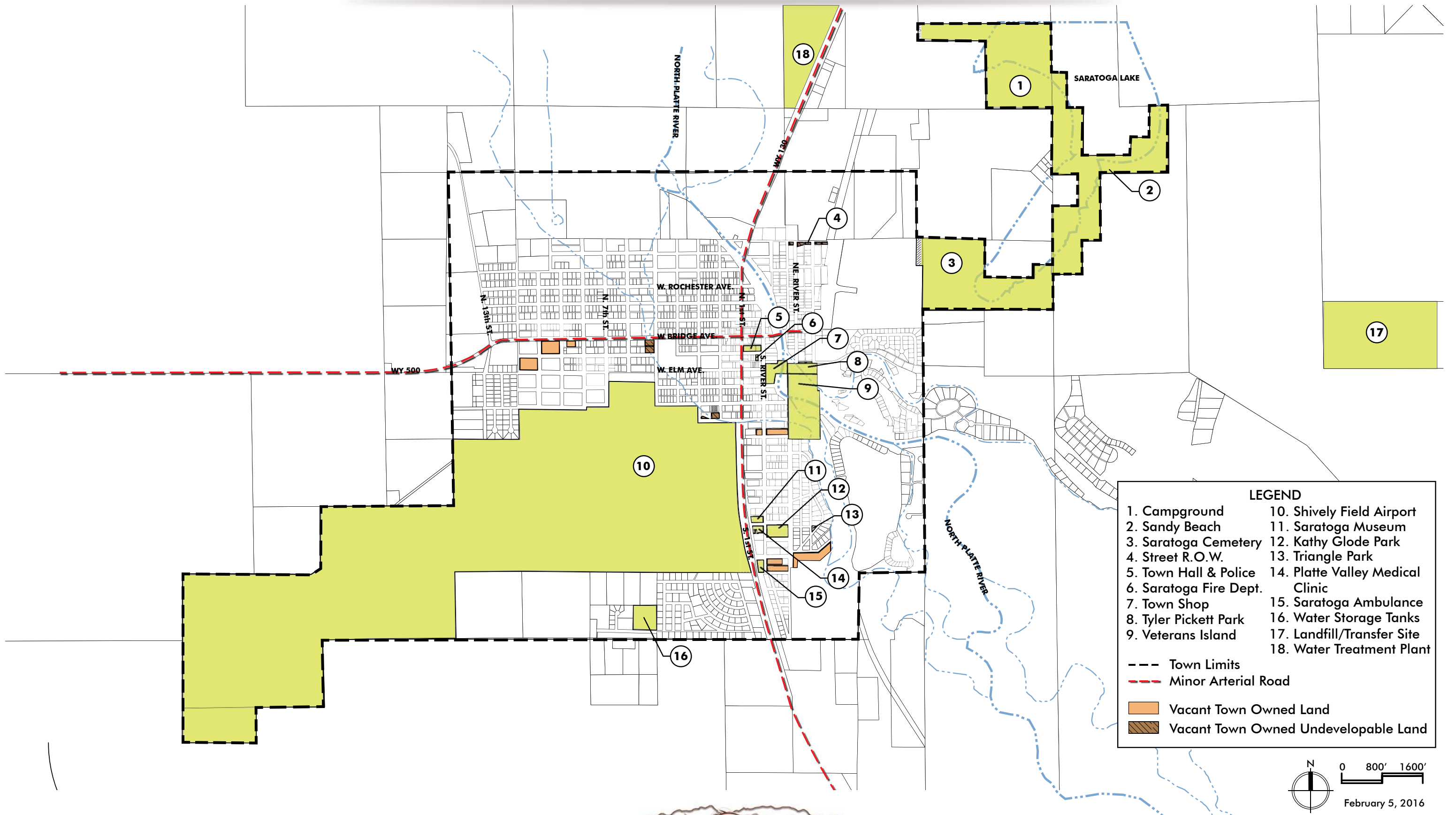
- Town Limits

Minor Arterial

- Minor Arterial



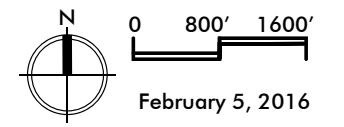
TOWN OF SARATOGA OWNED PARCELS MAP 2016



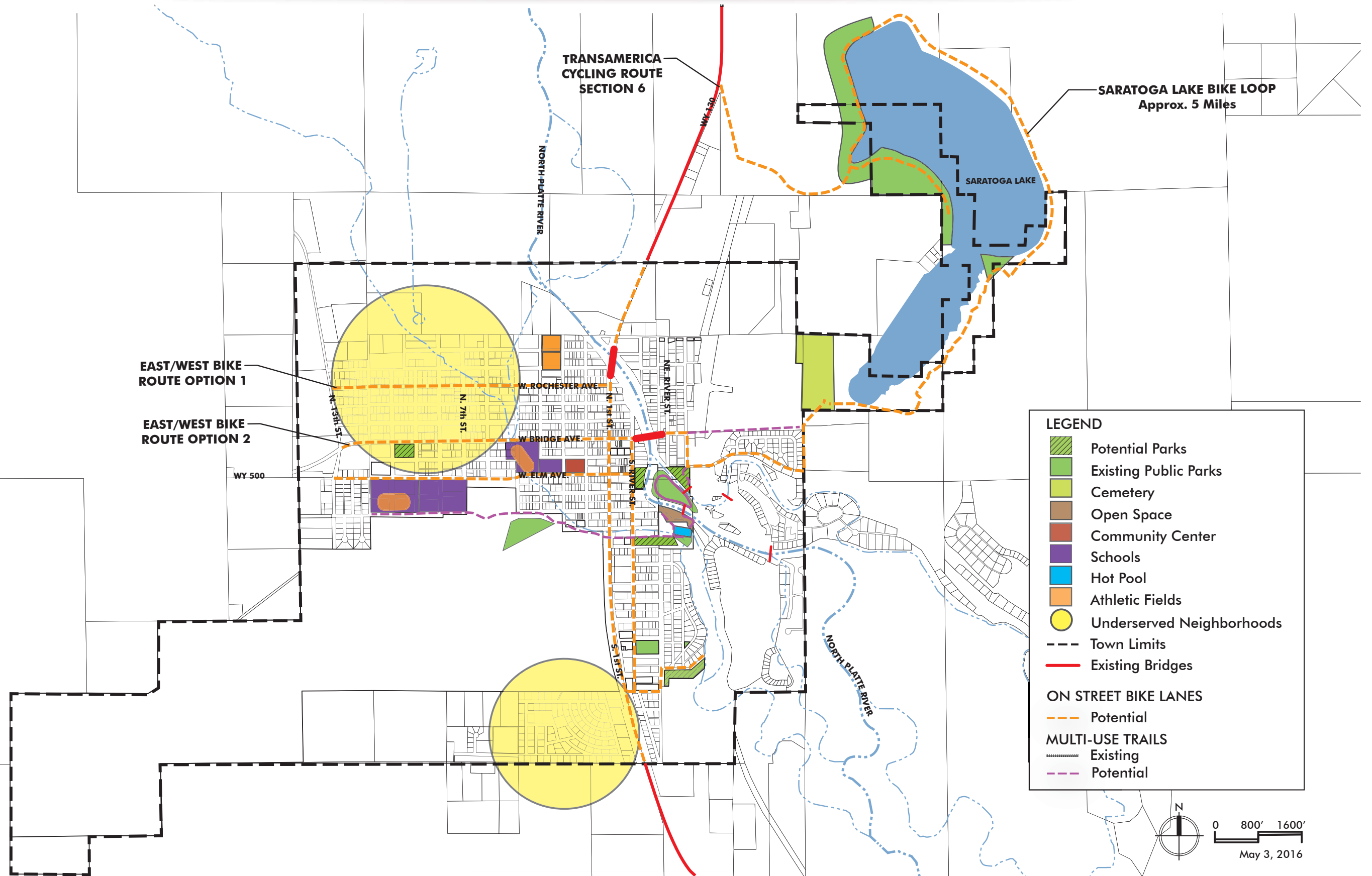
LEGEND

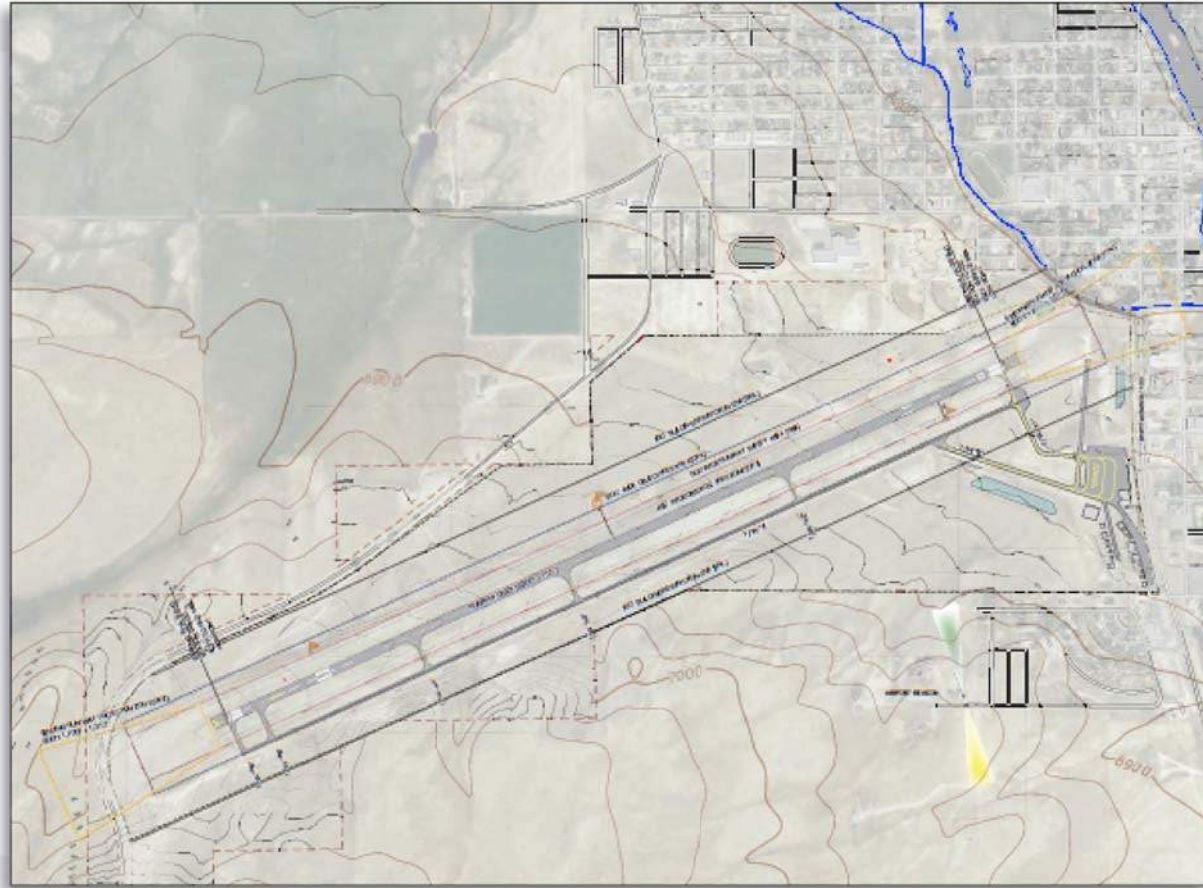
1. Campground	10. Shively Field Airport
2. Sandy Beach	11. Saratoga Museum
3. Saratoga Cemetery	12. Kathy Glode Park
4. Street R.O.W.	13. Triangle Park
5. Town Hall & Police	14. Platte Valley Medical Clinic
6. Saratoga Fire Dept.	15. Saratoga Ambulance
7. Town Shop	16. Water Storage Tanks
8. Tyler Pickett Park	17. Landfill/Transfer Site
9. Veterans Island	18. Water Treatment Plant

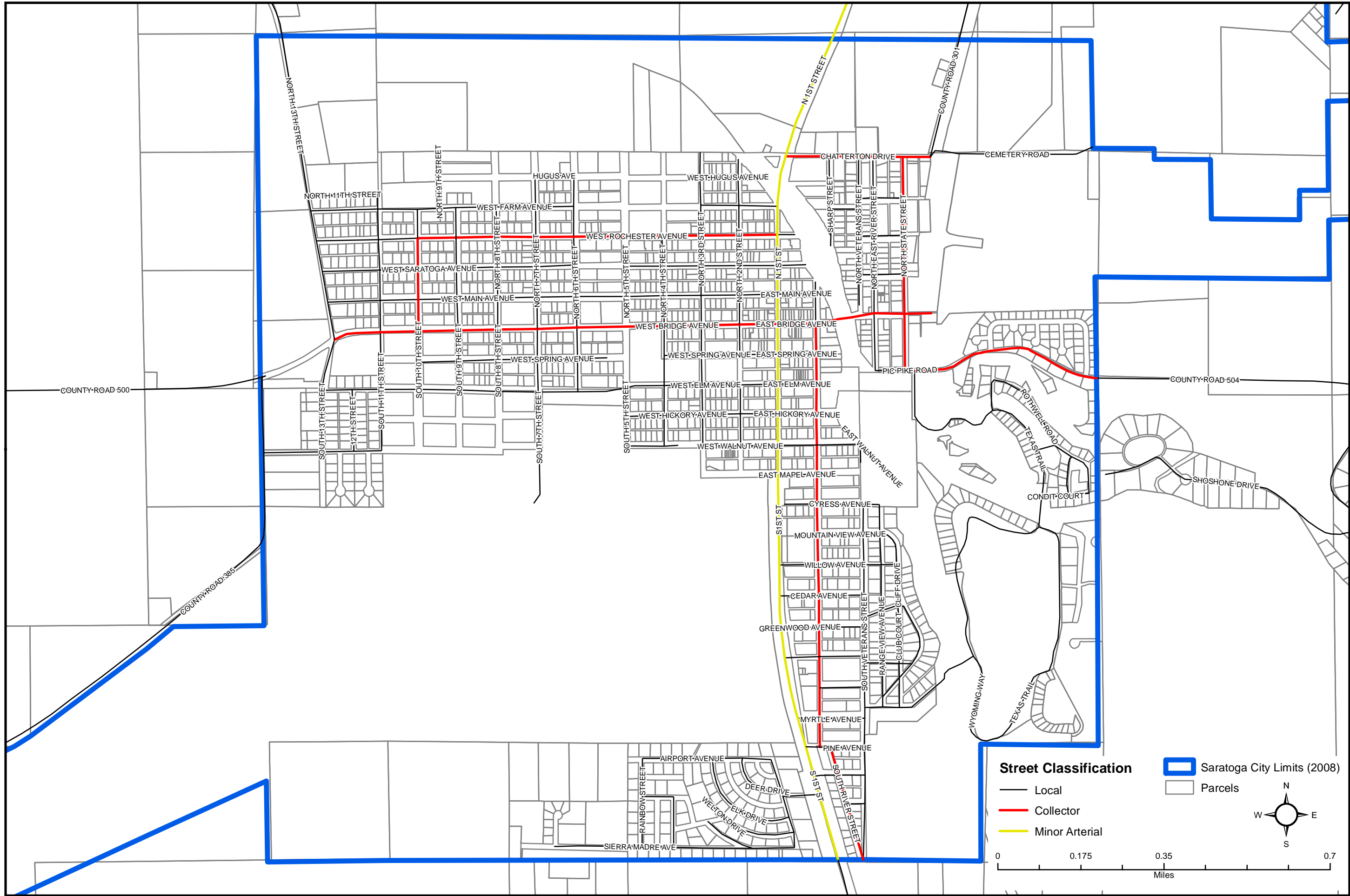
--- Town Limits
 - - - Minor Arterial Road
 [Orange Box] Vacant Town Owned Land
 [Brown Box] Vacant Town Owned Undevelopable Land



TOWN OF SARATOGA PARKS AND TRAILS MAP 2016



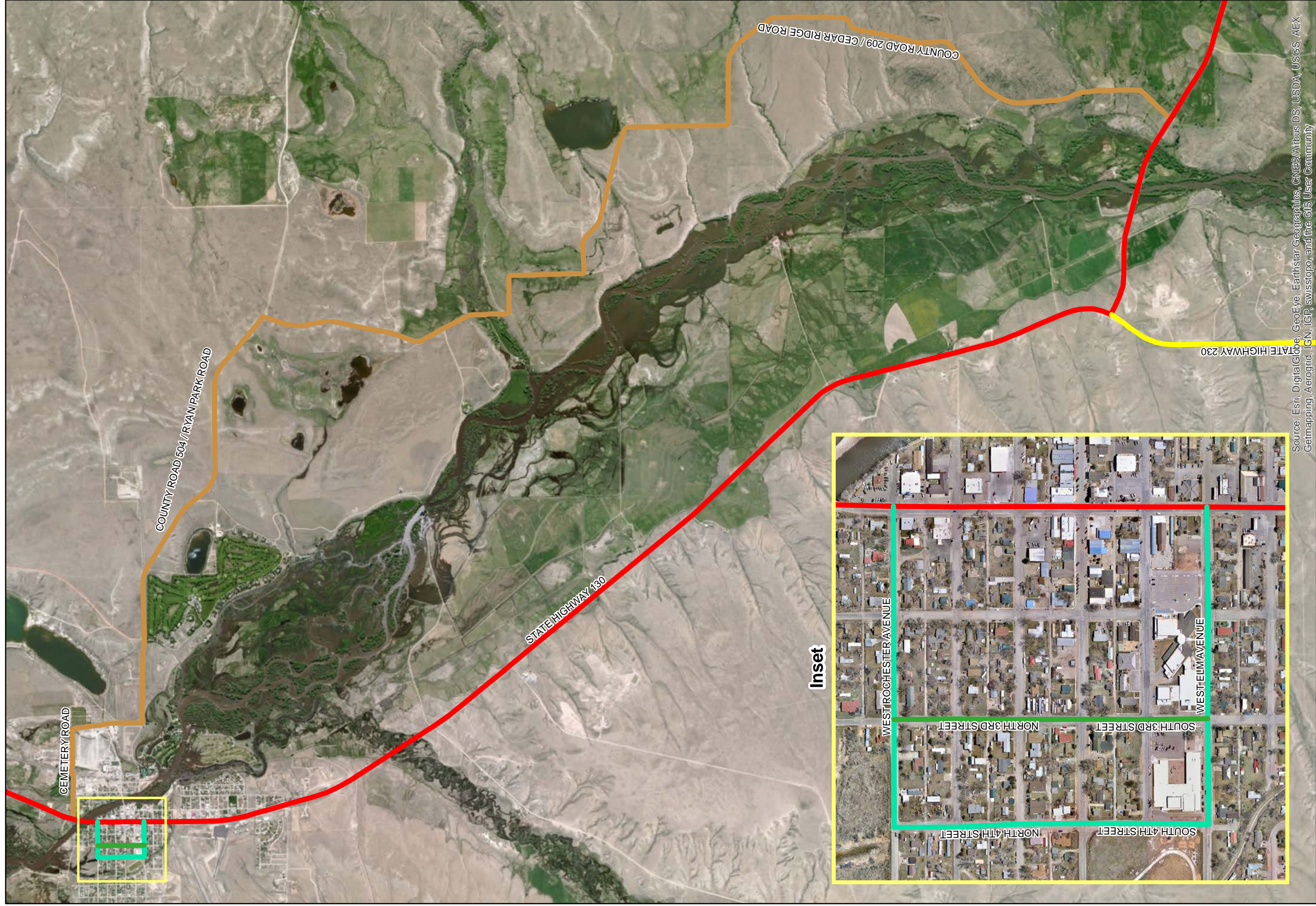




TR-1: SARATOGA STREET PLAN

CBI, COFFEY ENG., BHA DESIGN





Source: Esri, DigitalGlobe, GeoEye, Earthstar Geographics, CNES/Airbus DS, USDA, USGS, AEX, Getmapping, Aerogrid, IGN, IGP, swisstopo, and the GIS User Community

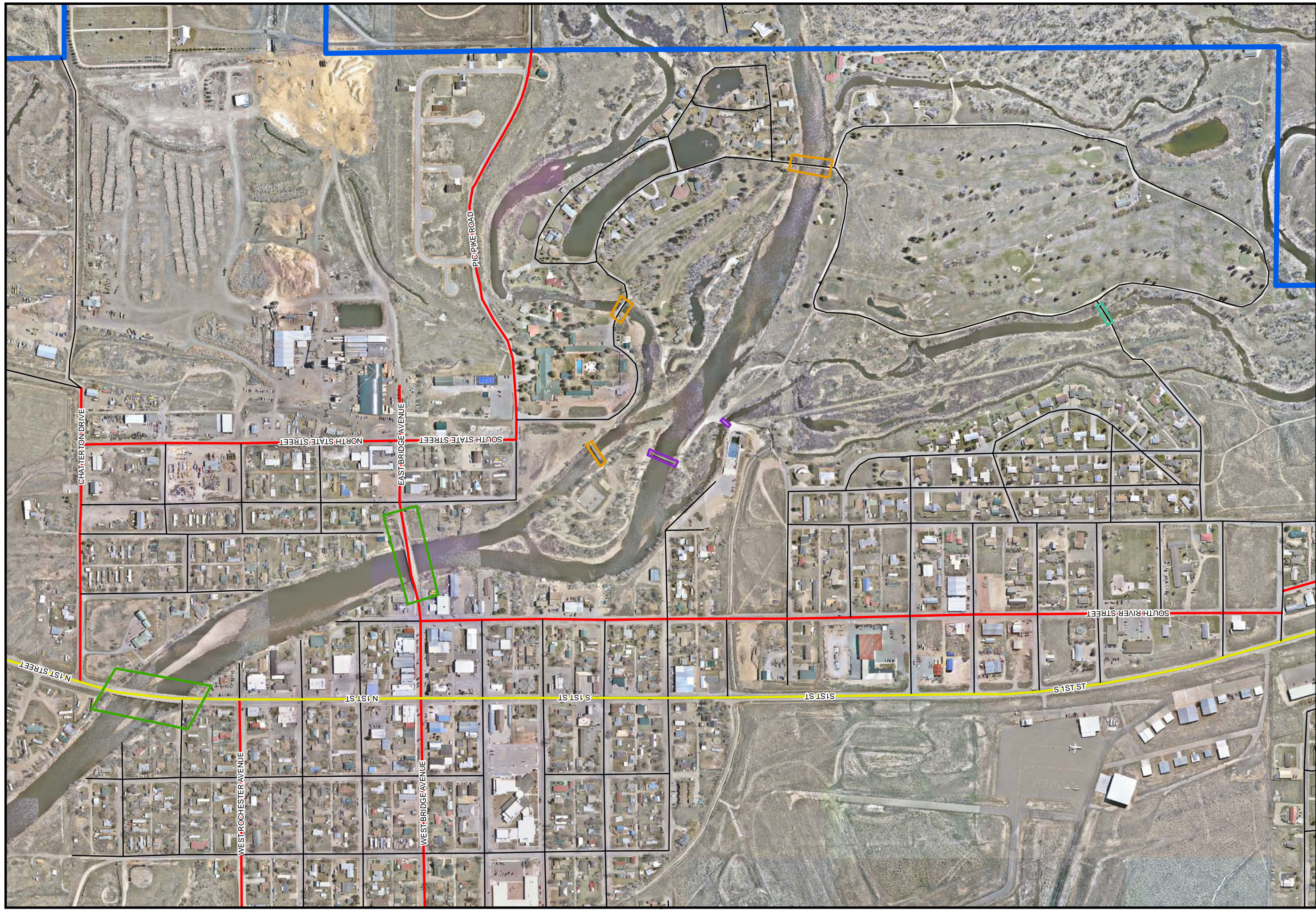
- Alternative Route 1 — State Highway 130 — State Highway 230
- Option A — Option B —
- Option B —

TR-2: TRUCK ROUTE ALTERNATIVES

CBI, COFFEY ENG., BHA DESIGN



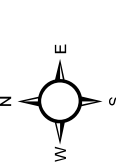
TOWN OF SARATOGA, WYOMING
May 9, 2016



Western Research & Development, Ltd. Lidar Imagery - provided by Town of Saratoga

Bridges
 Low Water Crossing
 Pedestrian Only
 Primary
 Secondary

Street Classification
 Local
 Collector
 Minor Arterial



Saratoga City Limits (2008)

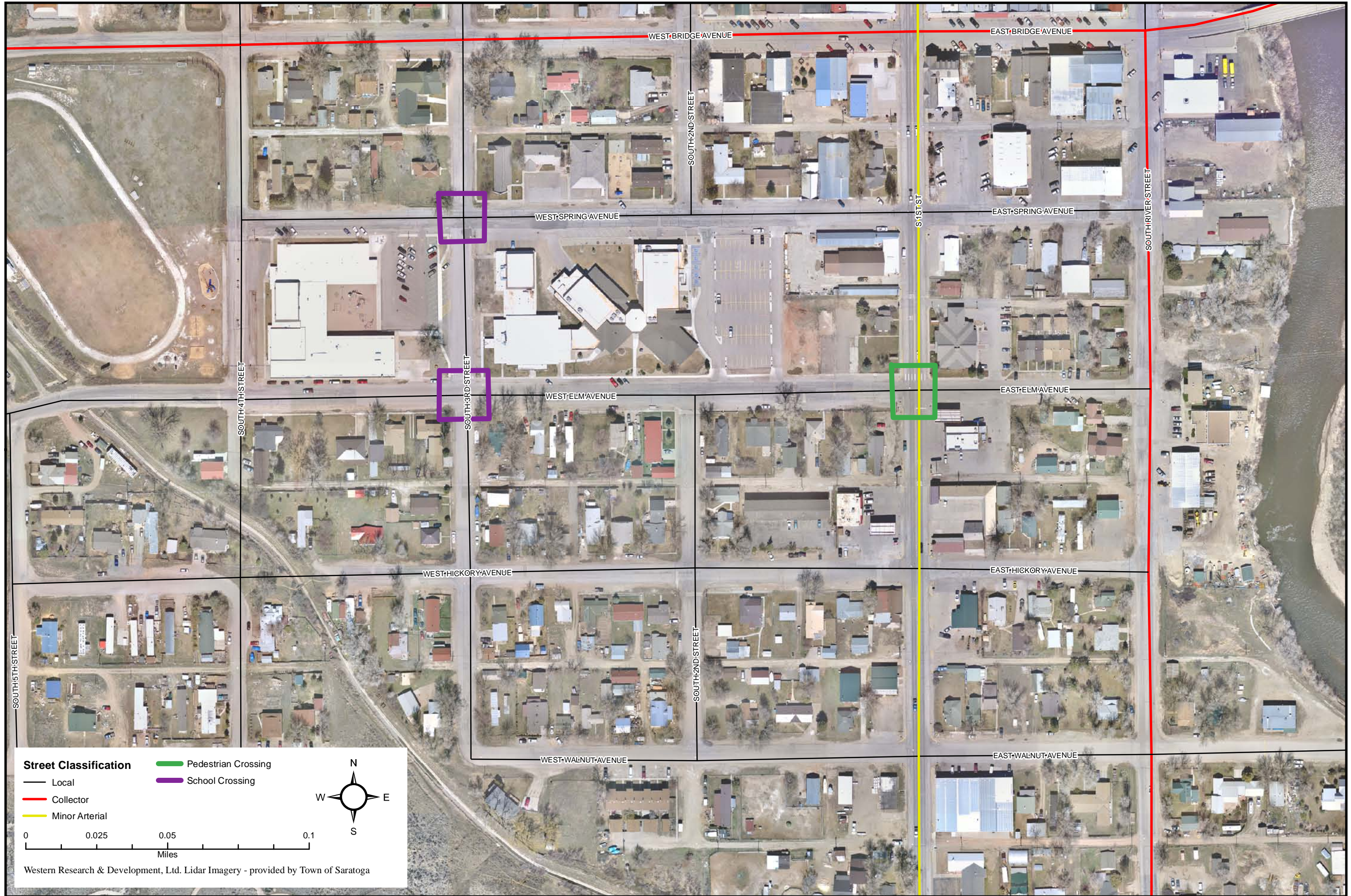
0 0.1 0.2 0.4
 Miles

TR-3: TOWN OF SARATOGA BRIDGES

CBI, COFFEY ENG., BHA DESIGN



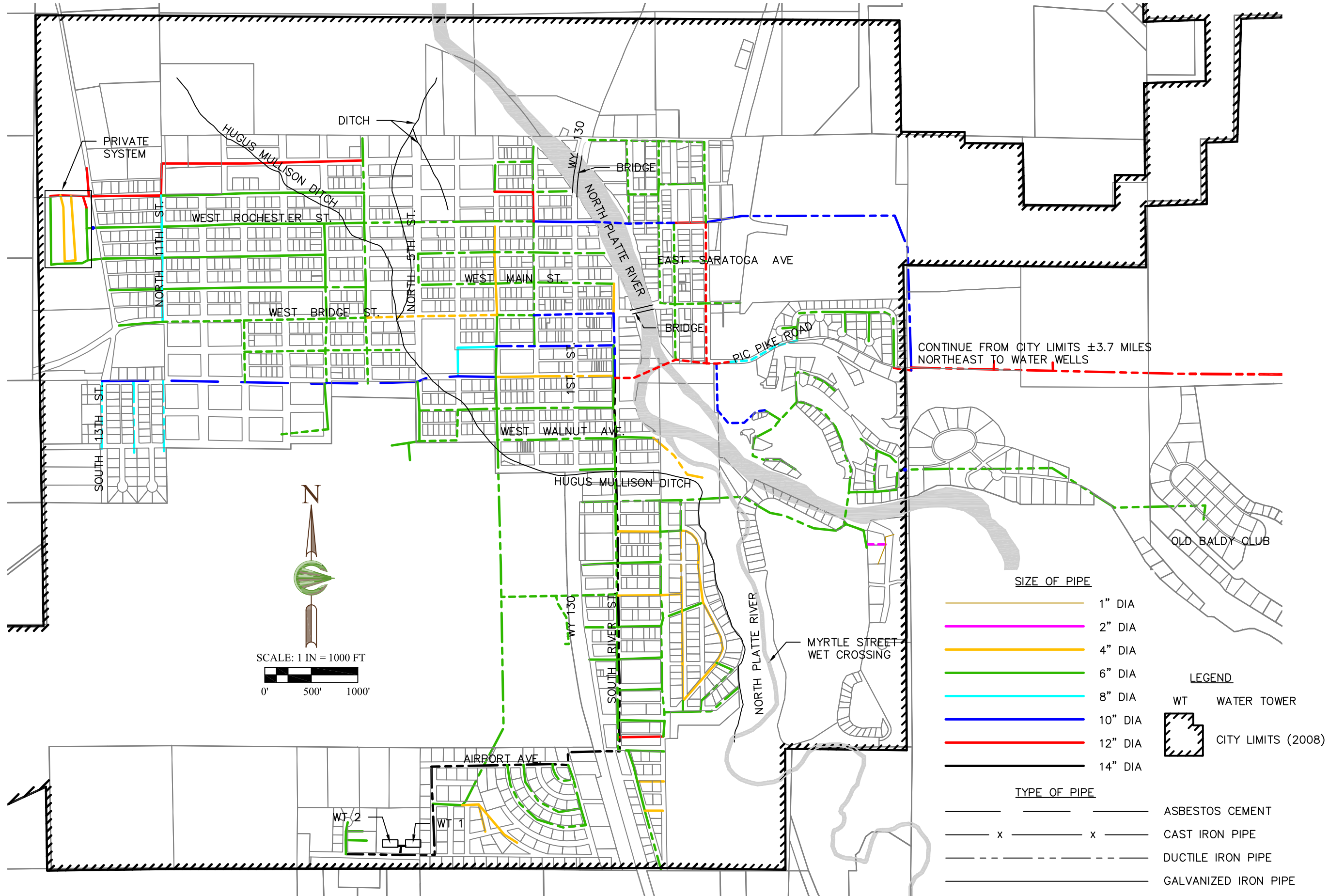
TOWN OF SARATOGA, WYOMING
 April 29, 2016



TR-4: PEDESTRIAN & BICYCLE ACCESS

CBI, COFFEY ENG., BHA DESIGN

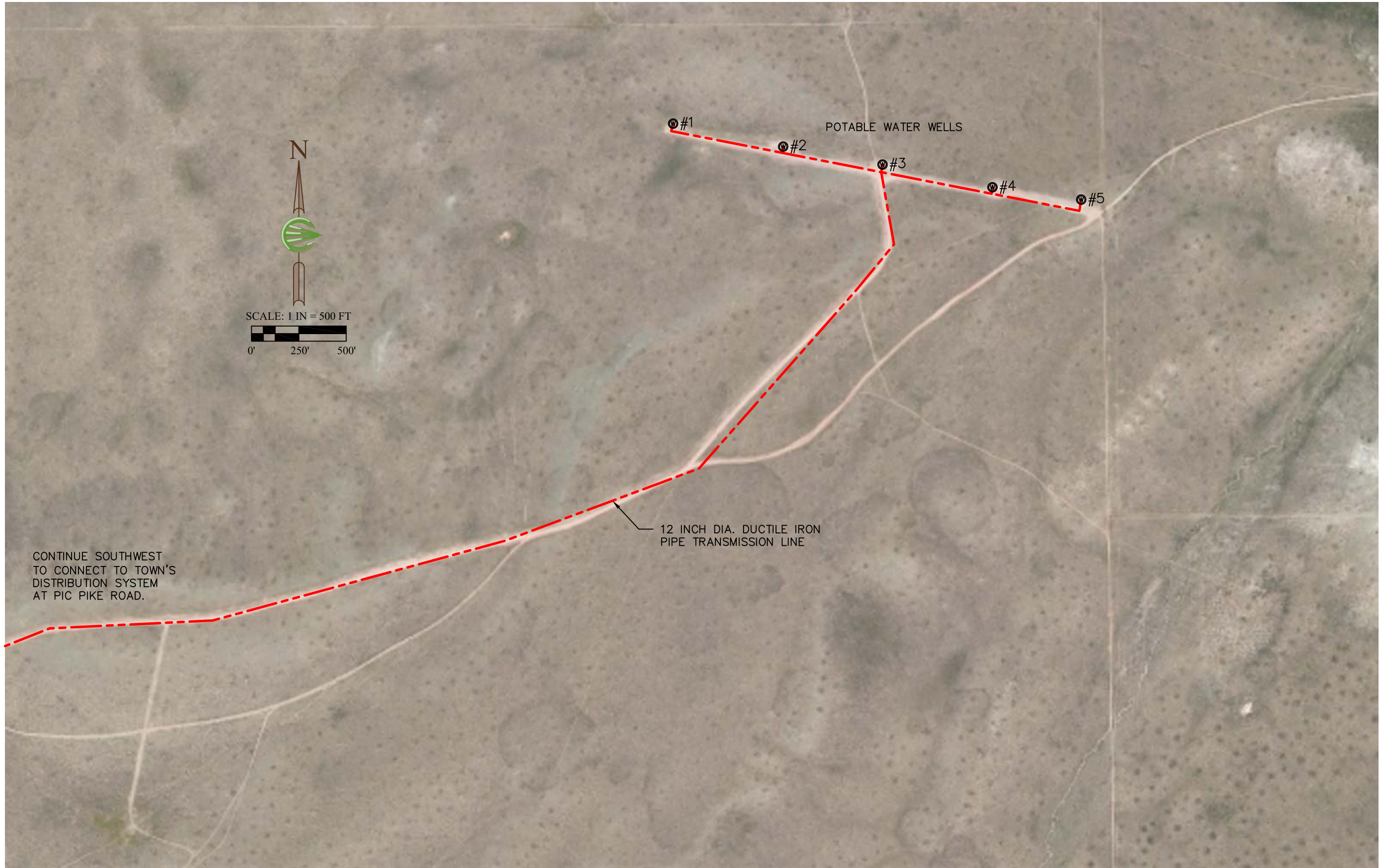




REFERENCES
 Ownership Parcel GIS data from Carbon County GIS Dept. - provided by Alan Frank 8/27/15
 No field verification of map features are represented by Coffey Engineering & Surveying, LLC.

**W-1: TOWN OF SARATOGA
 WATER DISTRIBUTION SYSTEM**

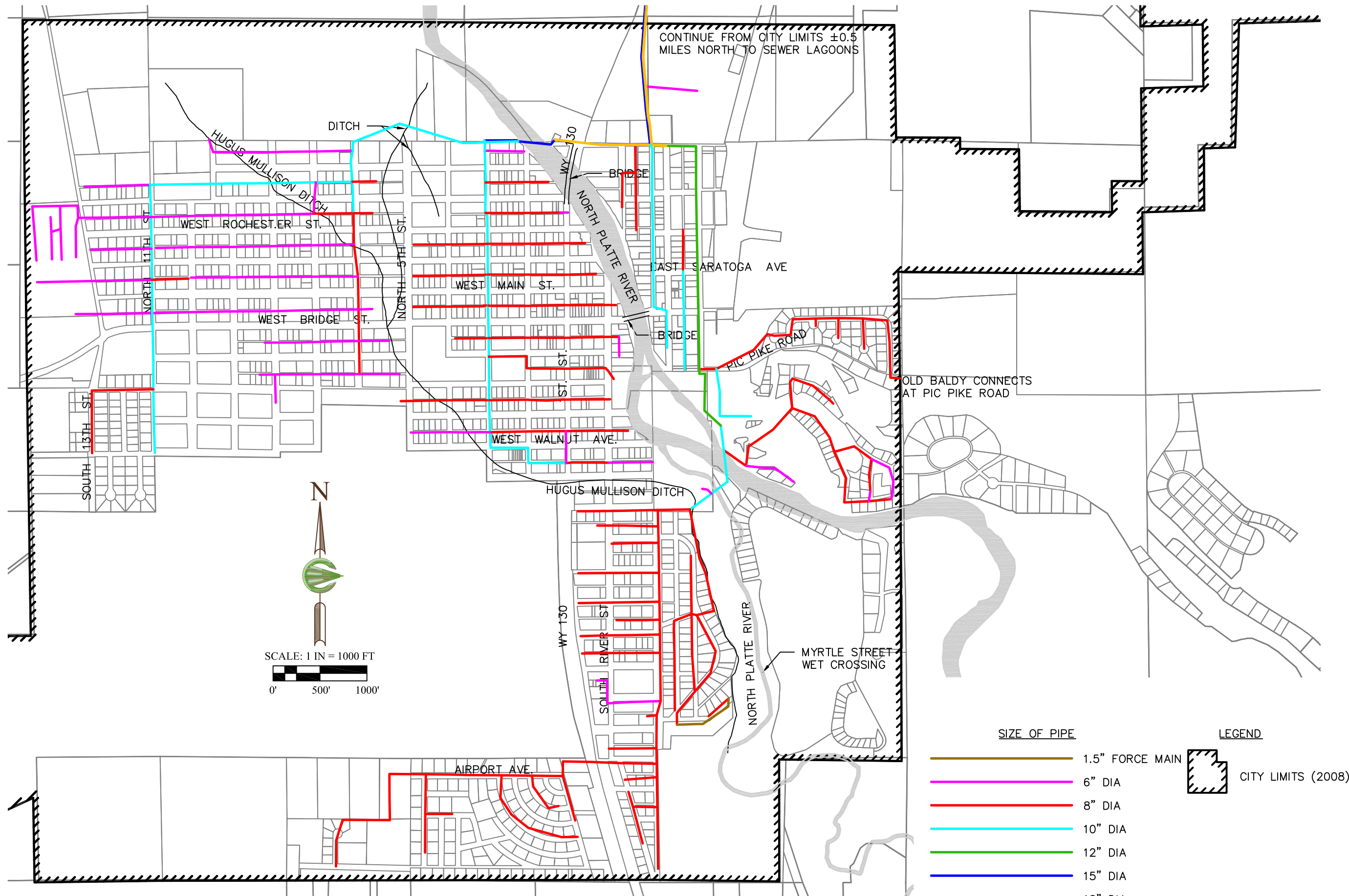
CBI, COFFEY ENG., BHA DESIGN



REFERENCES

Bing Imagery (June-July 2011) - created using ArcGIS® software by Esri. ArcGIS® and ArcMap™ are the intellectual property of Esri and are used herein under license. Copyright © Esri. All rights reserved. For more information about Esri® software, please visit www.esri.com. No field verification of map features are represented by Coffey Engineering & Surveying, LLC.





CONTINUE FROM CITY LIMITS ±0.5 MILES NORTH TO SEWER LAGOONS

SCALE: 1 IN = 1000 FT
 0' 500' 1000'

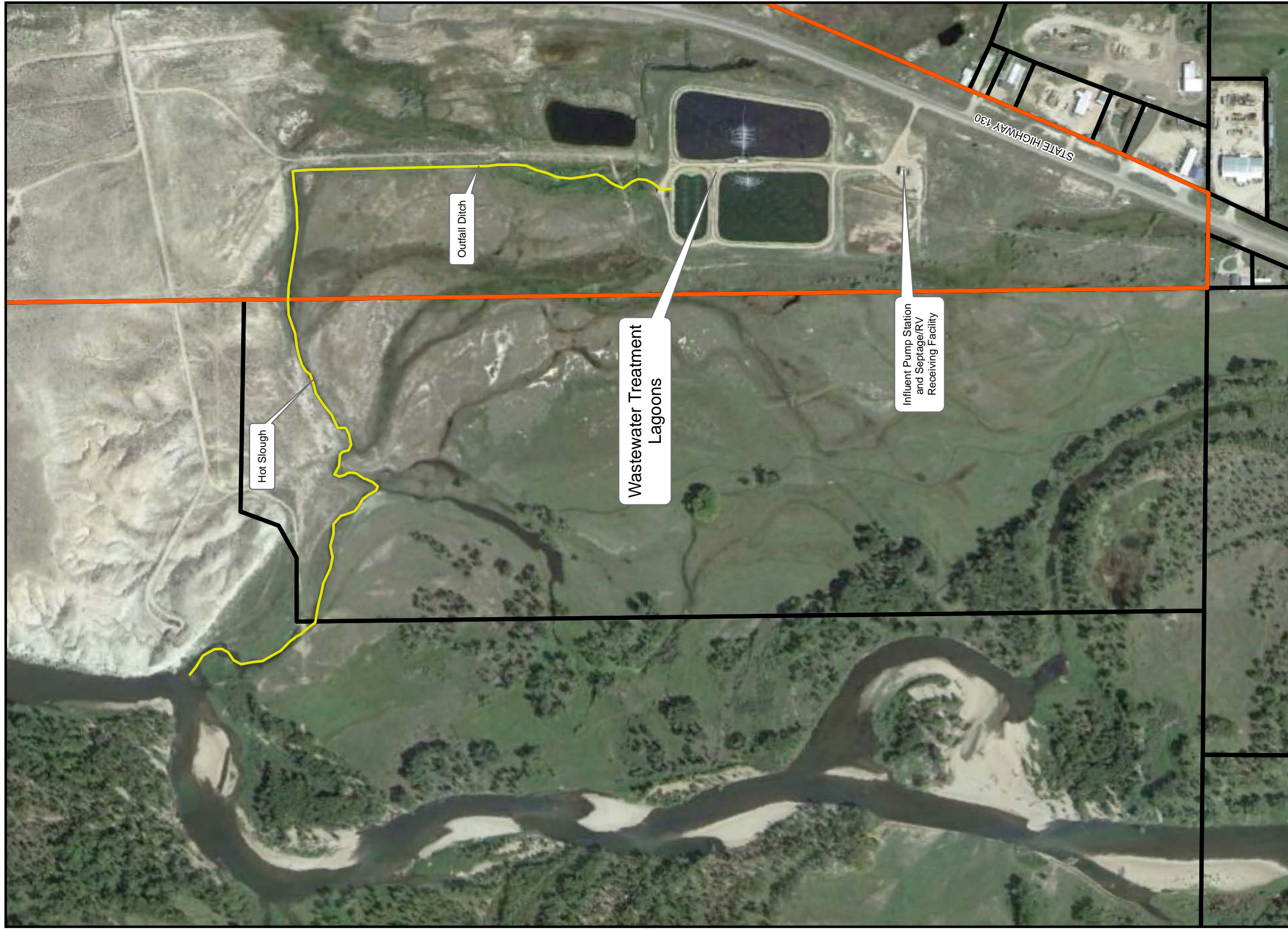
SIZE OF PIPE		LEGEND	
	1.5" FORCE MAIN		CITY LIMITS (2008)
	6" DIA		
	8" DIA		
	10" DIA		
	12" DIA		
	15" DIA		
	18" DIA		
	24" DIA		

REFERENCES
 Ownership Parcel GIS data from Carbon County GIS Dept. - provided by Alan Frank 8/27/15
 No field verification of map features are represented by Coffey Engineering & Surveying, LLC.

**WW-1: WASTEWATER
 COLLECTION SYSTEM**

CBI, COFFEY ENG., BHA DESIGN





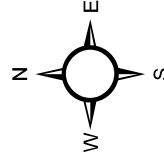
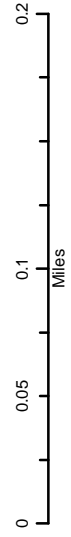
Google Earth Image 2016



Parcels



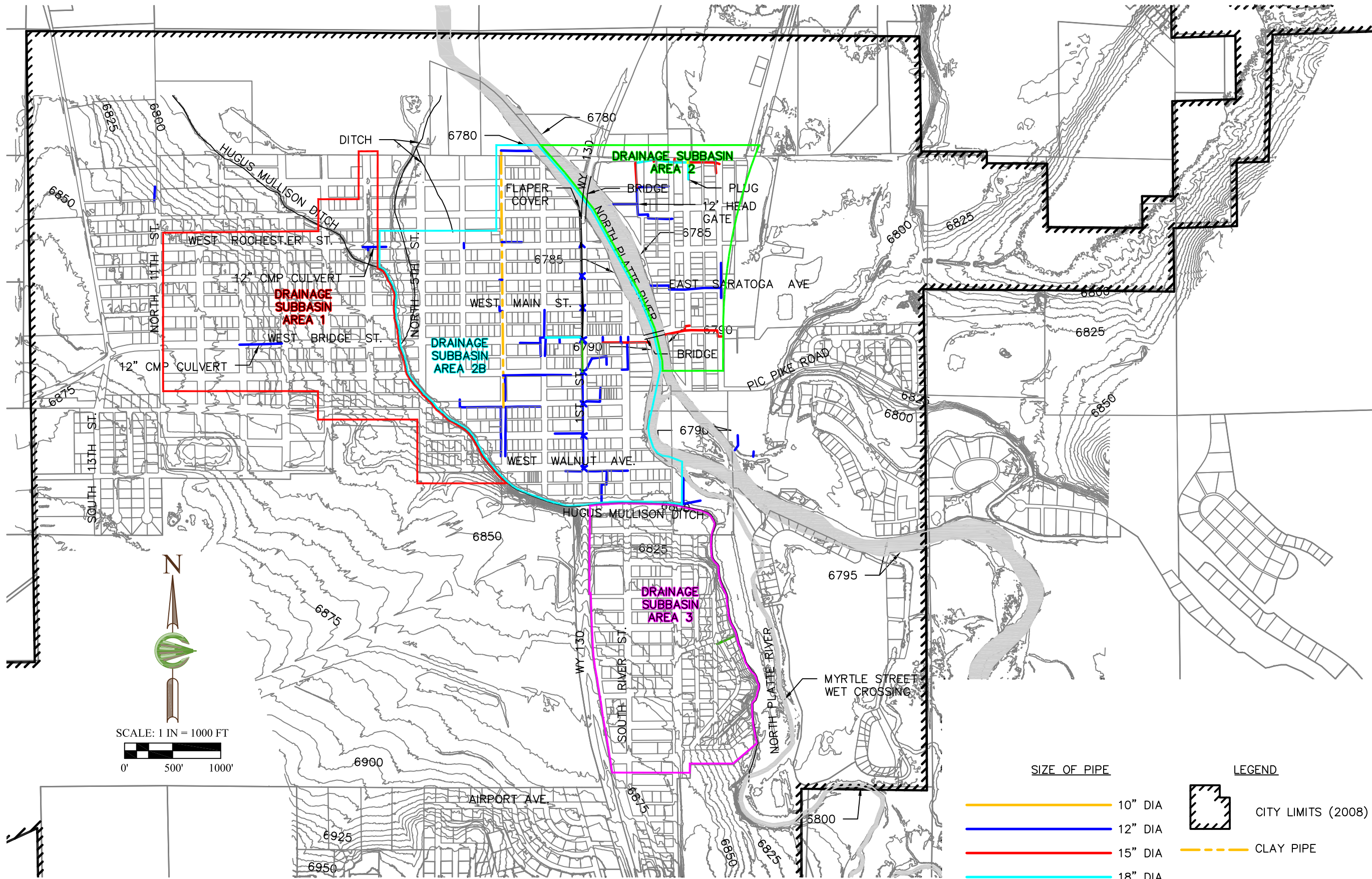
State Of Wyoming Ownership (2015)



WW-6: WWTP EXISTING & PROPOSED EFFLUENT OUTFALL

CBI, COFFEY ENG., BHA DESIGN





SIZE OF PIPE		LEGEND	
	10" DIA		CITY LIMITS (2008)
	12" DIA		CLAY PIPE
	15" DIA		
	18" DIA		
	24" DIA		
	30" DIA		

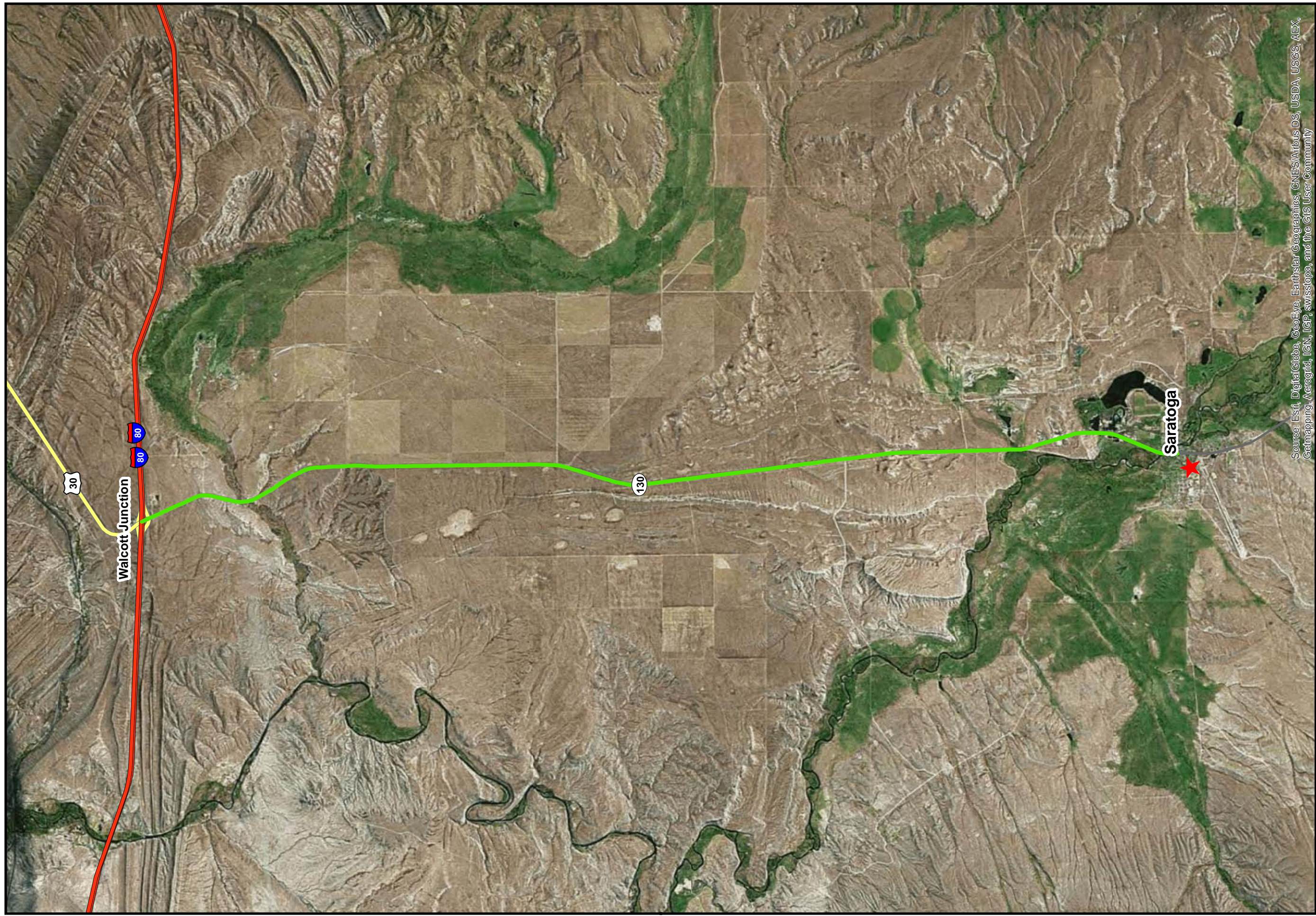
REFERENCES
 Ownership Parcel GIS data from Carbon County GIS Dept. - provided by Alan Frank 8/27/15
 Contours- created from Western Research & Development Lidar Imagery-provided by Town of Saratoga
 No field verification of map features are represented by Coffey Engineering & Surveying, LLC.

SDF-1: STORM & DRAINAGE SYSTEM

CBI, COFFEY ENG., BHA DESIGN

TOWN OF SARATOGA, WYOMING
 April 29, 2016





Source: Esri, DigitalGlobe, GeoEye, Earthstar Geographics, CNES/Airbus DS, USDA, USGS, AEX, Getmapping, Aerogrid, IGN, IGP, swisstopo, and the GIS User Community

- Road Classification**
- Interstate
 - US Highway
 - State Highway
 - Fiber Route

FO-1: BROADBAND COMMUNICATION

CBI, COFFEY ENG., BHA DESIGN



TOWN OF SARATOGA, WYOMING
April 29, 2016

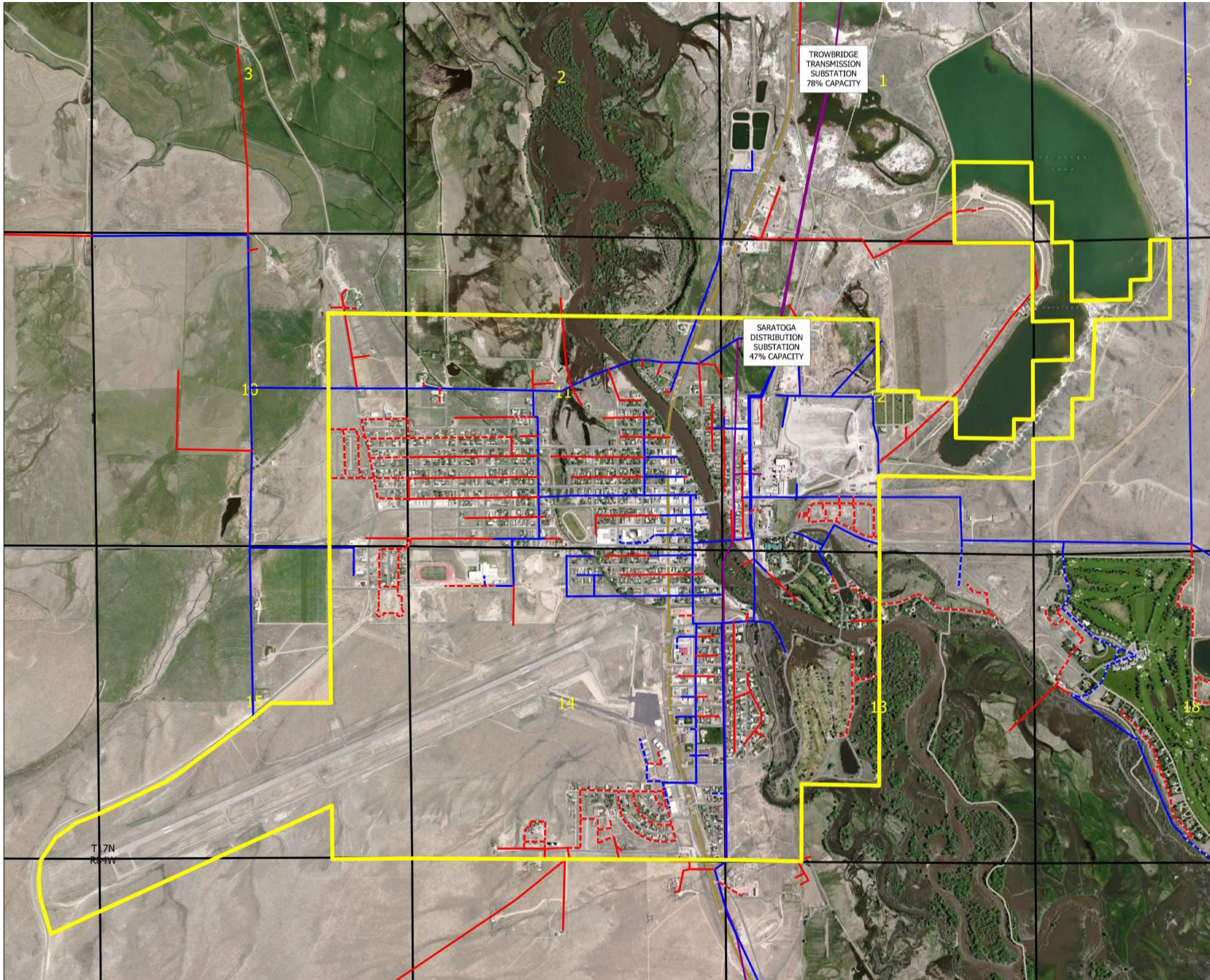



Source: Esri, DigitalGlobe, GeoEye, Earthstar Geographics, CNES/Airbus DS, USDA, USGS, AEX, Getmapping, Aerogrid, IGN, IGP, swisstopo, and the GIS User Community







LF-1: SARATOGA LANDFILL

CBI, COFFEY ENG., BHA DESIGN




 NOT TO SCALE

-  TRANSMISSION
-  3 PHASE
-  1 PHASE
-  CITY LIMITS (2008)

REFERENCE:
 CARBON POWER AND LIGHT

ELECTRICAL POWER

CBI, COFFEY ENG., BHA DESIGN





APPENDIX "B" –

ACTION PLAN AND MATRIX OF GOALS

APPENDIX B – ACTION PLAN AND MATRIX OF GOALS

Theme: Community Pride & Character				
Goal: Preserve the area's unique history and culture				
Action	Outcomes	Timing	Players	Resources
Maintain and celebrate hot springs asset	More visitors to community to enjoy healing waters	Ongoing	Town, SPVCC	Town, SPVCC
Capitalize on access to world class fishing, hunting and recreation	Improves community's quality of life, tourism growth potential	Start immediately and ongoing	Town, business & industry leaders, SPVCC	Town funds, matched in part by private dollars
Preserve the community's agricultural heritage	Protection of traditional ranching and agriculture uses	Ongoing	Carbon County, P&Z and Town Council	Coordination with Carbon County P&Z , Town P&Z, Commissioners, Town Council
Support and promote the Saratoga Museum	Local museum provides community with a sense of place and collective heritage	Ongoing	Museum Board, SPVCC and Town	Participation in fund raising events
Goal: Continue to support entertainment, culture and the arts.				
Action	Outcomes	Timing	Players	Resources
Emphasize community culture, including Museum, festivals, others	Arts and cultural activities in an area can draw crowds from within and around the community	Should start now and be ongoing	Town, Museum, SPVCC	WYDOT, WBC, WDT



Goal: Development of consistent brand for community				
Action	Outcomes	Timing	Players	Resources
Develop strategies to build the reputation, appearance and vitality of Saratoga by use of a common promotion theme.	Providing a common promotion theme will relay a consistent message	2-3 years	Town Council, community and business leaders	WBC, WEDA
Sponsor effort to develop a unique marketing message for economic development.	Collaborative effort to identify Saratoga's value and uniqueness	Should start immediately and be completed within 2-3 years	Town Council, community and business leaders	WBC, WEDA
Develop multi-pronged marketing effort tied to core message.	Coordinated marketing with printed materials, web-based tools, and other media	Should start immediately and be completed within 2-3 years	SPVCC, town and county, nonprofit organizations, Carbon County Visitors Council	WBC, WDT



Goal: Engage youth, seniors, and entire community in civic processes and volunteer efforts				
Action	Outcomes	Timing	Players	Resources
Develop and listen to citizen advisory committees for key community projects	Citizen advisory committees can help support better decisions and general governance.	1-3 years; ongoing	Mayor and Council, interested citizens	WAM
Communicate with residents using Facebook, website, and other media to all community members on periodic basis	Improved communication improves quality of life	Should start now and be ongoing	Town council, key staff, media	Private media/IT firms
Encourage local events, such as music in the park, farmer's markets, clean-up days, and others.	Builds strong sense of community	Should start now and be ongoing	Town Council, key staff, County Commissioners	
Elected local officials participate in WAM training opportunities	Well-educated officials	Ongoing	Mayor and Council, Clerk/Treasurer, department heads	WAM and WAMCAT
Schedule informal gatherings with Council to visit residents and businesses, asking for their input	Face-to-face communication	Should start now and be ongoing	Mayor and Council, County	News Media, local coffee shops, restaurants



Goal: Clean up community gateways, public property and roadway corridors.				
Action	Outcomes	Timing	Players	Resources
Work with WYDOT on state highway corridor amenities	Clear linkages and visual improvements to all corridors	Long Term - 10-15 years	Town staff, P&Z	WYDOT, WBC
Look at development standards for new development; require landscaping	Development standards ensure that individual property owners develop in coordinated ways that result in an interesting and attractive place.	Should start enforcement now and be ongoing	P&Z, Town Staff	APA publications, Wyoming Planning Association
Goal: Encourage private property clean-up and improvements.				
Action	Outcomes	Timing	Players	Resources
Work with neighborhoods on maintenance and nuisance issues through enforcement of existing regulations.	Improved aesthetics and increased community pride; responsibility	2-3 years, then ongoing	Town, Town staff, local residents	Town, nonprofit organizations and volunteers
Use proactive approaches such as organized neighborhood clean-ups and volunteer-led improvement projects.	Better civic engagement; community pride	Should start immediately and be ongoing	Town staff, P&Z, SPVCC, Weed & Pest	WYDOT, WBC, property owners



Theme: Healthy Intergenerational Community				
Goal: Support development of more licensed childcare facilities				
Action	Outcomes	Timing	Players	Resources
Conduct Needs Assessment of current needs	Quantification of needs and resources	6-12 month study	Town, existing childcare operators, parents, schools and other childhood providers	Public and private funds; WBC planning grant; USDA planning grant; consultants
Develop operational and financial feasibility study	Identification of specific ways and means to meet local needs	6-12 month study (concurrent with Needs Assessment)	Town, existing childcare operators, parents, schools and other childhood providers	Public and private funds; WBC planning grant; USDA planning grant; consultants
Analyze best practices.	Avoid the need to invent a solution – learn from others	6-12 month study (concurrent with Needs Assessment)	Town, existing childcare operators, parents, schools and other childhood providers	Public and private funds; SLIB Consensus funds; WBC planning grant; USDA planning grant; consultants
Goal: Support development and facility improvements to pre-school facilities				
Action	Outcomes	Timing	Players	Resources
Evaluate capacity and adequacy of current pre-school facilities.	Identification of gaps and surpluses of resources	6-12 month study	Town, existing childcare operators, parents, schools and other childhood providers	Public and private funds; WBC planning grant; USDA planning grant; consultants
Evaluate facility alternatives and possible new construction options.	Efficient and effective decision-making	6-12 month study (concurrent with facility assessment above)	Town, existing childcare operators, parents, schools and other childhood providers	Public and private funds; WBC planning grant; USDA planning grant; consultants



Goal: Evaluate opportunities for seniors to age in place				
Action	Outcomes	Timing	Players	Resources
Review "AARP – Aging in Place Toolkit for Local Governments"	Preserving the ability for people to remain in their homes as they age for as long as possible.	Short term - 1-3 years	P&Z ; Council	AARP; WDH
Review zoning ordinances to allow converting garages or basements to allow for "granny flats" in residential areas.	Infill neighborhoods; close access to services; may help seniors to age in place.	Ongoing	P&Z; Council	WAM and best practices of other communities
Promote infill of existing town lots for smaller senior housing units.	Infill development can reduce development pressure on outlying areas, helping to protect agricultural area.	Short term - 1-3 years to review zoning ordinances	Town Staff, P&Z; Town Council	WAM and best practices of other communities
Designate areas by clinic and nursing home as future location of assisted living.	Responsible and sustainable planning for long-term needs; updated map for future land uses	Could follow implementation of new master plan	Town Staff, P&Z, Town Council; Nursing Home owner	WAM and best practices of other communities
Evaluate options for subsidized housing for senior housing development.	Identification of housing alternatives	2-3 years	Town Staff, P&Z & Town Council; developers	WAM and best practices of other communities; HUD



Goal: Utilize existing facilities to fullest extent possible				
Action	Outcomes	Timing	Players	Resources
Increase marketing of area to state associations and business training opportunities at PVCC.	Increased travel and visitation; higher usage level of PVCC; increased revenues for PVCC	Short term and ongoing	PVCC, SPVCC, local businesses	WDT, WBC, state associations
Goal: Create youth/young adult leadership/mentoring program.				
Action	Outcomes	Timing	Players	Resources
Appoint youth advisory members to assist Town Council, Planning Commission and ad hoc committees	Better connections and collaborative efforts	1-3 years; ongoing	Mayor, Council, youth, UW Extension	Public and private investments
Work with SPVCC to develop young professions group.	Engaged community	1-3 years	SPVCC, residents and businesses	Best practices of other Wyoming communities
Work with the PVCC on pursuing a mentorship or young professional program.	Engaged community	1-3 years	SPVCC, residents and businesses	Leadership Wyoming
Goal: Improve overall health of all residents and visitors				
Action	Outcomes	Timing	Players	Resources
Maintain existing medical and healthcare facilities and services and pursue opportunities to expand local healthcare options, including development of stronger home health care services.	Healthy, safe community; seniors can age in place.	Ongoing	Town, County, hospital; clinic	Public and private funds; SLIB Consensus funds
Evaluate options to prohibit smoking in public places	Healthier community; more attractive to visitors	Short term - 1-3 years	Town, County Health Department	Existing Tobacco Prevention Council



Goal: Work to provide better vocational and higher education training opportunities				
Action	Outcomes	Timing	Players	Resources
Coordinate with all levels of educational providers	Better access to higher education and workforce training	Mid Term - 5-7 years	Carbon Co. Higher Education; School District; trades; PVCC; UW	WBC, DWS provides training grants
Implement contractor certification training program	Better qualified contractors	Mid-Term - 5-10 years	Town; contractors	WAM, WCBO
Utilize WorkKeys testing	Help people build workplace skills and career pathways	Short-term - 1-3 years	ACT; PVCC; Carbon Co. Higher Education	Education providers
Goal: Solve problem of transportation to out of town medical appointments				
Action	Outcomes	Timing	Players	Resources
Encourage Senior Center to expand outreach for existing public transportation opportunities available.	Availability of transportation for out-of-town medical appointments and shopping needs.	Ongoing	Saratoga Senior Center; Town Council	WYDOT
Host a meeting of interested groups to discuss opportunities to provide transportation for seniors	Formation of a Community Service Organization to oversee volunteer drivers who can transport seniors and disabled utilizing vehicles currently in service in the community	Short-term - 1-3 years	Citizen Transportation Advisory Committee; Churches; Nursing Home; Senior Center; Town Council; private businesses	WYDOT; AARP Livable Communities Program database of examples that fit this model



Goal: Support development of better ambulance, substance abuse and mental health services.				
Action	Outcomes	Timing	Players	Resources
Support health service providers and emergency services	Healthy, safe community	Ongoing	Town, County, hospital	Public and private funds; SLIB Consensus funds
Support adequate funding and treatment options for drug and alcohol abuse	Better health and safety	Ongoing	Hospital, mental health providers, Town,, County	Best practices
Evaluate Boys and Girls Club development in community	More extracurricular activities for young people	Short-term 1-3 years	Statewide Boys and Girls Club organization; Rec Center; PVCC	Boys and Girls Clubs
Goal: Foster and encourage a safe and healthy community by providing adequate indoor recreation.				
Action	Outcomes	Timing	Players	Resources
Evaluate opportunities for expanded use of gyms, and other indoor recreation options.	Continued and quality indoor recreation for quality of life opportunities.	Ongoing	Volunteer groups to be coaches and help with activities at the Community Center	Saratoga School System
Goal: Maintain a walkable community setting.				
Action	Outcomes	Timing	Players	Resources
Develop connected parks, trails, sidewalks system	Healthier community; improved quality of life	Ongoing	Town staff and Town Council	Public and private funds, WYDOT, Consensus Funding



Theme: Residential Neighborhoods: Housing				
Goal: Expanded Range of housing types				
Action	Outcomes	Timing	Players	Resources
Accommodate development of higher density housing options through code modifications	Targeted development appropriate to needs	Underway, should be complete within 1 year	Town staff; P&Z	WCDA, Wyoming Housing Network
Host a community gathering to discuss housing needs and options	Better awareness of needs and opportunities	Short-Term - within 1-2 years	Town Council, P&Z, residential construction firms, bankers, realtors, employers	WCDA, Developers
Implement streamlined development codes and processes	Consistent and responsible housing development	Mid-Term - 5-7 years	Town Council, Building Official, P&Z, contractors, developers	WAM, Best Practices
Target development of additional senior housing, including congregate and independent units, especially a licensed assisted living facility.	Identification of most needed services for seniors	Short-Term - within 1-2 years	Town Council; staff; P&Z	WBC may fund study; Town, County and/ or Nursing Home match; Sr. Center



Goal: Infill development				
Action	Outcomes	Timing	Players	Resources
Channel growth to existing areas of community	Infill development is critical to accommodating growth and redesigning the town to be environmentally and socially sustainable.	Long-term	Town Council; P&Z; developers;	WYOPASS and American Planning Association (APA).
Encourage reuse of existing buildings, redevelopment or intensification of underutilized properties.	Stewardship of existing community resources	Long-term	Town Council; P&Z; private developers	WYOPASS and American Planning Association (APA).
Goal: Retention of quality neighborhoods				
Action	Outcomes	Timing	Players	Resources
Review and revise nuisance abatement codes and consistently enforce.	More attractive community; perception of fairness	Ongoing	Building Official, Town council, P&Z, property owners, residents	WAM
Review Town development and subdivision regulations; revise as necessary	Best use of space in design of neighborhoods	Mid-term - 5-7 years	P&Z, developers, Town Council; staff	WAM; WYOPASS



Goal: Incentive options for development of affordable housing				
Action	Outcomes	Timing	Players	Resources
Encourage manufactured housing	Quality and cost advantages over site-built housing	Short-Term - within 1-2 years	Council, staff, P&Z	WCDA, FHA, lenders, property owners
Evaluate zoning, subdivision ordinances, architectural design standards, and other requirements	Expansion of areas where manufactured housing can be placed	Short-Term - within 1-2 years	Council, staff, P&Z	WCDA, FHA, lenders, property owners
Evaluate regulatory barriers for low-income housing developments	Increased availability of housing to serve this demographic	Mid-term - 5-7 years	Council, staff, P&Z	WDCA, HUD, private developers, banks, Wyoming Housing Network
Promote the use of manufactured housing in HUD-Code parks and infill in traditional and new subdivisions.	More affordable housing throughout community	Mid-term - 5-7 years	Council, staff, P&Z	WCDA, FHA, lenders, property owners
Goal: Incorporation of trails, parks, and recreational facilities into residential neighborhoods				
Action	Outcomes	Timing	Players	Resources
Encourage connected bikeways and/or walkways throughout neighborhoods	Adds value to neighborhoods and increases community connectivity	Mid-term - 5-7 years	Council, staff, P&Z	Developers, WYDOT



Theme: Quality Utility and Transportation Infrastructure				
Goal: Improved telecommunication service (cell phone, internet, landlines)				
Action	Outcomes	Timing	Players	Resources
Work with existing providers to encourage service improvements.	Dependable, reliable service availability	Mid-term - 5-7 years	Council; staff; Union Telephone	PSC
Reach out to competitive suppliers to compare service availability and range.	Service improvements	Mid-term - 5-7 years	Council; staff; competitive suppliers	PSC
Support expansion and upgrade of telecommunications	Dependable, reliable service availability	Mid to Long Term - 10-15 years		Governor/State funding, WBC Planning/Feasibility Grant
Goal: Develop options for walking/biking throughout community				
Action	Outcomes	Timing	Players	Resources
Develop the abandoned railroad right-of-way adjacent to the river as a pedestrian pathway.	Enhanced pedestrian, equestrian and bicycle routes	Long Term - over 10 years	Town; P&Z; property owners; advisory committee	Rails to Trails program ; WYDOT
Develop pedestrian pathway from Airport to town center.	Enhanced pedestrian, equestrian and bicycle routes	Long Term - over 10 years	Town; P&Z; WYDOT	WYDOT; airport
Develop plan for bicycle routes and lanes within Town	Better overall mobility	Mid to Long Term - 5-10 years	Town; P&Z; advisory committee	WYDOT; Safe Routes to Schools
Remedy non-compliant ADA corners throughout city	Better mobility for all residents and guests	Mid to Long Term - , 5-10 years	Town Council, Engineer, Public Works, WYDOT	SLIB, Town funds
Install missing or insufficient sidewalks in other high traffic areas	Better; safer mobility for all residents and guests	Mid to Long Term - 5-10 years	Town Council, Engineer, Public Works, WYDOT	SLIB, Town funds, WYDOT



Goal: Pedestrian crossing safety and line of sight Improvements				
Action	Outcomes	Timing	Players	Resources
Explore pedestrian signage and pedestrian-activated lights downtown	Reducing speed and higher visibility crosswalks would allow for safer crossing.	Short term - 1 to 3 years	Town Council, engineer, WYDOT	Safety.transporation.org, WYDOT
Study on-street parking options downtown	Higher visibility crosswalks would allow for safer crossings	Short term - 1-3 years	Town Council, engineer; ad hoc committee	WYDOT; consultant
Goal: Better enforcement of designated truck routes				
Action	Outcomes	Timing	Players	Resources
Enforce existing truck routes	Consistent, safe access for large trucks	Short term - 1-3 years	Trucking industry; Town; law enforcement	WYDOT
Explore alternative truck parking areas	Avoidance of highly congested, residential property from truck traffic	Short term - 1-3 years	Town; P&Z; businesses	Parking lots
Goal: Develop long range capital improvement plan				
Action	Outcomes	Timing	Players	Resources
Review and update street classifications within community and identify streets and roadways that should be extended.	Prioritization of needed projects	Underway and will be ongoing	Council and staff, WYDOT, P&Z	Contract Engineers, WYDOT
Adequate funding for Street paving and resurfacing	Better roads	Ongoing and will be long term	Town Council, WYDOT, developers	WYDOT, WBC, SLIB, Town funds
Coordinate needs and projects with WYDOT, County and other entities	Better planning	Ongoing and will be long term	Town Council and staff, County Commissioners and staff, WYDOT, P&Z, other utilities	WYDOT



Goal: Maintain and upgrade utility infrastructure				
Action	Outcomes	Timing	Players	Resources
Develop and adhere to Capital Improvement Plan for utility infrastructure	Coordination with street improvement projects	Underway and will be ongoing	Town Council, P&Z, Public Works, Engineer, staff	WAM best practice, GIS
Encourage coordination with private and other public utilities	Maximum coordination of projects and avoid over-extension of services	Ongoing and will be long term	Town Council, P&Z, Public Works, Engineer, contract staff, other utilities	Other utilities
Ensure that user fees for water and wastewater appropriately cover the operating and appropriate capital costs.	Operating and capital costs do not require subsidy from general funds	Short Term - within 1-2 years	Council, Clerk, Treasurer	Consultants, Wyoming Rural Water, USDA Rural Development
Goal: Explore options for public transportation access to surrounding communities				
Action	Outcomes	Timing	Players	Resources
Work with surrounding communities to explore shared public transit service.	Safe, quality, efficient transportation in area	Mid-term, 5-7 years	Council, County Commissioners, WYDOT, Sr. Citizen Center	Private bus contractors, WYDOT, Sr. Citizen Center,



Theme: Natural Environment with Great Recreation Choices				
Goal: Preserve and expand recreational opportunities along North Platte River while protecting surrounding property from flood hazards				
Action	Outcomes	Timing	Players	Resources
Explore opportunities to develop fish habitat, small boat ramps, picnic areas, interpretive centers, and access points along North Platte River.	Better utilization of North Platte River	Mid to long term - 7-10 years	Council, planners, property owners, ad hoc committee, Wyoming Game & Fish	Wyoming Game & Fish, BLM, nonprofits or private foundations
Encourage development, and redevelopment of town-owned former Water Treatment Plant.	Use view of river as an amenity to grow business	Mid to Long Term – 7-10 years	Council, landowners	Developers, FEMA
Balance recreational and tourism opportunities of River with conservation.	Maintain key aspect of quality of life	Mid-term and ongoing	Citizen Advisory Committee, private and public landowners, tourism and recreational businesses	Wyoming Game & Fish, Carbon County Conservation District, WYDOT
Revive river project committee.	Evaluation of community preferences	Long term - 7-10 years	Town; committee; Game and Fish; Corp of Engineers	Consultants



Goal: Enhance park and recreational opportunities and facilities.				
Action	Outcomes	Timing	Players	Resources
Accommodate people of all abilities in the design of all park, open space, and recreation facilities.	Accessible parks	Mid-term - 5-7 years	Public Works; Town; advisory committee	ADA, nonprofits or foundations
Design new park, recreation, and open space facilities to require minimal maintenance and upkeep.	Reduced costs and ensured durability.	Mid-term 5-7 years	Public Works; Town Council;	Landscape architects; planners
Develop Trail system to connect key community destinations through a complete, connected network of trails and sidewalks.	Enhanced pedestrian, equestrian and bicycle routes	Long Term; over 10 years	Town Council, County Commissioners, property owners, developers, engineers	WYDOT, developers, property owners; town funds
Goal: Promotion of winter recreational opportunities				
Action	Outcomes	Timing	Players	Resources
Market winter recreational activities	More visitors to community during winter months	Ongoing	PVCC; County Tourism Board	Wyo Division of Tourism; County Tourism funds
Schedule periodic meetings with BLM, Forest Service, Game and Fish on items of common interest	Better communication among agencies	Short term and ongoing	Council, County Commissioners, legislators, federal and state agencies	BLM, Forest Service, Game and Fish



Goal: Development of camping facilities for cross-country bikers/hikers				
Action	Outcomes	Timing	Players	Resources
Evaluate land available adjacent to the Hobo Pool and Veterans Island for the location of tent camping for bikers and hikers.	Simple, affordable amenities that cyclist's desire is provided (available lodging, accessible dining and hot showers).		SPVCC, CCVC, WDT, Town Council	WYDOT, WWW.adventurecycling.org
Pave trails from Saratoga Lake and outlying areas	Better access for touring bicyclists	Mid-term 5-7 years		
Goal: Development of expanded recycling program				
Action	Outcomes	Timing	Players	Resources
Evaluate current solid waste operations in the area and identify options and goals for recycling and composting.	More effective use of consumer products; reduces space in landfill	Mid to Long Term - 7-10 years	Solid Waste District; Town Council; County Commissioners	DEQ, recycling markets
Encourage alternative energy use and "green" construction	Better stewardship of environment	Mid to Long Term - 7-10 years	Building Inspector; P&Z; contractors; developers	Solar and wind generation providers
Goal: Capitalizing on high elevation, clear skies and low light level				
Action	Outcomes	Timing	Players	Resources
Work with International Dark-Sky Association to capitalize on night sky environment	Experiencing the night sky provides perspective, inspiration, and leads us to reflect on our humanity and place in the universe.	Mid-term 5 - 7 years	Ad hoc committee to look at possible legislation pertaining to dark skies.	Darksky.org
Provide training to retrofit existing lighting to protect the night skies.	Less light pollution; lowered energy costs	Long-term 7-10 years	Ad hoc committee to look at possible legislation pertaining to dark skies.	Consultants; darksky.org



Theme: Vibrant Economy and Tourism Industry				
Goal: Leadership/Civic Development/Public Policy				
Action	Outcomes	Timing	Players	Resources
Provide leadership, coordination and support for local organizations and business groups to support existing businesses retention and expansion.	Coordinated and sustained efforts to support a healthy economy	Begin immediately with roundtable discussions and strategic planning; ongoing effort will be required	CCEDC, SPVCC, Carbon County Visitor's Center, WBC, and educational providers	WBC, WEDA, Wyoming Division of Tourism
Sponsor Economic Development Leadership Training program.	Better understanding and support for ED	Start now and be ongoing	CCEDC, WBC	Other communities can share best practices, WEDA
Analyze approach to development to ensure that business-friendly approach is utilized.	Enable growth and send a positive message to developers	Start now and be ongoing	CCEDC, WBC and various economic development programs	WEDA, WBC



Goal: Quality of Life				
Action	Outcomes	Timing	Players	Resources
Enhance the tourism industry and visitor experience in Saratoga.	Increased tourism	2-3 years (with branding)	Local organizations and businesses, the SPVCC, Wyoming Office of Tourism	WDT
Support expanded lodging and restaurant offerings and activities.	Expanded tourism assets that are available	Long-term (3-10 years)	Existing businesses in the tourism industry	WBC
Enhance tourism assets like recreational businesses and facilities to broaden the range of “things to do” for local residents.	Visitor experience is enhanced; local business support	Start now and be ongoing	Town, local nonprofits, volunteers	WDT, town funds, WAM
Maintain and support existing community attractions and visitor facilities.	Effective and sustainable use of local facilities and resources	Now and ongoing	PVCC, museum, parks, recreation facilities, and Hobo Pool	USFS, WBC, WDT
Showcase community's unique resources and history through continuance and expansion of seasonal events and activities.	Improved cultural and heritage tourism; increase in community pride and involvement	2-3 years	Town, local nonprofits, local history experts	WDT, Cultural Trust Fund



Goal: Workforce Development				
Action	Outcomes	Timing	Players	Resources
Develop skills and wages of local workers, attract new workers to the community, and provide necessary support for the local labor force.	Larger and more skilled workforce	1-3 years, and ongoing	Carbon County Higher Education Center, public schools (K-12)	Western Wyoming Community College, UW, Wyoming Dept. of Workforce Services
Make special efforts to increase the presence of Carbon County Higher Education and the University of Wyoming in the community.	Emphasis on workforce education	2-3 years	Carbon County Higher Education Center, UW, public schools, local residents	Carbon County Higher Education, University of Wyoming
Utilize Wyoming Workforce Development Training Fund.	Employers are able to subsidize training efforts to create improved worker skills and productivity	Short to mid-term - 3-5 years	Local existing and expanding employers	DWS
Conduct housing needs assessment.	Identify gaps and needs for workforce housing	Short to mid-term - 3-5 years	Town, ad hoc volunteer committee, banks and real estate brokers, property owners	WCDA, Wyoming Housing Network
Goal: Infrastructure Development				
Action	Outcomes	Timing	Players	Resources
Create and maintain inventory of existing facilities and vacant (developable) land	Improved readiness to respond to new business leads	Underway and ongoing	Local land owners, real estate brokers	WBC and existing public resources
Support development and infill of Shively Field Airport property	New and expanding businesses fill Industrial Park	Mid to long term - over 10 years	Airport Board, SPVCC	WBC, WYDOT



Goal: Existing Business Development				
Action	Outcomes	Timing	Players	Resources
Help existing businesses retain and add jobs, increase wages, create new products and services, and expand into new markets to build wealth and grow the local economy.	Stronger and more sustainable local businesses	Now and ongoing	Local businesses, SPVCC, banks and others that traditionally support economic development	WBC, DWS, higher education
Support agricultural, timber, wind, and value-added industries	Stronger industries	Mid to Long Term - 5-7 years	Landowners and business owners	WBC and DWS
Improve outdoor recreation businesses (hunting, fishing, snowmobiling, events).	Stronger industries	Mid to Long Term - 5-7 years	Landowners and business owners	WBC, WDT, and DWS
Support and encourage shop-local campaigns; make every effort to buy town supplies locally.	Stronger and more sustainable retail industry	Mid to Long Term - 5-7 years	SPVCC, local retailers	WBC, best practices



Goal: Entrepreneur Development				
Action	Outcomes	Timing	Players	Resources
Provide specialized training, incentives, and intentional use of existing resources for entrepreneur development.	Coordinated approach to cultivating and supporting business startups	Mid to Long Term - 5-7 years	Local residents, banks, legal and accounting professionals, incubator-type landowners	WBC, local businesses
Sponsor an Entrepreneurship Challenge.	Increased awareness and community engagement in entrepreneurship	Mid to Long Term - 5-7 years	Local residents, banks, legal and accounting professionals, incubator-type landowners	WBC funding; investment of local business community; entrepreneurs
Goal: New Business Recruitment				
Action	Outcomes	Timing	Players	Resources
Recruit environmentally sound, well-paying, sustainable industry.	Targeted effort to recruit or develop new industry	Long Term (10 years)	WBC, SPVCC	WEDA and WBC can share best practices
Develop consensus on companies and industries to be targeted	Collaborative approach to recruitment decisions	Mid to Long Term - 7-10 years	SPVCC, local industry	WBC and WEDA
Gather knowledge and identify connections to each industry	Focus recruitment on tourism & travel, recreation, food services	Mid to Long Term - 7-10 years	Local residents and businesses	WBC, industry leaders
Sponsor effort to develop a unique marketing message for economic development	Collaborative effort to identify Saratoga's value and uniqueness	Should start immediately and be completed within 2-3 years	Community and business leaders	WBC, WEDA, consultants



Theme: A Well-Planned City				
Goal: Compact and Livable Community				
Action	Outcomes	Timing	Players	Resources
Resist approval of development outside of desired growth area	More efficient use of public resources and investments	Start now and be ongoing	Town Staff, P&Z, Town Council	Developers, property owners, smartgrowthamerica.org
Review and revise City development regulations and zoning code	Fair and predictable development	Underway, should be completed in 1-2 years	P&Z; Town Council; Building official	Town Attorney
Identify areas in community suited for senior housing and pre-school dev.	Well-planned community with all demographics served	Short-term - 1-2 years	P&Z; Town Council; developers	Existing providers; developers
Maintain integrity of core commercial retail area of community.	Identity of community center preserved	Long-term 7-10 years	Downtown businesses; PVCC	Wyoming Main Street program WBC
Create Green Space Land Use designation and zone all parks, public property, cemetery, trails and other natural habitat and recreation areas in conformance to this designation.	Visual depiction of parks and open spaces on Town maps	Short-term - 1-2 years	Town Council; P&Z; Town staff; engineers for mapping	Land Use Plan



Goal: Infill Development and Redevelopment				
Action	Outcomes	Timing	Players	Resources
Encourage reuse of existing buildings, redevelopment or intensification of underutilized properties.	Stewardship of existing community resources	Long-term	Town Council; P&Z; private developers	WYOPASS and American Planning Association (APA).
Channel growth and investment towards existing, developed areas of the community.	Makes efficient use of existing infrastructure and services.	Start now and be ongoing	Developers; P&Z; Town Council	Developers
Zone Shively Field Airport as Industrial property with a buffer of lighter commercial development adjacent to residential zones	Protection of highest and best use property; airport asset	Short term - 1-2 years	P&Z; Town Council; staff	Mapping; GIS



Goal: Work with county on joint planning area surrounding town limits.				
Action	Outcomes	Timing	Players	Resources
Work with local citizens to address concerns related to development in community growth areas.	Protection of outlying areas from unplanned development	Start now and be ongoing	County Planner, Town Staff, Commissioners and Town Council	County Commissioners, WAM, WACO
Ensure that future land development is fiscally responsible and has adequate roads and other infrastructure.	Fiscally responsible development with adequate infrastructure	Long-term	County Planner, Town Staff, Commissioners and Town Council; developers	County Commissioners, WAM, WACO
Work with Carbon County to coordinate land use development in unincorporated areas surrounding the town.	Consistent development standards in joint planning area	Start now and be ongoing	County Planner, Town Staff, Commissioners and Town Council	County Commissioners, WAM, WACO
Develop and maintain formal and informal intergovernmental communication and coordination between Town and County.	Good communication with other local governments	Start now and be ongoing	Attorney; Town Council; County Commissioners	County Commissioners, WAM, WACO
Conduct semi-annual joint Planning Commission meetings with County to discuss Master Plan implementation and current issues.	Improved relationships and Plan implementation.	Start now and be ongoing	County Planner, County Planning Commission, Town Staff, Saratoga P&Z	Town and County Planners; P&Z



Goal: Coordinate future development with the provision of services and infrastructure.				
Action	Outcomes	Timing	Players	Resources
Locate new developments in close proximity to areas where public services already exist and can be provided efficiently.	Fiscally responsible development with adequate infrastructure	Long-term	County Planner, Town Staff, Commissioners and Town Council; developers	County Commissioners, WAM, WACO
Conduct cost of service analysis for development costs.	Better appreciation for costs; better management	Mid-term - 5-7 years	Town Clerk; Treasurer; Town Council	Consultants
Schedule periodic meetings with other public and private utility and transportation providers.	Coordinated development	Start now and be ongoing	Town Council; staff	Utilities
Goal: Establish long-term joint planning areas while protecting traditional ranching and other agricultural uses				
Action	Outcomes	Timing	Players	Resources
Do not annex agricultural lands surrounding community.	Preservation of agricultural land	Start now and be ongoing	County Planner, Town Staff, Commissioners and Town Council; developers; ranchers	Developers, land owners
Target growth pursuant to Future Land Use Map.	Efficient city services and infrastructure	Mid to Long Term - 7-10 years	P&Z; Town Council	Developers, land owners
Diligently review subdivisions that are proposed within one mile boundary.	Consistent exercise of statutory authority	Start now and be ongoing	P&Z; Town Council; County P&Z	WEDA and WAM best practices



Goal: Review Ordinances, policies, procedures, permits.				
Action	Outcomes	Timing	Players	Resources
Review and revise zoning, building, annexation, subdivision codes	Compatible uses, higher property values, and better quality of life.	Currently underway and will be ongoing	Town Council; attorney; advisory committee	WEDA and WAM best practices; WYOPASS
Maintain Future Land Use Plan indicating preferred land use designations within and outside of town limits.	Planned growth and development	Start now and be ongoing	Town staff; Town Council; developers; advisory committee	WYOPASS; Master Plan; WAM
Update zoning code to ensure consistency with adopted Master Plan.	Implementation of adopted policy into legislation	Short-term 1-2 years	P&Z; Town Council; staff	WYOPASS; consultants
Review and revise construction standards for roofs, foundations, framing, plumbing, electrical, etc.	Protection of life safety	Short-term 1-2 years	Building Official; Town Council	Wyoming Conference of Building Officials
Review and revise fees and charges for utility, building and zoning permits, development permits, utility connection fees, etc.	Fair, efficient and consistent review process.	Start now and be ongoing	Town Clerk; Treasurer; Town Council	WWDC, Wyoming Rural Water, USDA RD
Review and revise development standards for site plans, landscape, drainage, etc.	Up-to-date, streamlined process	Short term, 1-3 years	Town Council; P&Z	Developers, Contractors; Wyoming Conference of Building Officials



APPENDIX "C"

PUBLIC INPUT PROCESS



Steering Committee

A Project Steering Committee appointed by the Town Council guided the Master Plan process. The Steering Committee met monthly during the course of the project to review work products, provide input and communicate with the community. The Consulting Team attended bimonthly meetings in person and held conference calls on alternate monthly meetings.

Members of the Steering Committee included:

STEERING COMMITTEE	
Saratoga/Platte Valley Chamber of Commerce	Stacy Crimmins
Mayor of Saratoga	Ed Glode
Upper Platte Valley Solid Waste District (Landfill Board)	Randy Raymer
Planning Commission Representative	Rory Grubb
WYDOT District Maint. Foreman	Scott Kinniburgh
Former Town Council	Kasey Westring
Engineering Associates	Karl Smith
Platte Valley Community Center	Joe Elder
Saratoga Council	Will Faust

Joint meetings with the Board of Adjustment and Planning Commission (BAPC), Project Steering Committee and City Council rounded out the process.

PLANNING COMMISSION	
Chairman	Rory Grubb
Member	Will Faust
Member	Greg Cooksey
Member	Tom Knickerbocker
Member	Karl Smith
Member	Rusty Rogers
Member	Chris Shannon



SARATOGA MASTER PLAN - VISITS AND MEETINGS

The consulting team conducted one-on-one interviews with over 45 people in the community to get their perspective on the Master Plan. These interviews and the entity they represented were:

<u>DATE</u>	<u>NAME</u>	<u>POSITION</u>	<u>ORGANIZATION</u>
8/4/15	Ed Glode	Mayor	Town of Saratoga
8/4/15	Stacy Crimmins	Executive Director	Platte Valley Chamber of Commerce
8/4/15	Dr. Jim Copeland	Superintendent	CCSD #2
8/4/15	Virginia Parker	Director	Saratoga Museum
8/4/15	Anita Mills		Saratoga Care Center
8/4/15	Tom Knickerbocker	Chief of Police	Town of Saratoga
8/4/15	Rob Bifano	Captain	Town of Saratoga
8/5/15	Laurie Forster	Realtor	Town & Country Realty
8/5/15	Mike Patterson	Owner	Hack's Tackle & Outfitting
8/5/15	Megan James	Manager	Union Wireless
8/5/15	Sue Howe		Senior Center/ Town Council
8/6/15	Mike Glode		Shively Hardware and Med. Found.
8/6/15	Tim Lamprecht	Owner	Valley Foods
8/6/15	Joe Parsons		SER Conservation District
8/6/15	Will & Susan Speer		Century 21 Realty
8/6/15	Joe Elder	Executive Director	Platte Valley Community Center
9/2/15	Tonya Bartholomew	Occupational Therapist	PV Medical Clinic
9/2/15	Joe Glode		PVCC Joint Powers Board/Shivelys N.
9/3/15	Craig Kopasz	Engineer	PMPC/ Water and Sewer Board
9/3/15	Pat Forbes		Saratoga Head Start
9/9/15	Greg Hoover	General Manager	Old Baldy Club
9/10/15	Russell Waldner	General Manager	Carbon Power and Light
9/15/15	Jeff Streeter	Project Manager	Trout Unlimited
9/16/15	Scott Randall	General Manager	Saratoga Inn and Spa



10/1/15	Sarah Lincoln	Activities Director	Big Brothers Big Sisters
10/2/15	Lisa Burton	Recreation Director	Town of Saratoga
10/5/15	Linda Butler	Principal	Saratoga Middle/High School
10/8/15	Gene Smith	Pastor	Platte Valley Christian Center
10/8/15	Scott Kerbs	Rancher/Board Member	SER Conservation District
10/8/15	Judd Campbell	Manager/Family Owned	The Hotel Wolf
10/12/15	Chris Duke	Owner	Duke's Bar and Grill/ Rivera Hotel
10/13/15	Mitch Bangert	Owner/Chairman	Offero LLC, Harrison's Guiding/COC
10/13/15	Lindy Glode	Commissioner	Carbon County
10/20/15	Cindy Loose	Owner	Visions in Process (VIP) Marketing, LLC
10/20/15	Danyel and Bobby Chitwood	Owner	Lollypops
10/29/15	Gary Ervin	Owner	Saratoga Forest Management
11/3/15	Judy Whelton	VP Executive Assistant/Town Council	Old Baldy Club
11/5/15	Will Ryan and Rob Streeter		Ryan Electronics
11/6/15	Jonathan C. Schnal	Owner	The Schnal Law Group
11/11/15	Will Faust	Financial Advisor	Edward Jones
11/11/15	Ty Trevillian	Manager	Burns Insurance
11/13/15	Doug Campbell	Owner	The Hotel Wolf
12/15/15	John Zeiger	Emergency Management Coordinator	Carbon County
12/16/15	Nancy Jansa		
1/5/16	Cindy Bloomquist		



PRESS RELEASES; MEDIA COVERAGE

The Saratoga Sun Newspaper, Big Foot Radio and Rawlins Daily Times provided excellent coverage throughout the Master Plan process. Big Foot Radio did a number of on-line interviews as the process unfolded, the newspapers were in attendance at many of the monthly steering committee meetings and press releases from the consulting team added to the media exposure. Samples include:

8/12/15, *The Saratoga Sun*



Photo by Madeline Weiss

Left to right, Joe Coyne and Bobbe Fitzhugh, of Community Builders, Inc. discuss recent work done at Veterans Island as well as plans for how they might move forward with Master Plan Steering Committee Chairperson Stacy Crimmins.

Say hello to CBI

By Erik Gantt

Community Builder's Inc., (CBI), the company hired to create the new Saratoga Comprehensive Master Plan, and their subcontractors introduced themselves to the town on Wednesday.

In the morning the group toured the town and in the afternoon a scoping meeting and public open house were held at the community center.

Bobbe Fitzhugh, Principal Consultant with CBI led the meetings, explained the roles of the contractors and goals for the master plan. According to CBI, "A comprehensive plan, often referred to as a 'land use plan' or 'master plan', will start with an inventory of the infrastructure, economy, population, existing land uses and other physical factors of the community.

The purpose of the comprehensive plan is to guide and achieve a coordinated and harmonious development of the municipality."

During the morning tour the contractors made note of the numerous vacant spaces in downtown, undeveloped and vacant lots around town, issues with storm water drainage, the Bridge and First Street intersection, river access and the town's use of prime river front property for the town shop and old water works building.

At the scoping meeting the town's Master Plan Committee and mayor Glode were briefed as to the process of developing the Comprehensive Master Plan, asked about their vision for the future of the town and given some initial impressions from the morning tour. Those impressions included

making better use of town-owned riverfront property, creating incentives for businesses and industry to move to or grow in Saratoga, how to infill the undeveloped and vacant lots around town and redesigning the Bridge and First Street intersection.

A major concern for CBI is how to get meaningful public input. A variety of ways to present and collect survey data were presented and the town representatives were queried as to the best way to maximize public participation.

The next task CBI identified is an intensive review of existing data, documents and other information to have a baseline for where the town stands now.

CBI plans to have the new Saratoga Comprehensive Master Plan completed in May 2016.



News Release

August 26, 2015

NEWS RELEASE

*****FOR IMMEDIATE RELEASE*****

Contacts:

Bobbe Fitzhugh, 307-359-3311, bobbe@consultcbi.com

Stacy Crimmins, 307-326-8855, director@saratogachamber.info

SARATOGA MASTER PLAN PROJECT BEGINS

SARATOGA, Wyo. – The Town of Saratoga has contracted with Community Builders, Inc. (CBI), a community and economic development consulting firm based in Douglas, Wyo. to prepare an updated Comprehensive Master Plan to serve the needs of the community for the next 20 years. CBI has teamed up with Coffey Engineering and Surveying from Laramie and BHA Design from Ft. Collins, Colo. to complete the Master Plan.

The Town's existing Comprehensive Plan was completed in 1977. Since a Master Plan helps to guide the community's future, it should periodically be reviewed, revised and renewed so that it will meet the changing complexion of the Saratoga community. The Town received grants from the Wyoming Business Council and from the Wyoming Department of Transportation to help develop the Master Plan.

The Master Plan will be a blueprint for the future of the Town of Saratoga and will target how and where development and improvements should occur in the Town. The overall goal of the Master Plan will be to develop a vision and action plan to improve the health and viability of the future of Saratoga, while at the same time preserving what is important to the quality of life in the community.

Major topics to be included in the Plan will include Economic Development and Tourism; Community Character; Housing; Land Use; Recreation, Parks, North Platte River and Open Space; Transportation; Public Utility Infrastructure and Services; Communication; and Community Facilities.

The success of the Plan is dependent on the inclusion of a wide and diverse audience during the Plan's development. The Plan relies on broad public input to be truly representative of public interests and desires. With public support, the community can then turn themes into action items for implementation.



Mayor Ed Glode stresses the importance of community involvement for the Master Plan. "Public participation and shared input is critical if the resulting plan is to reflect the hopes and values of the 'many,' not the 'few,'" said Glode. "What defines a vibrant community? What brought you here? What keeps you here? What brings our young people back? What is done well? What needs work?"

In the coming months, Saratoga area residents can expect to see multiple opportunities to access the public participation process — beginning with a targeted survey process at the Eighth Annual Platte Valley Community Center Foundation Party on the Platte September 19th. This will be the first big push in a public engagement process designed to interact with the community. Additional public input will be gathered through community workshops; scheduled events; surveys; focus groups and one-on-one interviews.

The community visioning process will form a foundation for the creation of the Master Plan itself - a document that states the community's values, vision for itself, opportunities for achieving the vision, and goals and actions for the future. A Master Plan influences policies that have a direct bearing on the quality of life in the community. Community leaders will look to the Plan for direction on land use, transportation, housing, parks, trails, and open space, utilities and community economic issues.

The Plan will be designed to be used by anyone interested in the future of Saratoga, and can be useful in many ways to different groups:

- Topics such as the economic development goals of the Town are a priority for policy makers and other groups.
- Business and property owners may be interested in land use recommendations or development policies for their property.
- Residents may be interested in the location of parks, trails, schools, or community facilities.

An Advisory Committee is helping guide the Plan's development throughout the process. This committee will be meeting monthly throughout the Plan's development. For more information about the process, please contact Advisory Committee Chairman Stacy Crimmins at the Platte Valley Chamber of Commerce (307-326-8855, director@saratogachamber.info) or Bobbe Fitzhugh at CBI, (307-359-3311, Bobbe@consultCBI.com.)



Master Plan study begins

Public input is essential for plan's success

Staff Report

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News Release

September 22, 2015

*****FOR IMMEDIATE RELEASE*****

Contacts:

Bobbe Fitzhugh, 307-359-3311, bobbe@consultcbi.com

Stacy Crimmins, 307-326-8855, director@saratogachamber.info

TOWN OF SARATOGA SEEKS PUBLIC INPUT ON MASTER PLAN VISIONS AND VALUES

SARATOGA, Wyo. –

The Community Visioning Process for the Saratoga Master Plan continues with the public values input phase of the project. Saratoga area residents are encouraged to complete a Community Input Survey available at Saratoga Town Hall, the Saratoga/Platte Valley Chamber of Commerce or on-line at the following link: <https://surveymonkey.com/s/SaratogaMasterPlan>. Values to be weighed on this survey include natural environment and resources; land use and housing; economy and community facilities and services.

This link can also be found on the Town of Saratoga and Chamber of Commerce websites and Facebook pages. Surveys will be collected until October 9th with public forums and focus groups to follow.

The community visioning process forms the foundation for the creation of the Saratoga Master Plan. A Master Plan is a document that reflects the community's values, vision for itself, opportunities for achieving the vision, and goals and actions for the future. It is a map of where the community is, where it wants to be, and how to get there.

The plan is slated for completion in late spring, 2016.



Community Survey

Two separate written and on-line surveys were prepared for the public, particularly focused on values, vision, strengths, and obstacles to desired quality of life. This allowed for the development of values, goals, and strategies that have strong community support. CBI utilized Survey Monkey technology for this process. Data collected in the surveys was then used in the public workshop phase. The survey was promoted in the newspaper, on the radio and on various websites.

The survey instrument and the results of that survey follow the promotional postcards and ads:



We need your input!

Town of Saratoga Master Plan Survey

What is YOUR Vision for Saratoga?

Please go to

<https://surveymonkey.com/s/SaratogaMasterPlan>
to take this survey online





We need your input!
Town of Saratoga Master Plan Survey
Get involved! Community values!
Dreams and visions! Project Ideas!
What do you want Saratoga to be?

What is a Master Plan?

- ✓ Land Use or Comprehensive Plan for development of the community
- ✓ Community's values, vision, opportunities, goals
- ✓ Wyoming State Statute requires it

Why is it Important?

- ✓ Road map for the future
- ✓ Expenditures of public funds
- ✓ Future regulations
- ✓ Cooperative efforts
- ✓ Influences quality of life

Who Uses the Master Plan?

- ✓ Any interested in future of Saratoga
- ✓ Residents interested in location of parks, trails, community facilities
- ✓ Business and property owners
- ✓ Elected officials for budgets and capital improvement plans

The success of the Master Plan is based on the inclusion of a wide and diverse audience during the Plan's development. Please take time to complete the survey on the back of this sheet!



Town of Saratoga Master Plan Value Survey #1

1. Natural Environment and Resources

HOW IMPORTANT?	Extremely Important	Important	Not important	Extremely unimportant	No opinion, don't know
Protection of Natural Flow of North Platte River					
River Restoration and Beautification					
Flood Protection					
Greater public access to river					
Extended walking trails and sidewalks					
Protection of timber industry					

Additional comments regarding Natural Environment and Resources:

2. Land Use and Housing

HOW IMPORTANT?	Extremely Important	Important	Not important	Extremely unimportant	No opinion, don't know
Development of new subdivisions outside of town limits					
Infill of existing vacant land within town limits					
Increased senior housing facilities, including Assisted Living					
Additional affordable housing					
Consistent enforcement of existing codes and ordinances					

Additional comments regarding Land Use and Housing:

3. Economy

HOW IMPORTANT?	Extremely Important	Important	Not important	Extremely unimportant	No opinion, don't know
Recruitment of retail business					
Increasing diversity of job offerings					
Higher paying jobs					
Expanded motel accommodations for tourists and visitors					
Recruitment of small industrial businesses					

Additional comments regarding Economy:

4. Community Facilities and Services

HOW IMPORTANT?	Extremely Important	Important	Not important	Extremely unimportant	No opinion, don't know
RV Park for visitors to community					
Improvements to Hobo Pool					
Indoor Recreation Facility					
Licensed day care center					
Public transportation to appointments and activities					

Additional comments regarding Community Facilities and Services:



Saratoga Master Plan



Final Results Survey #1

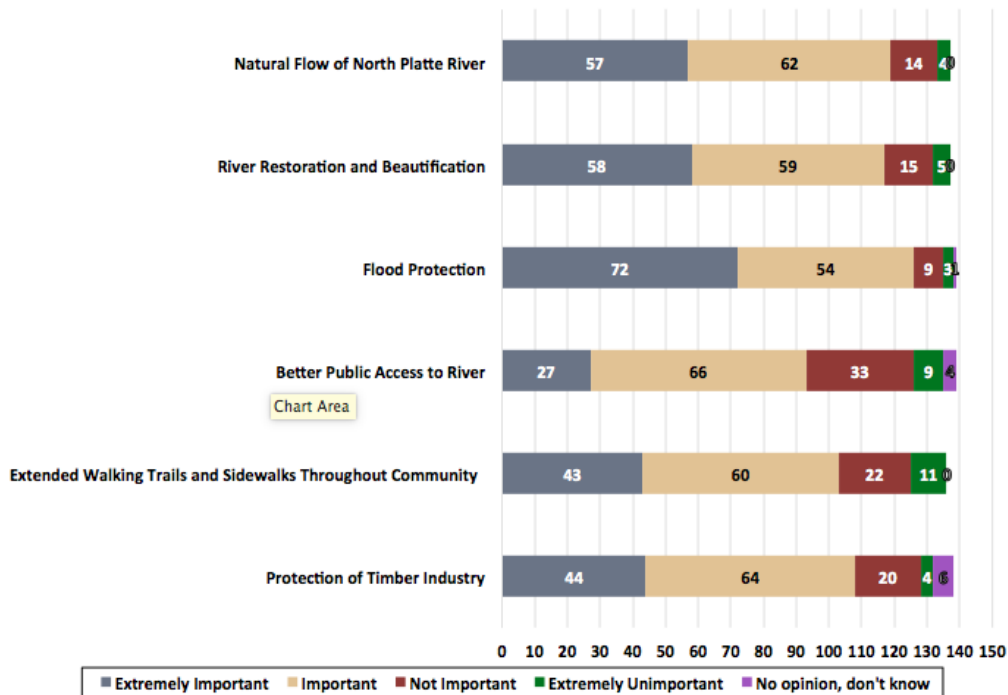
November 1, 2015

143 completed surveys

Compiled by Community Builders, Inc.



How important is each of the following Natural Environment and Resources? (final results 10/28/15)



1. How important is each of the following Natural Environment and Resources?

The North Platte/Utilization: The vast majority of comments were related to the North Platte River. The word “restoration” was only used once in the comments. There were five comments suggesting that the gravel bars should be removed. A lot of the interest related to adding more walking trails, mainly along the river, in Saratoga.

- We have to restore and beautify the river to the extent that it is possible and in that process provide better access to the river along with extended walking trails and sidewalks throughout the community. Those three things will help provide an attractive "cultural living space" as a foundation for attracting and retaining youth as well as sustaining tourism.
- This would add to something like a river walk.
- River is the most important asset in Saratoga and should be made into best tourist attraction for economic benefit.
- The North Platte River in its natural state is a huge draw for many of us. It is one of the reasons (big!) that we decided to move here recently. More walking trails would be a great benefit. How about utilizing the old railroad bed more fully?
- I would love to see more trails along the river and through town for pedestrians and bikes!
- A trail, especially along the river, would be greatly beneficial to feel and health of this town. More recreational options need to be available for the residents and tourists and our closet resource, the North Platte, can be that option. The new bridge on Veteran's Island and around the hot pools are a great start to this idea.
- Bike trails and camping areas for bikers would accommodate those many bikers that travel through in the summer.
- Finish Tyler Pickett Park, utilize river front property
- "People who live along the river should pay for their own restoration and beautification!!!!!!!!!! Does the city pay for wind breaks for us people who live up in the hill?????"
- The river is already beautiful.
- Leave mother nature alone.
- Improved flow through town and above 1st Street Bridge.
- Dig out gravel bar in town — solves flooding.
- We need to get the gravel beds out that are by the bridges. They are ugly.
- FOR DECADES THE TOWN AND OTHERS PROVIDED PERIODIC DREDGING OF THE GRAVELS BARS THE CAUSE FLOODING ISSUES AS WELL AS SAFE NAVIGATION OF THE RIVER THRU TOWN. WE SHOULD CONTINUE TO RELY ON THIS SYSTEM. THE FISH DID WELL AS DID THE BOATERS AND PEOPLE FISHING.



- Just get a front end loader and remove the rock bars downtown — forget the paperwork and studies.
- High water is not flood as some think. Traditional High water should not be called FLOOD — its just high water as it has been forever! River restoration ruins the natural river — nature does it better. Remove the gravel bar in mid town yearly and your problems are solved!
- River is a key part of Saratoga. Adequate access exists.
- Keep river clean. Keep it flowing.
- No more EASY ACCESS!!
- I do not want to pay (to restore or beautify) for someone who is lucky enough to have their property on the river. How about planting some trees on top of the hill???

Timber: There were only 5 comments, however, that was the only other subject that had any significant comments. Most suggested the necessity to continue processing timber from Medicine Bow National Forest.

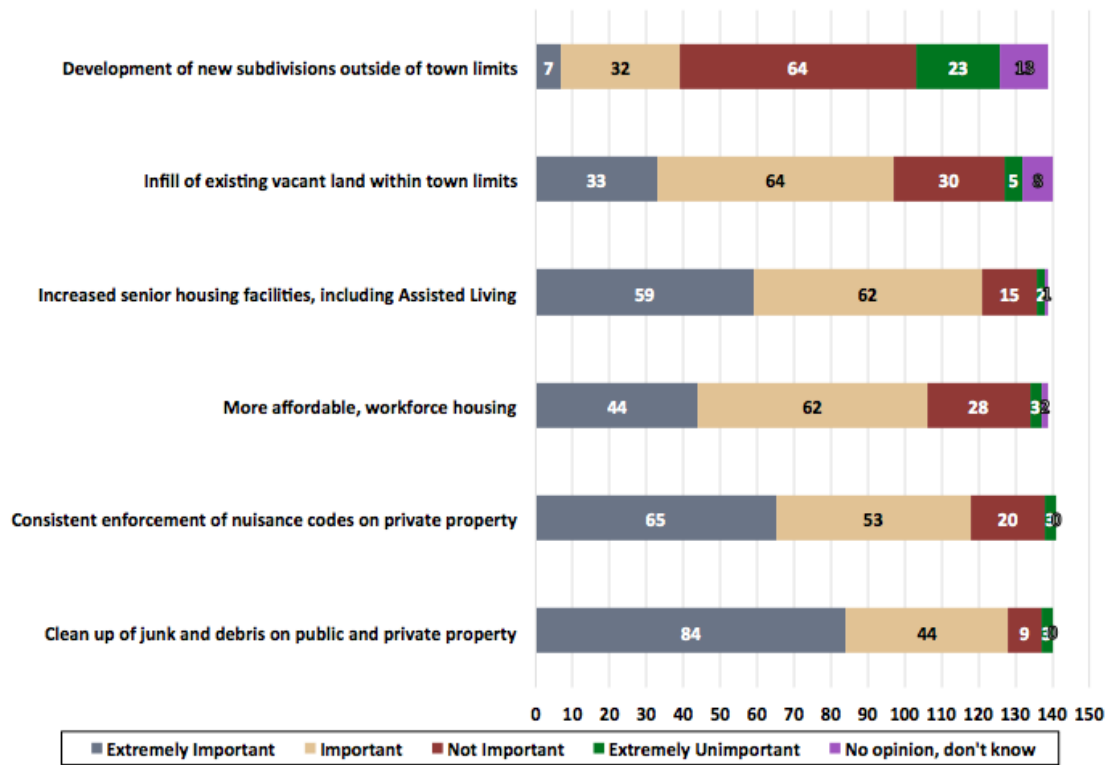
- The saw mill needs to pay a good wage. It can not be all one sided.
- The timber industry is extremely important to the economy, growth and development of the town of Saratoga. Keep the mill open, and keep the logging going. This perpetuates the need for both jobs and the forest itself. However, I have observed numerous instances of illegal loading on the log trucks. Please keep a better eye on the log trucks.
- No road closures in the forests - better maintenance of forest roads. This is a recreational area and we need to take care of our resources to bring in this business. I wouldn't say there needs to be a protection of the timber industry as much as a protection and maintenance of our forests.
- We need to work at cutting and processing the beetle kill trees.
- I just don't think we can protect the timber industry.

Other:

- Continual improvement of ALL streets within city limits.
- I wish some funds and interest were paid to the lake and wetlands area. I know they just did the dam, and it looks great, but I would like a walking path and more trees :) and maybe a better picnic/playground



How important is each of the following Land Use and Housing issues to the town? (final results 10/28/15)



2. How important is each of the following Land Use and Housing issues to the town?

Nuisance Abatement: The response rate for this topic was extremely high. There are two full pages only covering this topic. Most of the comments suggested that there is “junk” throughout town and to find a way to clean it up. There was also a notable amount of comments asking for the Town of Saratoga to clean up their property.

- The Town is one of the worst keepers of our property and violators of our building codes!
- "The town looks terrible...! It's time to clean it up...some places are dangerous to even walk by...!
- Get rid of junk!
- "The town has its own attraction, being somewhat remote, small, friendly. However, there is a need to increase the population. The mature adult population is growing and the economic incentives needs to be directed toward this market. In any real estate, be it commercial or residential, there is a thing called ""curb appeal"". If the property lack good curb appeal, the prospect will just on down the street and look for something else. Saratoga, lacks good curb appeal and the prospect just goes on down the road looking



for something else. The main streets look ok, but just a hundred feet off its a dump. No need to specify addresses, if one needs that there is no use in discussing the topic. It is easy to see how a fire could wipe out half of the businesses. Its a fire hazard and threatens the property and maybe the life of other. You are wasting time and money without cleaning up the junk. Takes no brain trust to plan this.

- So many places in Saratoga look awful they have so much junk in their yards and on the street. It looks terrible and it is sad for the people who take care of their properties either rentals or their own. Clean it up!
- "One can ride the fence on the subject of clean up the town. One should be able to do what they want on their own property....however if it is unsafe, unhealthy, or lowers the value of the neighbors property because of junk, something should be done!!!
- "Saratoga looks junky! There's simply NO EXCUSE. Enforce the zoning code TO THE LETTER IN ALL CASES, and without requiring a citizen to make a complaint on the record (on the record is asking for a bad case of revenge). The truth is: You can be poor, but you don't have to be dirty and sloppy.
- The town is guilty too. Our airport looks like crap....tumble weeds up against the fence, weeds growing up in the pavement, control tower not taken care of, grass needs cut, cars stops turned over and broken, sign looks like crap, junk behind big hanger, ect."
- Saratoga residents are fortunate to live in this beautiful valley; however, the junk, empty trailers, old vehicles, and neglected yards and property do not showcase our community. Many of these properties are located on or near the highway and many are business properties. Let's clean it up!
- Saratoga will never be anything greater than it is now if the town continues to allow all its junk to accumulate. I'm not sure that there is the willpower to clean it up based on the lack of enforcement of local laws that already exist. This is a big problem if Saratoga ever wants to attract people and sell real estate. Who wants to live next to a junk yard. A potential junk yard is only one sale away.
- Clean up your property!
- "Tough call on junk on private property. What is junk in a person's eyes??? Should a private property owner be forced to pick up their yard???? Dog poop??? Should they mow it????
- Define Junk!?
- If you drive through Saratoga with a critical eye, you notice junk and debris everywhere.
- Priority enforce junk ordinance.
- Work is very important to clean up and fill housing within Saratoga.
- AS A GENERAL CONTRACTOR AND LAND DEVELOPER I FEEL AN URGENT NEED TO CLEAN UP THE JUNK SITTING IN OUR PUBLIC RIGHT OF WAYS. IT'S BAD ENOUGH TO HAVE THESE ITEMS SITTING ON PRIVATE LAND BUT THE STREETS AND ALLEYS SHOULD BE CLEAN AND CLEAR OF OBSTRUCTIONS.



- Downtown needs cleaned up. I know that there is the private property rights belief but another person's junk affects my property values and the entire community.
- Please clean up the town.
- unused and neglected property is the number 1 problem of this community. junk, vermin and potential for theft, fire and accidents is everpresent in all areas of "old town" Saratoga. It is embarrassing to bring friends to town to see this. It is not only an economic issue but a mental health issue. Take a long walk in town on both sides of the river as you work on this master plan. How can Saratoga grow, or prosper? It appears to be a town with a terminal illness__Many have left or are here part of the year and many just don't have a pride in ownership of their property. Areas around the lake are extremely hazardous d/t broken bottles. There needs to be considerable increase in trash cans around
- Clean-up of the community is essential to provide curbside appeal and to instill and reveal civic pride. As a community, we need to decide whether we want nuisance codes or not - to have them and not enforce them is ridiculous and leads to lax enforcement in other areas. Ideally, beautification, clean-up, infill and construction of affordable but attractive housing needs to occur without draconian cookie-cutter measures and without the involvement of large corporate chains.
- Clean up of junk includes the Town of Saratoga's junk. The junk/concrete blocks the towns stores at their facilities and along the river is so discouraging to see. The unused town buildings are a waste of space - there should be nice restaurants along the river AND a river walk. The public should have better access to the river from within the town. Tear down those ugly town buildings along the river that aren't used, tear down the fence so we can fish along the river, and lets clean up the mess of concrete slabs and other crap. And why does the town own so much land? The Town should be initiating smart growth instead of hoarding land.
- RE: Cleaning up property - As is usually the case on all levels of government, there are laws on the books and one must simply enforce them.
- The Saratoga airport looks like it is not taken care of!! Junk on the fence, weeds in front of the hangers, control tower not used, grass not cut, ect. "
- Too much junk in properties yards making the place look very unpleasant and unsafe.
- We should clean up our town. My yard looks good....my neighbor yard has junk in it. The town is guilty too. Our airport (in very public view) looks like crap....weeds, crap on the fence, canon statue falling down, ect.
- Just a little cleaning up around town will do wonders to the missing atheistic component we lack in Saratoga.
- If you don't enforce the existing code on debris, why have it? The citizens elect officials to enforce and uphold the codes - It is the officials' responsibility to maintain the integrity of the city in that capacity.



- Difficult problem to address...I understand. Can the town purchase the old Mom's kitchen and tear it down? An empty lot would look better!"
- Possible town volunteer group to assist property owners with clean-up and beautification.
- Appearance to visitors is EVERYTHING.
- Enforce existing codes/ordinances. No need for new ones.
- The community can use the scrap metal for extra funds. And work force will continue to be important with big turnaround at the refinery.

Affordable Housing:

- Saratoga needs more affordable housing.
- How about cheap housing for all...we are all workers??
- The poor and the 130% are our service workers. THEY NEED low income housing. No place to rent in town that is affordable."
- We are new to the area so... The "junk" in many lots does send the wrong signal to people looking to settle here—or just traveling through. Many residents don't have the physical or monetary means to take care of it. Cheyenne had a very successful scrap metal drive that benefitted the Library there — many tons "donated."
- Housing is not expensive here.
- We desperately need assisted living housing + low income housing.

Infill:

- "As far as infill, it would be nice to have another city park or two. I know this means more maintenance but would add to the beautification of the town.
- Make vacant land more expensive to hold on to. Enforce nuisance code.
- More flowers from business owners in summer on walk; more garbage containers on sidewalks downtown; get the vacant business spots filled. "Development of new subdivisions outside of town limits"-seem to have enough for now.
- Smarter to develop inside town and have businesses, recreation and services here. Would hate to see "urban sprawl" on this beautiful landscape. ALSO, I personally like that Saratoga is a bit "rough around the edges" and every building does not look the same...

Accommodations:

- Also, FORCE Sinclair to provide ALL the housing for their clean-out temporary workers!!!! Using up all the motel space plays absolute hell on retail businesses that depend on tourism: The FIRST time a new tourist comes to town and can't get a room (because Sinclair workers have all/most of the rooms) is the LAST time they'll come here ever again. THIS IS A SERIOUS PROBLEM, if not solved it will kill retailing in Saratoga.Sinclair is



simply externalizing a cost, translated: Making someone else pay for what they need, which is places for their workers, for the sake of SINCLAIR'S bottom line.

Senior Housing:

- Seniors that need a little assistance need a place to live so they don't have to leave home.
- About ""Senior Housing"": I call BS on that. Most elferly people have to leave Saratoga due to age-caused inability to breathe at 7000 feet. Creating more places for the elderly is crazy, elderly DON'T STAY IN SARATOGA... they leave so they can breathe!!!"

Zoning:

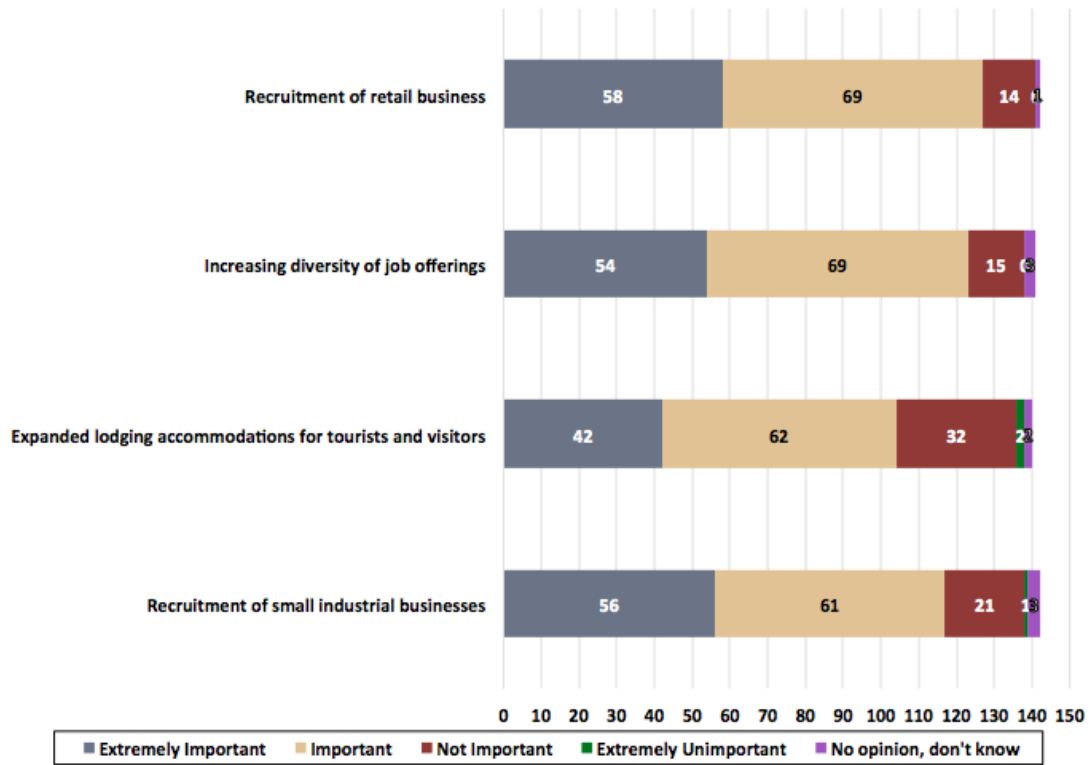
- Zoning and codes as they currently stand are unreasonable, ill conceived and need to make sense. Instead they currently seem hobbled together with a randomness that leaves the town unable to understand its own rules, the law and leaves it open to litigation. Cut the codes and zoning into something clear and simple for each zoning area/type.
- I know a lot of people talk about zoning, and I don't know what it would do to the town to have zones, but it can't be good to have a really nice area of town right beside trailers.

Other:

- Get ride of deer — they are diseased and a nuisance.
- "The deer are having enough trouble surviving. NO MORE SUBDIVISIONS outside ot town. Ugly to the eye and soul. Harmful to wildlife and water.
- Saratoga is sometimes pretty quiet, sometimes extremely noisy for a small town. Barking dogs are a problem, as are pickup trucks with loud engines. People speed on side streets where children are playing. Please look for speeders on side streets, it has been pretty bad lately.
- "Take care of the older folks
- Public property.
- Encourage private developers and investors without public funding. Keep government involvement to a minimum. Town should focus on traditional community "needs." Clean water, waste disposal, sanitation, safety, fire protection, normal recreation.



How Important is each of the following to the Saratoga economy? (final results 10/28/15)



3. How Important is each of the following to the Saratoga economy?

Attracting New Business: The comments in this section did not have a prominent theme. However, this topic did have a relatively high amount of comments.

- Yes to all—a tech company—a horse training indoor.
- Increased high paying jobs will be a big draw for the community.
- PLEASE consider developing a Business Park with affordable rents for incubator businesses.
- New businesses need shovel ready, affordable land, housing for their workers and something more than "a lifestyle," offered by the Chamber of Commerce. Chamber of Commerce needs to focus on business, not tourism.
- Saratoga needs higher paying jobs for college graduates.
- Better Schools/Resources Will Draw Small Business
- Encouragement by town government and other entities such as Chamber of Commerce. A Town MUST GROW TO KEEP HOME GROWN KIDS AND ATTRACT RETIREES AND VISITORS. CLEAN UP THE TOWN.
- If the community is made more desirable by supplying tools toward economic success of more small businesses they will come. Residents will have more opportunities in the community too.



- With limited housing, unattractive community, and just a few dining or shopping options, I would not consider locating my small business here.
- ** Don't run off small business with stupid zoning laws!
- Chamber, Town needs to concentrate on recruiting businesses for vacant store fronts downtown.
- Chamber of Commerce — marketing of Saratoga.
- More diverse economy
- IT'S ALWAYS ENCOURAGING TO SEE A NEW BUSINESS OPEN UP. BUT... HERE COMES MORE COMPITION FOR THE LABOR POOL. WE ARE DRAMTICLY SHORT OF LABOR AND ALWAYS HAVE BEEN. THERE ARE LOTS OF GOOD PAYING JOBS FOR THOSE WILLING TO WORK AND LEARN, SKILLS CAN BE TAUGHT.
- I think if other issues are taken care of — natural resources, housing, retail jobs will take care of themselves. I don't know if industrial jobs are compatible with natural resource goals.
- An issue is attraction of people to work in the local businesses. Often they decide to stay but in order to afford to do that and have a job with benefits and better salary and permanent housing, they find working in Sinclair a better idea than working in Saratoga

Current Businesses:

- Saratoga seems as if it is barely limping along. Quite often, when I have a list of errands, I can't accomplish anything because the businesses I need to visit are closed. Or, the businesses I want to visit for fun are closed. Sometimes it just seems like everything in Saratoga is always CLOSED, CLOSED, CLOSED.
- The places to eat are poor.....why have more motels when the cafes close or don't open up. Our waitress was packing a baby around the other day at the new place. No.....won't eat there again.
- Instead of recruitment, which is very hard to do, why not help some start and those who have started grow? It costs a lot less and you don't have to worry they will jump ship when a better offer comes from another community.
- Tourists have no place to eat when the restaurants close this doors early. Being able to get reasonably priced meals at least 12 hours a day is mandatory. Help is practically impossible to find in Saratoga. It gets worse every passing year.

Additional Accommodations:

- I think that having hotels open up in Saratoga, and then do the advertising for the tourists for the town, would be one way of getting more tourist dollars into the town!
- It is a shame when our community has special events that we are short on lodging and restaurants. It is important that restaurant owners in the



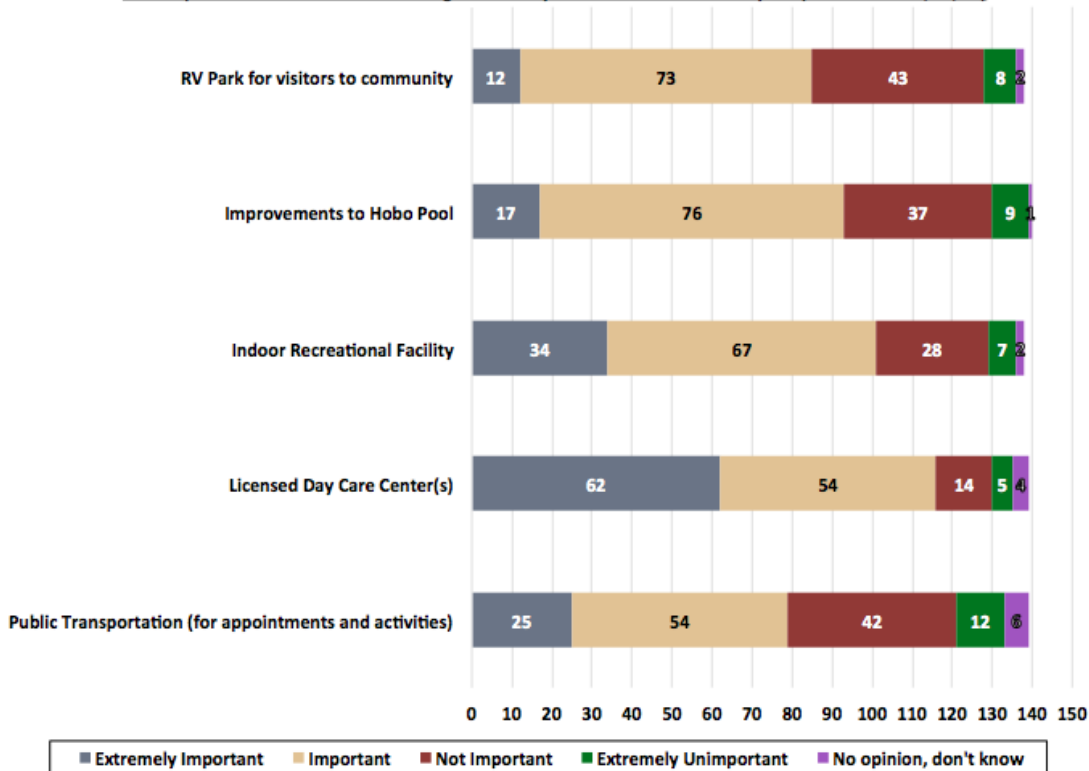
community are here for their customers and the tourists. Several restaurants have unpredictable hours or don't serve evening meals. If Saratoga wants to sell the community to tourists, we need to offer more than the river, the snowy mountains, and the hot pool!

- I think accommodations for new residents outside of town and visitors are more of a long term priority. We need more focus on expanding and diversifying within town.

Other:

- Need affordable rent in buildings to attract business...
- "Cleaning up the city will help attract new business and jobs
- For who — government workers?
- It's all about the economy.
- All of the above.
- Child care is one of the biggest problems in this community and is effectively limits work force and the economy as a whole.

How important are each of the following Community Facilities and Services to you? (final results 10/28/15)



4. How important are each of the following Community Facilities and Services to you?

Day Care: Most wanted to see a day care center. However, there were a few comments that implied that the government should not be involved in funding the day care center.

- Day care will free up the work force. It is essential in modern life.
- DAY CARE!!! It is crippling this town's workforce not to have reliable day care available. Everything needs to be brought to attention of voters and voted on!!
- Child care is the most important thing on this list.
- Day care is EXTREMELY IMPORTANT. I am considering leaving the area because I can't find day care for my 11 mth old. And I like the area/my job very much.
- It is critical for this community to offer a licensed day care center! Many families move to the community and find day care unavailable. It is critical for the children and families of our community. The Hot Pool is very nice but I would like to see money toward other area of the community.
- Would love to see nice day care facilities and nice and new updated preschool. Focus on the falling apart ones.
- "We desperately need a childcare facility (preschool, daycare, afterschool care)
- We have RV space. We have an indoor rec center. If an entrepreneur wants to open a business for day care they should do it. We should not have to build and support a private business.
- Government should not provide — but extreme importance for daycare or Mommy day out facility. Not necessarily a town to provide.

Recreational Facilities:

- An indoor pool where water classes for all ages could be held year-round, would be great benefit to the whole community. Saratoga needs a small "bicycle" park within the town where the cross-country cyclers can pitch their tents. Potable water + toilet facilities would be a huge draw. I've personally seen three people slip and fall in the womens' locker room at the Hobo Pool, no one was hurt, but it is really slick in there.
- Indoor recreational facility and licensed day care are very important!
- "-indoor swimming center is a must
- The indoor recreation program is important and could be more diverse to promote interaction between age groups. Pickle ball is an example of what could be included.
- Great community center already exists and hobo pool has already been upgraded.



- I thought the rec center and equipment was for free public use. They charge for the use of sub-par equipment. She has a monopoly, so doesn't care about price.
- We also need a safe haven for youth (7th-12th grades) to hang out (i.e. game room type facility) - this would help with diversion during the afterschool hours and weekends.
- We already have the community center gym, weight rooms, etc. Lets focus on upgrading this facility and maintaining it instead of building something else.
- Spent enough on the hot pool/how about putting some in the other pool for the kids...opened about half the summer it seems always has a problem. We had a chance for a nice indoor rec center and it turned into something for the businesses could make another buck...nothing in the new part for the young kids.Yes on the transportation.....Shopping/ doctors/ect...ect

Public Transportation:

- public transportation is important for the elderly but who pays for it. I would much rather have the city pay for transportation for the elderly than pay for the heated sidewalk maintaince (the store owners should pay for that)
- Public transportation will be a big draw for new people to the valley.
- -volunteer transport — great for high schooler's looking to fill community hours projects."
- If we grew we would need — transportation for seniors— however, most find a way to get to where they need to get.
- The elderly need transportation to out of town appointments. The single mothers that are poor need licensed day care so they can have their day care exempt.

Other:

- Get ride of the deer. They are under-noursihed, possibly diseased, destructive, serve no useful purpose, carriers of other potential health risks (feas, ticks, lice, ect.) Stop feeding and harvest . WHY IS TOWN COUNCIL HELL BENT TO PASS FENCE ORDINANCE AND HOME OCCUPATION ORDINANCE NOW AFTER SPENDING ABOUT \$100,00.00 FOR A MASTER PLAN. TOWN SHOULD WAIT FOR CITIZENS MASTER PLAN INPUT AND PUT DEER PROBLEM ON NEXT BALLOT!
- Better/less expensive internet; grocery competition so prices will be lower/competitive
- The condition and availability of these amenities makes a statement about how much the community actually values itself and its visitors. These items are a support system that is on par with a community's infrastructure.
- All of the above are a waste of money.
- With the thought of bike lanes, making sidewalks easily passable with safe street crossings would go a long way without costing a lot.



- A movie theatre (maybe utilize the community center more for this activity - partner with film companies
- to bring their films to the valley - have it be more than a film festival but maybe expand the film festival idea)."
- It is important for families to have local access to senior care, certainly, but if we don't invest in youth we will continue to age as a community and it will become more difficult to secure resources to provide senior services.
- AHH, WHAT A BUSINESS OPORTUNITY! I JUST SPOKE WITH SOMEONE TODAY ABOUT NEEDING A RELIABLE RECYCLING PICK UP BUSINESS IN THE PLATTE VALLEY.
- Growth is important. (Controlled growth)
- I do not understand why there are not more good entertainment events at the FABULOUS community center. When Nitty Gritty Dirt Band came, it was a full house!

5. Additional comments (please share anything that you think is important for the Saratoga Master Plan):

- Clean up what we have/offer classes on businesses to train them on just how to run it. Hat Creek seems to be the only one that has any idea.
- Clean up Saratoga. There's no excuse for ugly properties filled with junk. Enforce the zoning code to the letter!!!
- Clean up what we have/offer classes on businesses to train them on just how to run it. Hat Creek seems to be the only one that has any idea.
- Cleaning up the Town and inforcing the zoning
- Old Amerigas building and Mom's Kitchen and house behind it are eyesores and need to be torn down.
- It's not that we don't have people that want to develop housing and business it depends on who you are as like most small community.
- city employes so over staff
- I would love to see a downtown small business association or something similar that encourages the shops and small businesses downtown. I think having a quaint downtown with more shops, boutiques, and possibly restaurants would be beneficial.
- Saratoga is a great community. More focus on preserving natural resources and public access is important.
- Saratoga doesn't just need jobs, the town needs higher quality and higher paying employment.
- I just heard that Bridge Street Bargains, the thrift store across from Hotel Wolf, is being evicted by the building's new owners. This is an outrage. This thrift store is non-profit and is doing wonderful things by making money for the Saratoga School system . The store just paid for a new roof for the building to the tune of several thousand dollars....they should at least get a partial reimbursement for the roof from the new owners. Bridge Street Bargains, to my knowledge, is not even being given 30 days to vacate. This store that has done so much for the school needs help and some legal advice.



- We love Saratoga the way it is. Small town life is what drew us here — however, it is what chases many younguns away.
- Tourists and workers should have a say also!!!
- Saratoga will have to accept that a certain amount of growth is essential to the town's survival. Too many want to keep it as it, but business cannot operate properly without adequate labor force, which is not the case at the present time.
- I think we should have an area for tents somewhere in town. Probably close to the Hobo Pools. This will allow the large amount of cyclists that come through in the summer a place to stay in town. This will benefit them so they can shower and relax, then also keeps them in town to visit the local restaurants and businesses without worry of having to ride several miles back out of town just to sleep.
- I think that this town's greatest asset are its people.
- Public forums would be good in addition to the survey.
- More reasonable zoning on East side of river. Rezoning residential homes in Retail Business for multi use, with flexibility of use for either purpose. Better control of Heavy and light industrial zoned busjnesses when materials become messy or dangerous enforce fence ordinance, particularly sawdust and scrap piles at mill, and metal storage.
- Truck traffic is increasing tremendously. With this comes 24hour noise, deisel fumes, parking problems around Kum'n Go. I would recommend: No truck idling, No extended parking in town, citations for trucks altered and extremely noisy, improved signage for trucks and trash cans at all accesses to the river and lake and in the downtown area particularly in the vicinity of the eating, drinking establishments. High volume alleys need to be made one way traffic. Alley next to Kumngo has more traffic than Hickory Street.
- Perhaps leave existing properties mostly as is unless there is some kind of hazard and focus on new development in town.
- Perhaps leave existing properties mostly as is unless there is some kind of hazard and focus on new development in town.
- "Saratoga needs to focus on young families needs, economic growth and opportunities, and beautifying the town. Lets focus on growth rather than on stagnant ideals.
- In regards to the Tyler Pickett Park - I'd like to see a nice little outdoor music venue built, or some type of functional use. We already have two parks with playgrounds. How about an ice rink for winter use? How about a nice little camp for cross country bike tourists? Whatever we do - lets do something functional and beautiful. "

6. If you would like to get more involved in this process of developing the Saratoga Master Plan, please provide your contact information below.

- Patti Haigh, County Resident for over 20 years
- Chris and Joan Upton
- Brett Brady



- Pat Forbes, Saratoga Head Start
- Lela Konecny, Konecny brothers lumber
- Sue Jones, Carbon County Commission/Sunrise Sanitation Service
- Anita Cox-Mills, Saratoga Care Center, LLC
- Sarah Chatfield
- Michael Paul
- Jerry Booth
- Nancy Jansa, Jansa Properties
- Joe Elder, Platte Valley Community Center
- Geri Doherty
- Heather Schultz, BLM
- David Potter



Saratoga High School Government Class In-Class Survey

What is a Comprehensive Master Plan?

“It is a Plan for the physical development of the community”

- It influences quality of life of all community members
- Town leaders develop a road map for the future
- It guides them to make decisions on public and private land development proposals
- It guides the town council in expenditures of public funds
- The Plan is not just for today, it contains future plans
- It includes cooperative efforts between all parts of the community to include businesses, schools, emergency services and more.

SO....Why is a Comprehensive Plan important to you?

- With your input, the Town Council can develop and enhance community programs and activities that support positive outcomes for youth.
- With your involvement the Plan serves as a constant reminder of the vital role children and youth play in shaping the future of your community.
- Although you are in a government class and learn how governments work, some of you may feel disenfranchised from the local government and uninformed about the town.

SO...Here are some of the questions that we would like you to answer. We need your input!

What do you value most about living in Saratoga? Put a check mark on what you think is important.

- | | |
|------------------------------------|----|
| • People | 10 |
| • Appearance | 8 |
| • Small town, quiet atmosphere | 18 |
| • Sense of community | 5 |
| • Family-oriented community | 6 |
| • Community events and activities | 9 |
| • Natural resources | 6 |
| • Outdoor Recreation opportunities | 12 |



- Location 6
- Parks and open space 8
- Education system 9
- Sense of security and safety 15
- Other

FUTURE DEVELOPMENT

Saratoga should grow in a planned way that supports growth while protecting its values

Agree—18 Disagree—4 No Opinion—2

HOUSING

Affordable housing is needed

Agree—13 Disagree—4 No Opinion—2

NUISANCE ABATEMENT

The town should enforce the clean-up of junk cars, debris and messy property.

Agree—15 Disagree—2 No Opinion—7

COMMUNITY FACILITIES

What of the following would you support - Check all that apply

- New parks and playgrounds 15
- River paths or walking path, etc. 15
- Recreation Center or youth center 20
- More trees, landscaping along roadways 17

HEALTH AND SAFETY

Should Saratoga have more law enforcement presence in the community?

Agree—4 Disagree—14 No Opinion—6

TRANSPORTATION

It is difficult for pedestrians to cross the street at the intersection of 1st Street and Bridge Ave. Should a crosswalk or traffic light be installed at that location?



Agree—9 Disagree—11 No Opinion—4

COMMUNITY UTILITIES

Internet service is adequate?

Agree—11 Disagree—10 No Opinion—3

ECONOMIC DEVELOPMENT

Should Saratoga recruit more businesses?

Agree—19 Disagree—2 No Opinion—3

If you agree, what type of businesses would you like to see in town?

- Fast Food
- More clothing, movies, game place, restaurants, Taco Bell
- Shopping, movies, restaurant
- Fast food, gun/outdoor stores
- Maybe more stores
- Max Drive In from McCook, NE
- We have a lot of service industry businesses; like to see more higher paying jobs
- Subway, Gamestop
- Subway, Gamestop
- Outdoor recreation shops
- Subway, McDonalds
- More restaurants
- Restaurants/stores
- Olive Garden, more retail shops
- Food places, shopping places (ex. Clothes, food)
- Movie Theater, Fast-food restaurants, putt-putt golf course
- More local retail stores
- Activity based businesses, more restaurants
- Fast food, Movie theatre, better apartments, dog park

WHAT IS IMPORTANT TO YOU IN TOWN?

- N/A
- Outdoor recreation in town. Parks, trails, bike paths.
- The quiet atmosphere
- That fact that it is smaller, no stoplight.
- The outdoors and activities available to youth.



- School, community events, extracurricular activities.
- Our sense of community and how we know each other.
- Small town atmosphere.
- The outdoor activities we have
- The gym, the pool, and the food
- Safety to family
- The gym and my house
- My house
- Better sidewalks, more cross walks, more parking, subway, Taco bell, Bowling, Movies, Game Rec Center (poll tables, etc.)
- I think we need sidewalks for people to walk on and be safer. It is hard to see past all the cars parked on the street (better parking).
- Law enforcement
- Subway



News Release

November 10, 2015

*****FOR IMMEDIATE RELEASE*****

Contacts:

Bobbe Fitzhugh, 307-359-3311, bobbe@consultcbi.com

Stacy Crimmins, 307-326-8855, director@saratogachamber.info

**CBI VISITS SARATOGA, ADDITIONAL PUBLIC INPUT
SOUGHT ON MASTER PLAN VISIONS AND VALUES**

SARATOGA, Wyo. –

The community visioning process continues for the Town of Saratoga Master Plan. Late last month, Master Plan consultants Community Builders Inc. (CBI) visited Saratoga to meet with various stakeholders, to talk about the results from the first Community Input Survey and to discuss the release of an additional survey.

During the site visit, CBI met with the Saratoga High School Senior Class and had lunch at the Saratoga Senior Center. While meeting with the high school seniors, CBI explained what a Master Plan is and how students can directly impact the future of Saratoga with their input. The class then brainstormed ideas as to what could be improved on in town. For more specific feedback, students filled out a survey that asked about what they value in Saratoga and where they see room for improvement.

At the Saratoga Senior Center, CBI enjoyed lunch while receiving feedback from seniors about the major needs in the community. Responses included a range of topics including elderly transportation, assisted living, cost of Town services, and nuisance abatement.

On Oct. 26, the first Community Input Survey was officially closed with 143 participants. This survey aimed to identify core values for citizens in the Saratoga region — relating specifically to the Natural Environment and Resources; Land Use and Housing; Economy; and Community Facilities and Services. From the first survey results, the main issues



that were identified as most important to the community were the (1) clean up of junk and debris on public and private property, (2) flood protection and (3) licensed day care.

A second Community Input Survey will soon be released to develop a deeper understanding of citizens' needs in the region. The additional survey will include:

- Specific follow-up questions related to the first survey
- The themes of transportation, health care, education, economic development and infrastructure (including telecommunication).
- Demographics on who is taking the survey

Saratoga area residents are encouraged to complete the second Community Input Survey available soon at Saratoga Town Hall and the Saratoga/Platte Valley Chamber of Commerce.

This link will also be found on the Town of Saratoga and Chamber of Commerce websites and Facebook pages. Surveys will be collected until January 2016, with public forums and focus groups to follow.



Public input sought on master plan visions, values

Staff Report

The community visioning process for the Saratoga Master Plan continues with the public values input phase of the project. Saratoga area residents are encouraged to complete a Community Input Survey available at Saratoga Town Hall, the Saratoga/Platte Valley Chamber of Commerce or online at the following link: <https://surveymonkey.com/s/SaratogaMasterPlan>.

Values weighed include natural environment and resources; land use and housing; economy and community facilities and services.

This link can also be found on the town of Saratoga and Chamber of Commerce websites. Surveys will be collected until Oct. 9 with public forums and focus groups to follow.

The community vision-

ing process will form the foundation for the creation of the Saratoga Master Plan. A master plan is a document that reflects the community's values, vision for itself, opportunities for achieving the vision, and goals and actions for the future. It is a map of where the community is, where it wants to be and how to get there.

The plan is slated for completion in late spring 2016.





Joe Coyne, with Community Builders, Inc. talked to the seniors in Jason Williams' Saratoga High School government class about what they would like to see the future of Saratoga look like. The students completed a survey after his presentation.

Preliminary survey results in for Master Plan

Daycare and town appearance top list of concerns

By Erik Gantt

Citizen concerns were identified in the recent survey conducted by Community Builder's Inc. (CBI) as part of the development of the Saratoga Master Plan.

Preliminary results of the survey were presented to the master plan steering committee during their Oct. 21 meeting.

Joe Coyne, Principal Consultant with CBI, said that 137 surveys had been returned as of Oct. 16. The surveys represent approximately 8 percent of Saratoga's population and are considered a good sample.

Regarding land use and housing issues in town, two items stand out. The first is that citizens want to see the nuisance code enforced and they want junk and debris cleaned up around town. "I've got to tell you, that [cleaning up junk] is something that we have heard in virtually every interview," Coyne said.

The second item of note is that survey respondents do not think developing new subdivisions on the outskirts of town is important.

The availability of licensed daycares topped the list of important items related to

community facilities and services. Daycare was identified as being more important than recreational, camping and tourist facilities and public transportation. "The daycare centers really are much more important than many of these other facilities, so we will emphasize that in the master plan," Coyne said.

The need for public transportation, especially for medical reasons, was identified as important during meetings with seniors and in the individual comments in the survey according to Coyne.

Surprising to CBI staff and steering committee members were the number of specific comments individuals put on their surveys. CBI presented 10 pages of bullet-pointed comments, totaling nearly 150 specific comments. Coyne said this shows the community is passionate about the issues.

Other prominent concerns gleaned from the survey were the need for flood control, economic development and the need for better crossings and more visibility along First Street. A trend in the surveys, according to Coyne, is resistance to municipal fees such as the land-

fill and water and sewer.

Concern has also been expressed about the cost of the master plan process. According to data from CBI the total budget for the master plan is \$100,000, \$14,000 of which the town will pay.

All areas of economic development queried in the survey seem to be equally important. "The take away there is that the community does think economic development is important, but they are not singling out any single aspect of economic development," Coyne said.

The survey is now closed and a second is being developed to ask additional, clarifying questions and collect demographic information. In the initial survey, 50 surveys were from Party on the Platte and about 20 were returned from surveys left at Carbon Power and Light, the Forest Service and town hall. The rest of the respondents filled out their surveys online.

Final results of the survey are expected to be presented to the public in November.

The next regular meeting of the Saratoga Master Plan Steering Committee will be Nov. 18 at 4 p.m.



CBI revisits Saratoga

Additional public input sought on master plan visions and values

Staff Report

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During the site visit, CBI met with the Saratoga Middle/High School senior class and had lunch at the Saratoga Senior Center. While meeting with the high school seniors, CBI explained what a Master Plan is and how students can directly impact the future of Saratoga with their input. The class then brainstormed ideas as to what could be improved on in town. For more specific feedback, students filled out a survey that asked about what they value in Saratoga and where they see room for improvement.

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A second community input survey will soon be re-

leased to develop a deeper understanding of citizens' needs in the region. The additional survey will include:

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- The themes of transportation, health care, education, economic development and infrastructure (including telecommunication).
- Demographics on who is taking the survey.

Saratoga area residents are encouraged to complete the second community input survey available soon at Saratoga Town Hall and the Saratoga/Platte Valley Chamber of Commerce.

A link to a web-based version of the survey will also be placed on the town of Saratoga and chamber of commerce websites and Facebook pages. Surveys will be collected until January 2016, with public forums and focus groups to follow.



11/25/15, *The Saratoga Sun*

What is a master plan?

CBI explains what the plan can do—and what it can not

By Madeline Weiss

"A master plan is a blueprint for the future of the community. It is just a plan. The plan itself has no legal basis other than when the planning commission adopts the master plan, which is their legal duty to do," said Bobbe Fitzhugh, of Community Builders, Inc., the company responsible for developing the Saratoga Master Plan.

The master plan shall be adopted by the planning commission according to their statutes, however once it is adopted, the town and the planning commission have control over what they do with the recommendations made by CBI.

The master plan can and should have a number of different components, Fitzhugh said, including transportation, utilities, land use, open space, town boundaries and growth. The plan looks at where these elements currently stand, and where they could and should go. The only things that are required to be in conformity with one another are the land use plans and zoning codes. Changing them would require an amendment to both the zoning codes and the land use plan.

If the street master plan de-

termines that a street should be built in a certain location and a developer comes in and wants to put it in a different location, there would need to be an amendment to the street master plan. However, there is nothing saying that the street cannot go in the other location.

"Circumstances change. Developers have different ideas of things. The town 15 years from now may change their minds," said Fitzhugh. "But we have a better idea of what we want our community to be if we have it written down somewhere." Having the plan developed ensures some level of progress by preventing different councils from taking the town in different directions, year after year.

When the community determines their goals, CBI will make recommendations of how to make those goals possible. Fitzhugh insists these suggested methods are simply recommendations based on the expert advice of CBI.

The goals are determined by surveys and community input, evaluated by the predominant opinions of those filling out the surveys. "That (recommendation) does make it so until the town council

adopts that action step," said Fitzhugh. "None of the things in the action plan are actions until they're adopted, until they're implemented ... it's just a plan."

Fitzhugh said, "The community input is really critical to deciding what the Saratoga Town Council is going to want to do with this plan because they understand that ... they're representing this community."

The surveys are CBI's method of gathering public input, and the questions are geared to find out whether or not a certain topic is something to be focused on in the plan. The ideas that rise to the top are the ones that determine the themes of the plan, Fitzhugh said.

While public input is a vital part to the plan subsequent growth in the community, Fitzhugh said that not all decisions are based on what community members want.

"There are other factors aside from whether the community wants it. If they can't afford it, it's not going to happen anyway. If it's legally not possible, if it involves getting somebody's buy-in that isn't going to happen." Fitzhugh added that there were matters of feasibility involved as

well, where CBI may step in and cite experience of plans past where things simply did not work in a way that Saratoga citizens suggest.

Implementation with honest answers from the public and local authorities is vital

to the future of the community, as well as a firmly established vision statement for the goals of Saratoga. "If you don't know where you're going, you don't know when you get there," said Fitzhugh.

Helping Hands hosts Thanksgiving dinner

Staff Report

Hall.

It's been a tradition for 20 years, and on Thursday, the tradition continues with Platte Valley Helping Hands providing a Thanksgiving Dinner to the community.

The free dinner begins at 12:30 p.m. and goes until 2 p.m.

Roast turkeys will be cooked at the Platte Valley Community Center (PVCC), then taken over to St. Ann's Parish Hall, where the Helping Hands' dinner takes place.

Everything except the pies and turkey are freshly made at St. Ann's Parish

Hall. The pumpkin pie will be prepared at the PVCC as well on Wednesday.

The turkeys have been generously donated by the Campbell family, owners of the Hotel Wolf.

For many families in the Valley, going to St. Anne's has become an annual tradition.

For shut ins, or those hampered by the weather, deliveries will be made.

To set up delivery call Marilyn Verplancke at 356-8190, Deb D'Amico at 326-3717 or Gertrude Herold at 326-5496 on Wednesday.



Town of Saratoga Master Plan Survey #2

**Additional public input is needed
regarding Transportation, Health Care,
Education, Economic Development, and
Infrastructure**

Please go to www.saratogachamber.info or
<https://surveymonkey.com/s/SaratogaSurvey2>
to take this survey online





Town of Saratoga Master Plan Survey #2
Public input is needed regarding Transportation, Health Care, Education,
Economic Development, and Infrastructure

Please go to www.saratogachamber.info or
<https://surveymonkey.com/s/SaratogaSurvey2>
 to take this survey online; return hard copies to Saratoga/Platte Valley Chamber of
Commerce

This Community Input Survey on the Saratoga Master Plan follows an initial survey about community values. This second survey focuses on additional topics. Thank you for your interest in the Town of Saratoga's future!

1. TRANSPORTATION: Please check the box that best represents your opinion of the following:

	Strongly Support	Somewhat Support	Neutral/No Opinion	Somewhat Not Support	Strongly Do Not Support
Pedestrian crossing safety improvements downtown and along State Highway routes					
Paving of street rights-of-way (between streets and property boundary or sidewalk)					
Development of additional walking paths/sidewalks, within town					
Development of walking/biking path from outlying areas to town (i.e. the airport, Saratoga Lake, etc.)					
Public transit service to population centers (Rawlins, Laramie, etc.) for shopping, healthcare, other services					
Improved line of sight and safety at intersections					
Revisions to truck routes					
Overnight truck parking accommodations & regulations					
Additional parking in commercial areas					

Additional comments regarding Transportation:

2. HEALTHCARE: Please check the box that best represents your opinion of the following:

	Strongly Support	Somewhat Support	Neutral/No Opinion	Somewhat Not Support	Strongly Do Not Support
Ambulance service Improvements					
Provision of specialized medical services					
Opportunities for seniors to age in place (home health care; chore and other support services)					
Additional Mental Health Services					
Additional Substance Abuse Services					
Prohibiting smoking in indoor public places, including					



bars, restaurants, service establishments, and health care facilities.					
Prohibiting smoking in outdoor public parks and recreational facilities					

Additional comments regarding Health Care:

3. EDUCATION: Please check the box that best represents your opinion of the following:

	Strongly Support	Somewhat Support	Neutral/No Opinion	Somewhat Not Support	Strongly Do Not Support
More higher education opportunities (life skills, computer, finance)					
Creation of youth/young adult leadership/mentorship programs					
More vocational training opportunities (plumbing, welding, carpentry, etc.)					
After school program for students under 12 years old					
More preschools					

Additional comments regarding Education:

4. ECONOMIC DEVELOPMENT: Please check the box that best represents your opinion of the following:

	Strongly Support	Somewhat Support	Neutral/No Opinion	Somewhat Not Support	Strongly Do Not Support
Increase in amount of Town spending on economic development					
Increase of amount of Town spending to address problems caused by economic seasonality					
Development of camping facilities in town for cross-country bikers/hikers					
Development of a Business Park					
Focused effort on winter recreation opportunities to bring visitors to town throughout the year					

Additional comments regarding Economic Development:

5. What additional businesses does Saratoga need?

6. INFRASTRUCTURE: Please check the box that best represents your opinion of the following:

	Strongly Support	Somewhat Support	Neutral/No Opinion	Somewhat Not Support	Strongly Do Not Support



Implementation of a utility access fee on vacant land allowing vacant land owners to contribute to infrastructure improvement and encourage infill					
Town subsidy for daycare facilities and pre-schools					
Improved telecommunication service (cell phone and Internet)					
Increase or implementation of taxes or fees to help build community infrastructure					
Reduction in some public services in order to fund higher priority projects					
Installation and maintenance of storm drainage system, including curb and gutter					
Development of recycling programs					

Additional comments regarding Infrastructure:

DEMOGRAPHIC QUESTIONS

7. Are you <input type="checkbox"/> Male <input type="checkbox"/> Female
8. What is your age? _____
9. How many people currently live in your household? _____
10. How many people living in your household are under age 5? _____
11. How many people living in your household are age 6 to 18? _____
12. How many people living in your household are 65 years or older? _____
13. Are your living quarters:
<input type="checkbox"/> Owned or being bought by you or someone in your household
<input type="checkbox"/> Rented
<input type="checkbox"/> Occupied without payment of lease or rent
14. What is your current employment status?
<input type="checkbox"/> Employed full-time
<input type="checkbox"/> Employed part-time (one or more jobs)
<input type="checkbox"/> Not employed, NOT looking for work
<input type="checkbox"/> Not employed, looking for work
<input type="checkbox"/> In Armed Forces
<input type="checkbox"/> Student
<input type="checkbox"/> Retired
<input type="checkbox"/> Disabled, not able to work
<input type="checkbox"/> Other (please specify) _____



15. Which of the following best describes your present residential status in the Saratoga area?
<input type="checkbox"/> Resident <input type="checkbox"/> Nonresident <input type="checkbox"/> Snow bird, with home in Saratoga and another home in a different state or city <input type="checkbox"/> Other _____
16. How long have you been in the Saratoga area?
<input type="checkbox"/> 0-5 years <input type="checkbox"/> 6-10 years <input type="checkbox"/> 11-20 years <input type="checkbox"/> 21-30 years <input type="checkbox"/> 31-40 years <input type="checkbox"/> More than 40 years <input type="checkbox"/> Other (please specify) _____
17. If you would like to get more involved in the process of developing the Saratoga Master Plan, please provide your contact information:
Name _____ Email address _____ Phone Number _____

Thank you very much for your input!



Saratoga Master Plan



Final Results Survey #2

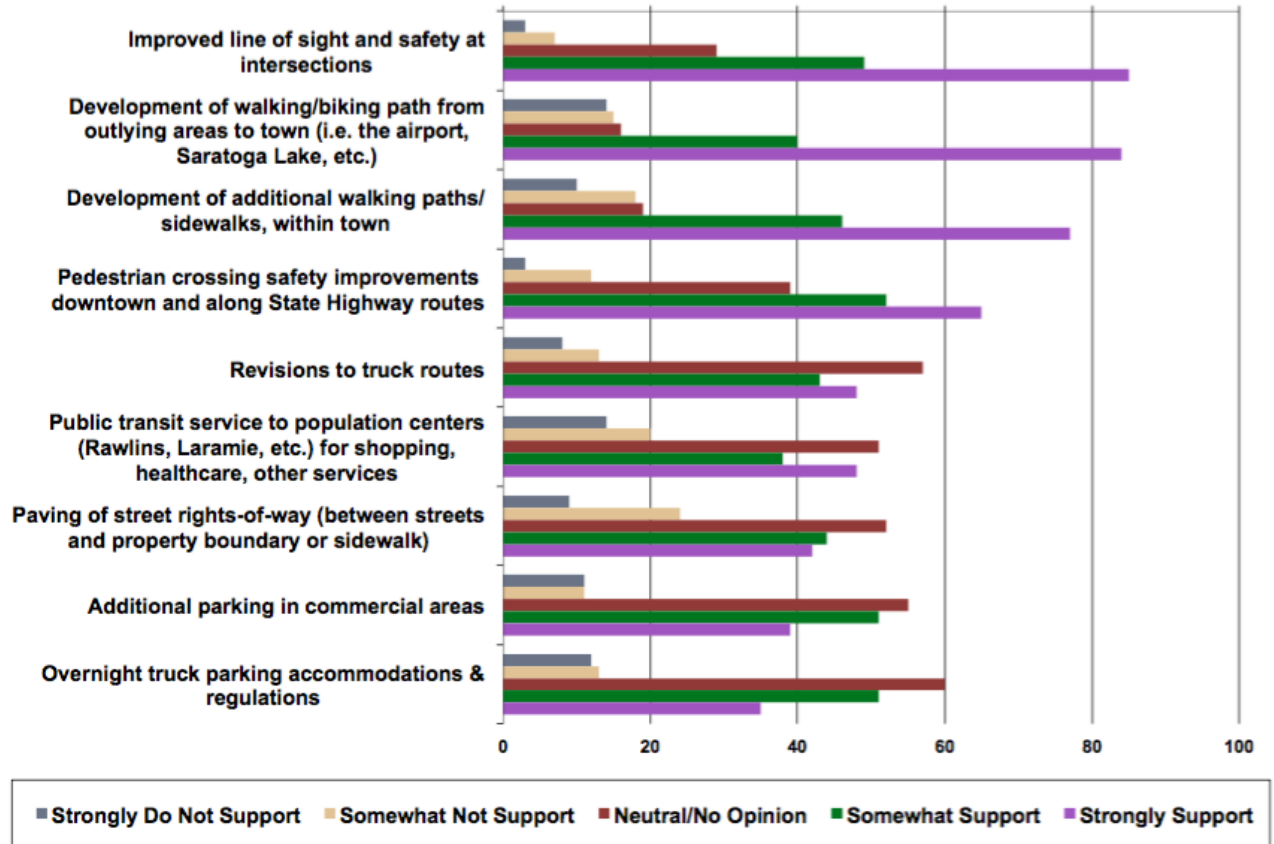
January 18, 2016

173 completed surveys

Compiled by Community Builders, Inc.



TRANSPORTATION: Please check the box that best represents your opinion of the following:



TRANSPORTATION

Line of Sight Issues/Parking:

- Need 4-way stop at Bridge & 1st.
- "Improved line of sight" is very important, especially at the intersection of Bridge Street and First Street.
- The parallel parking in the near vicinity makes it nearly impossible to see approaching vehicles.
- A four way stop could be useful at the intersection of Bridge St. and highway 130.
- Some intersections allow vehicles to park too close to the intersection, blocking a clear view of oncoming traffic. There have been MANY TIMES I have had to pull slightly out into the street hoping no one is coming because I couldn't see because a parked vehicle blocked my view of oncoming traffic to my right.
- Crosswalks at First and Main, and First and Bridge.
- Downtown intersections are dangerous and should be cleared of parking.
- Something needs to be done to help congestion ((during the summer) at the bridge st and 1st street intersection.
- 4way or stop light at bridge and main.



- I think the highest priority should be clearing up the danger at the intersection of 1st and Bridge. People shouldn't be allowed to park on 1st along the Wolf. It has improved a little, but still too hard to see to pull out into that intersection coming from the East. Ditto, though somewhat better alongside the Radio Station/Laura M.
- Just NO stop lights! :-)
- Downtown intersection of Bridge and 1st Street - Vehicles should not be allowed to park on 1st street near this intersection because it creates a visibility problem for vehicles coming off Bridge Street. Part of the charm of Saratoga is that there are NO STOPLIGHTS. Besides, stoplights are EXPENSIVE.
- Traffic density (or lack thereof) does not make this a priority. A well marked set of pedestrian crossings at 1st and Bridge with signage on 1st giving pedestrians the right of way would be ample.
- Enforcement of laws on the books would help with the trucks off the routes.
- Remove parking along wolf and blackhawk on 1st street.
- No parking issues if owners and employees stopped parking in prime spots so their customers could.
- Clear all vehicles from parade routes. No on street of parade route from this time to this this.
- Parking downtown is inefficient and unsightly - it would be nice to have some centralized parking
- prohibit idling vehicles and trucks parking all night on main.
- plow the parking lot by the pool

Walking Paths/ Sidewalks:

- It is such a waste of money to build walking paths and bike paths for the FEW that use them. We can walk anywhere in town and there is plenty of room to ride bicycles. We don't need fancy paths and bridges to no where.
- Paths and sidewalks are practically non existent in this community. I think development of a trail system along the river and out to the lake would be beneficial to improving the health of the citizens and add to the desirability to living in Saratoga.
- Riverwalk to attract people to the town.
- A ride from the airport would be a nice service, as well as a safe walking area from the south part of town.
- My second priority would be to build up the out of town walking/biking paths to improve recreation opportunities.
- I cringe every time that I see tourists (and residents) trying to walk from the Saratoga Resort and Spa area to the downtown area. There is no sidewalk until they reach the bridge. Not only is this an embarrassment trying to watch these folks figure out where they should walk...but this is a significant safety issue. The curve at Veteran's Island is a fairly blind curve especially for vehicles traveling east. The corner across from the Legion building where the pedestrians have to navigate around the old green building is also a blind corner with no room for pedestrians. I had addressed this with our previous town engineer and was told this would be addressed once the Tyler Pickett Park was built...well, unfortunately this seems to be a perpetual "tomorrow" project. This is a significant safety issue that could be fixed with two blocks worth of a sidewalk "today" and not "tomorrow."
- Needs to be a more walkable/rideable town for enhanced quality of life.



- Walking path between High School & Elementary school
- Link walking/biking path together to create a nice route. Also link to areas like the hot pool, downtown, Saratoga Inn, Vets Island, other parks, and to the Saratoga Lake.
- Would love to see bike and walking paths within town and outside of town!
- Saratoga is a very small town; a lack of sidewalks, pathways, and parking tends to lead people to drive for better shopping and services instead of supporting local businesses and highly priced monopolies located here in town by driving to Rawlins, Laramie, Cheyenne, or Fort Collins. The mentality is everyone must drive in Wyoming but that can and must change for our future.
- There is no safe route for walking or biking to the high school or grocery store. Transportation to other communities and services could open up a world of cultural opportunities and recreation for many residents who are isolated and under served.
- Walking on muddy former sidewalks or those crowded out by bushes/trees does not encourage walking — walking is important to personal health, finances and environment.

Truck Routes:

- Truck routes and turn off for the Lumber Mill need better signage. I see truck drivers nearly every day who are lost and on the wrong streets trying to get to the mill or through town when they have to turn off the highway.
- Present truck route takes trucks through residential neighborhoods and is VERY DISTURBING AND NOISY at all hours, and promotes illegal and dangerous semi parking to access local restaurants and services. Trucks tend to block driveways, remain running while drivers access services (stinks like a truck stop), and is dangerous for our children. Often in winter log trucks are NOT removing their chains up on the dirt road and are ruining our paved roads yearly! Enforce the NO JAKE BREAK law. Build a truck route around town. It may help also with trucks going over the wrong bridge downtown
- We really need to do something about getting the trucks to the mill. It is so unsafe having them drive up bridge st and turn around. Half the time they don't pay attention and those trucks are so high profile they can't see a kid.
- Enforce truck routes
- I think we need to first need to get our police department on board and actually enforce traffic laws. By doing so I feel that many of these issues will fix themselves. Our police chief needs to deal with the truck traffic. Making the trucks use the truck route and slowing them down through town would make a huge difference on traffic and pedestrian safety.
- We do need to continue to find solutions to the truck traffic through town. They need to use the truck route.
- IT WOULD BE NICE IF THE TRUCK ROUTE WAS ENFORCED. AT THE MOMENT, THEY ARE DRIVING ANYWHERE THEY WOULD LIKE TO...INCLUDING BY OUR SCHOOLS WITH SMALL CHILDREN PLAYING.
- truck route issues solved by law enforcement
- encourage truck parking in the PVCC dirt lot with signage and word of mouth. especially during cattle shipping and hay hauling times of year. Cooperate with sawmill owners to inform loggers and truckers.
- Please STOP the family dollar trucks from blocking Main Street!!!!
- Revision of routes hopefully benefit both the truckers and residents. Not sure what plan the paving of street right of ways is going to look like, so would like to see what is suggested...
- Winter maintenance of roads is an issue of concern, but the truck route problem seems to be the biggest issue.



Public Transportation:

- Taxi operations would be appreciated! Especially for pilots to and from airport to businesses in the area!
- Transportation should be for the elderly to get to appointments for health out of town. If there was a bus to rent for fun activities for others, that is ok.
- Public transportation within Carbon County would be good and keep sales taxes in the county.
- We are leaving out the many small airplane pilots that strongly contribute to our local tourism business.
- These improvements would help the safety of our elderly and/or people with disabilities.
- We really need public transportation for people who need to get to medical appointments and can't drive themselves. If we want to grow, we need to provide for the truckers needs also. We can't move products without the truckers.
- I feel that overall our transportation situation is in fairly good shape. The dpw has taken a very proactive approach to doing the work that they do best and those efforts are very visible. Enforcement of existing laws and traffic regulations would finish making the streets and our town a better place to be.
- Medical transportation to Rawlins, Casper, Laramie, Cheyenne, etc. are needed. Without this much needed service how many of our residents, both senior and not senior, are going without much needed medical care do to the lack of transportation.
- Public transportation should be offered by for-profit organizations. This should not be something the Town of Saratoga is considering.
- Senior transportation is important but so is a car pooling or public transport for those who do work out of town.

Nuisance Abatement:

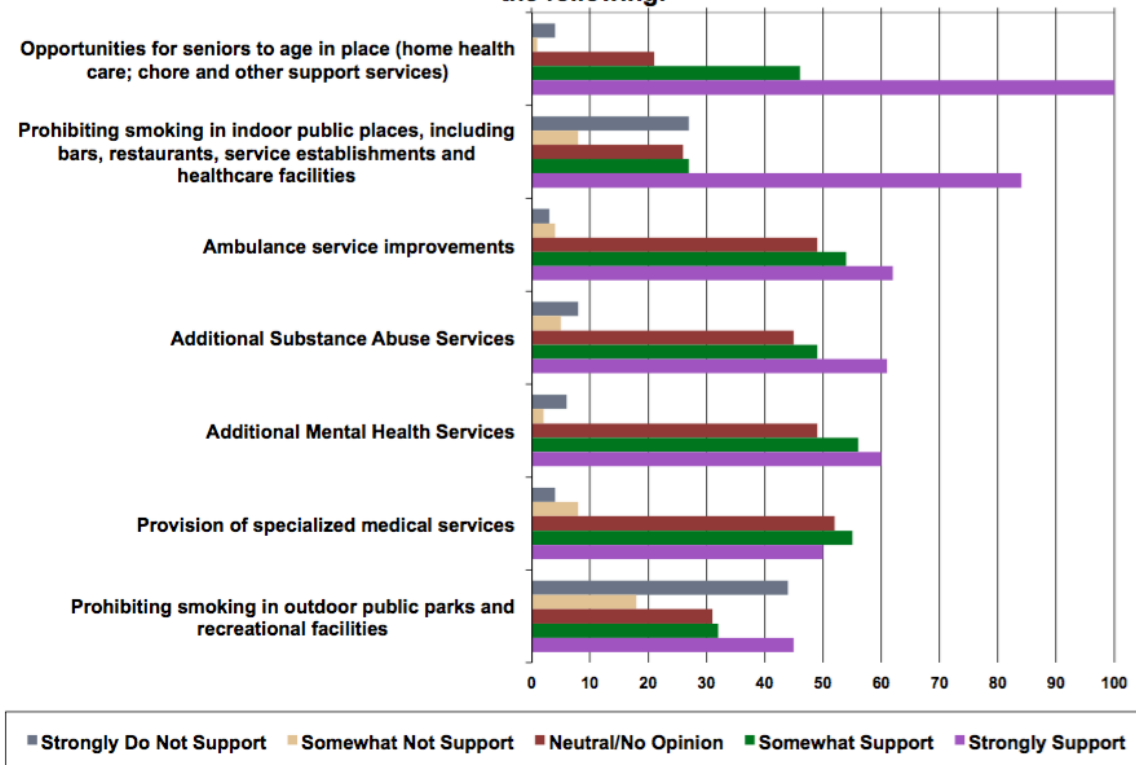
- Clean up the town!!
- Clean up of Junk in Town

Other:

- Things are fine the way they are. All this costs money that has to come from somewhere.
- Infrastructure dependent on industrial development. Population growth drives all plans.
- shovel snow and maintain garden next to public parking, upgrade signage and review speed limits more frequently.
- Fixing the drainage problems would help the town appearance and maybe prevent storm water pollution of the river.
- Resources need to be applied to the maintenance of our existing streets.



HEALTHCARE: Please check the box that best represents your opinion of the following:



HEALTHCARE

Smoking in Private and Public Locations:

- Since I am highly allergic to smoke, I am very much in favor of banning smoking in all public places! Even outdoors, smoke can affect me!
- Should not allow smoking indoors, and inside rec facilities, but okay outdoors in public parks etc. if outside.
- For me, the smoking issue is a big one. I have family and friends that visit Saratoga and cannot believe that restaurants and bars still allow smoking. I will leave The Wolf or the the Rustic when it gets smoky. It's disgusting, it's unhealthy, my clothes stink and it's time for a ban.
- 90%+ of the country is non-smoking inside public buildings/areas. Why are we hanging on to this when the majority of our visitors during tourist season are from areas where smoking is prohibited? I strongly support the idea of personal freedom/choice, however this reflects poorly on Saratoga as a place that is not progressive or "behind the times".
- I believe that property owners have the right to determine where smoking is allowed.
- The county as a whole ought to make it illegal to smoke indoors in public places!
- i have lived in places with smoking bans. I was also a smoker. It was really no big deal. I actually tink i smoked less because it was cold outside. Win win. I realized that it is so much nicer to not be bothered by smoke.
- I would love to go to the hotel wolf bar without feeling like death after inhaling the smoke from typically just one person who could easily walk outside. Its not good for town to have smoking in the landmark bar in town.



- It's 2015 - not 1975!! Smoking is bad bad bad for everyone's health! - it should not be allowed indoors in public spaces.
- Smoking in any building needs to be prohibited! Don't make us suffer because of your bad decision!
- Put the no smoking option to a vote like our neighbors to the south. This should only include public areas. Private businesses should decide for themselves. Property rights used to mean something.
- All restaurants and bars should be smoke free - not just for the customers but also the employees.
- It's just good health and wellness management for the business.
- As I have followed the no smoking rulings in Casper I don't feel that our town needs to be regulating those issues. The town has plenty of regulating to do all ready.

Ambulance Service:

- The cost of an ambulance ride from Saratoga to anywhere is prohibitive and can be financially devastating. I support increased telehealth for specialized services, especially mental health and substance abuse. I think those businesses that have converted to non-smoking have noticed the benefits of increased traffic. It should be up to the bar/restaurant owner to decide, and there is a nice balance between the establishments already.
- The biggest issue with regards to ambulance is that it is required to go to Rawlins. That may be appropriate for some circumstances but there are life threatening situations demanding specialized care that should make the first stop a larger hospital with more comprehensive services. Dr Bartholomew, or other primary care physician in Saratoga, should be able to direct the ambulance to the appropriate destination.
- Ambulance service currently charges outright abusive rates. \$1200-\$2000+ for a ride to the ER? SCANDALOUS!!!!!!
- More opportunities for ambulance services to other hospitals besides Carbon Co.
- I don't necessarily think that the Ambulance service needs improvements, but I don't want the ambulance service to not be taken care of in whatever need they may have.
- We need to be able to have ambulance and emt transportation available to Laramie and colorado vs the automatic transport to Rawlins-it is a deal breaker for choosing to retire here or to live here at all with specialized medical needs.
- Our ambulance service has been rebuilt in the past 7 years and we our very proud of our coverage and our volunteers. Based on our population, we are fortunate to have the health services that are currently available.

Substance Abuse:

- Substance abuse services should be supported at the county level and not the town's responsibility. Health care and mental health are businesses and should be run as such without the town's financial support. The town is getting involved in too many things they don't belong in, and by doing this, they take away opportunities for businesses to be established to handle the need.
- Good substance abuse care is needed.
- Drug and alcohol abuse is a problem in this community and it would be nice if a strong support structure was in place to eradicate it
- We have a high rate of adult binge drinking, law enforcement and crime that are costly as a result and added high health care costs due to tobacco exposure and use. We have few to zero services in place locally for people who would like to tackle their addiction problems and transportation to services in outlying areas is an obstacle.

Mental Health:

- Good mental health care is needed



- Mental health and seniors aging in place is a top priority in my thoughts.

Medical Services:

- The doctor in town shouldn't try to monopolize the healthcare and harrass patients for using othe physicians.
- OUR CURRENT CLINIC DOES A WONDERFUL JOB. I BELIEVE THAT THERE COULD BE A VAST IMPROVEMENT FOR OUR SENIORS CARE AS THEY AGE AND NEED ADDITIONAL HELP THAT THE CLINIC CANNOT PROVIDE.
- Our medical efforts are second to none in the state.
- We need more doctors. I would rather see a doctor or nurse than a nursing assistant or practitioner. Also, it would be good to have more specialized services so people don't have to travel long distances, or maybe at least partner with regional hospitals, heart and orthopedic centers to provide services here.
- I feel that Saratoga has an exceptional health care facility. The team at platte valley medical go way beyond their call of duty for EVERY citizen in the valley.
- clinic already does a great job in making referrals of patients and visiting specialists
- I believe our local clinic does an amazing job taking care of our community.
- Many specialized medical services are accessed via telehealth at the Platte Valley Medical Clinic so patients do not have to leave town.
- Having worked as a volunteer on the local ambulance service, 2 hour response times for someone from Ryan Park or Baggs most likely will not last until reaching hospital services in Rawlins. Saratoga desperately requires a small hospital located here in town. Just ask the aging Old Baldy Club members and high population of retirees here in Saratoga.
- I would fully support a full service hospital or regional ER facility. There was talk sometime ago with the previous Dir. of Valley View Rehab for an ER type facility but there wasn't much local support and since numerous changes in ownership the idea has debunked.

Senior Services:

- Adding senior services is crucial; otherwise, both seniors and possibly their immediate families must move to get proper care. By the way, our county hospital is terrible.
- As a Registered nurse and previous owner/Administrator of private Home Health agency I have seen many health care models come and go in Carbon County. Glad Obstetrics is back. Today however, we need to be concerned with our senior care. A Senior independent/assisted living facility would be great if located at the present "Kathy Glode Park". This site provides a perfect combination for a client to traverse between independence and dependency if necessary between clinic, nursing home and Senior Center all within walking distance. A few apartments, combined with a small scale, privately run, assisted living facility would be a great option for all Carbon County Seniors. Through coordination of services of present Public and Private Home Health agencies, Home Alone program, local churches, and Senior Center programs many of the client's needs could be met. This would require much coordination with all medical and non-medical entities, Corbett Medical foundation, Memorial Hospital of Carbon County, local city, county and state government programs and community support systems. Much client education (payment sources, funding etc.), statistical gathering (duplication of services, potential client numbers, care provider needs, etc.) and grant writing would also be required. This building could potentially merge the young day care needs with a wing dedicated to that of the elderly day care needs as well. Over time, the kids could take up a building of their own. It is a vision I have had since closing our agency back in the late 90's due to duplication of services (the hospital opened a home health department that since has closed). We need to meet the basic needs for our elderly before considering any specialized care. Plenty of out of town doctors/specialists come to Rawlins. Also telemedicine today brings the doctor to the patient. We need to have client transportation assistance available and the proper lines laid to accommodate telemedicine, which should also be a part of the facility. Veterans could also



access care here. I believe we can fix this critical need with communication and coordination. Look at our Community Center!

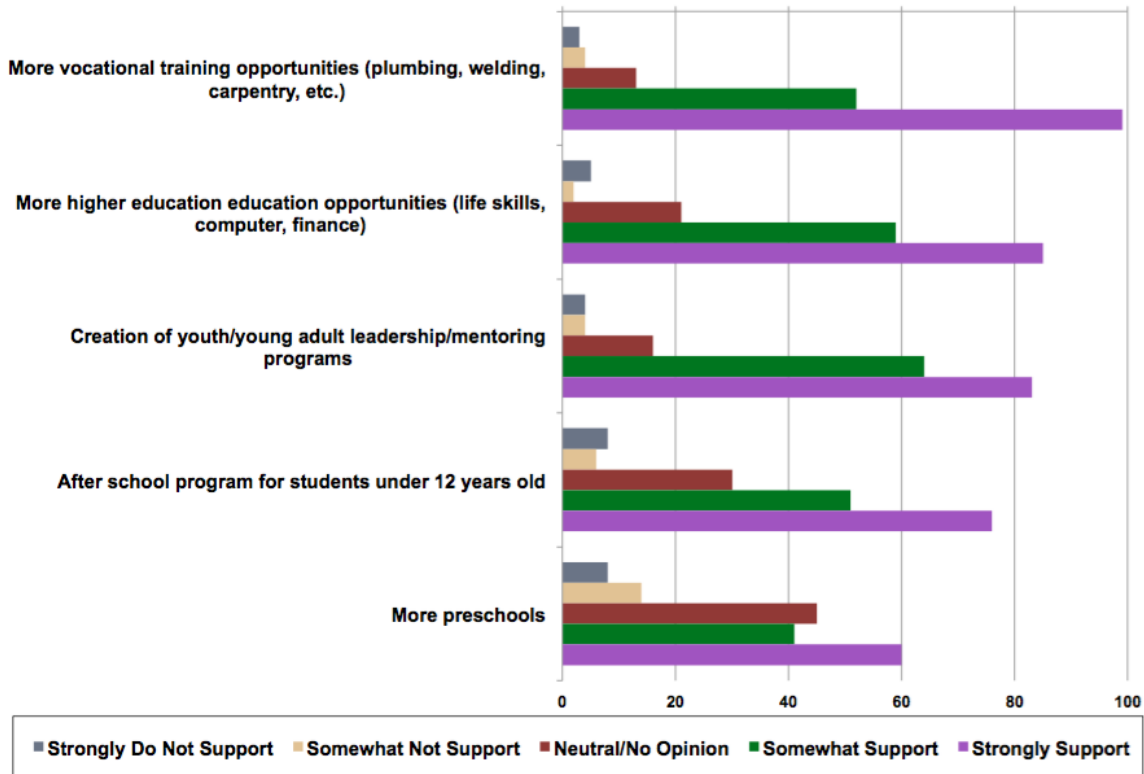
- Also, very few people age in place in Saratoga: it's simple physiology, most elderly people cannot breathe at 7000 feet! This fact of life is the reason people leave, it's not for the lack of facilities!

Other:

- We need senior housing
- We need to attract more young people to town.
- Again, population drives needs and efficiencies.
- assisted living in addition to nursing home care
- Not sure how much the town can influence the first 5 issues, but definitely support the last two.
- One person's choices, should not inflict or be allowed to inflict on another's choices.
- Some sort of aging center that is not a full blown nursing center would be an improvement for our seniors and would be well used.
- I did not comment or checked a strongly do not support box when too little information was provided
- See above comment under Transportation.
- Medical services should be private and not provided by the town. They should be driven by for-profit business models. Government sponsored programs are wasteful and expensive.
- I would support streamlining the existing town bureaucracy. The cost of town services have gone up, but the average wage has not changed much in the last ten years. Has the town looked at wage rates? It's well studied.
- One way to do this is to make many services run by for-profit companies who know how to manage money, and are driven by profit. Government is by-in-large wasteful and every level.
- private business should be able to decide how they want to do business. I simply do not patronize businesses which do not serve my needs (inventory, customer service, atmosphere, etc). this is called free will.
- we need to give the town-owned lots behind the current nursing home to them so the owner can develop facilities (or negotiate a package the owners can't refuse)
- Home health care is needed. Physicians can visit the clinic like they do in Rawlins for specialized care.



EDUCATION: Please check the box that best represents your opinion of the following:



EDUCATION

Preschools/ Daycare:

Theme: We don't need more Preschools — but more daycare.

- Two preschools do they need more room? Make sure you don't reinvent the wheel. SUPPORT THE EXSISTING PROGRAMS!
- Instead of more preschools, improve the programs currently offered with additional staffing.
- This town is small enough we don't need two preschools. I think they shpuld join forces and provide the best education to our young people.
- We as a Town are working on the preschool problem.
- Preschools should be left to the free market.
- I have grown up in Saratoga, and have seen the fluctuation of numbers. For example, my class graduated with 46 students while the class below me had 12. There has yet to be as big of a class as I had in 13 years. I think that Saratoga would have a hard time keeping enough students in all of the preschools knowing that just because there is one large class doesn't mean there are going to be many more. Instead, I believe this was a good learning experience for the preschools we have to have a backup plan for the very few years that we have a large class.
- I DO NOT BELIEVE THAT WE NEED MORE PRESCHOOLS, I THINK THAT WE COULD USE A COUPLE OF LARGER FACILITIES TO ACCOMODATE THE AMOUNT OF CHILDREN THAT ARE CURRENTLY HERE. I AM A LIFE LONG RESIDENT OF SARATOGA, AND THE CHILD



POPULATION FLUCTUATES A LOT. I THINK IF WE HAD MORE PRESCHOOLS THERE COULD BE A PROBLEM FILLING THEM IN THE FUTURE.

- We need a licensed daycare before any more preschools. More preschools isn't the solution to the problem- it's not having ANYWHERE safe for babies and infants to go if parents don't have a choice but to make one be a stay at home parent. This needs to happen as a number 1 priority in this town.
- Additional preschool and daycare is a huge barrier to economic development. Without addressing these concerns growth in our business community will have significant headwinds.
- Day care is needed but this should be encouraged for the private investor, town government does not nor should compete with private.
- Child care facilities are at a critical need.
- DAYCARE.
- Two preschools with plenty of room for more students.
- Two preschools is plenty, we just need to increase capacity in each one.
- more day cares
- Affordable, quality child care for young children and school-aged children.
- better pay for preschool teachers (which doesn't have much to do with the town)
- I do not want the Town to subsidize preschools or daycare. However, being a fiscal agent for a grant is plausible. Private money needs to be the driver.
- Preschool facilities would be a huge asset for childcare and full scale educational and enrichment activities to prepare young children for school and life.
- There has been talk for many years about a joint facility for Daycare, Preschool, and Afterschool. There were plans drawn up but nothing ever happened because those entities supporting it never submitted Business Plan Proposals for grant funding. The discussion was the town would contract to build the facility and own it for 5 years leasing it to the entities using it. My suggestion would be to have a reputable dynamic organization like YMCA develop such a program: either by a) expanding one of their existing facilities/programs to our community or b) build their own facility which would also expand our recreational programs in addition to child and youth development. They are the best organization out there for such programming - they also provide youth leadership development and a variety of other services because their mission is youth and family development for strong and healthy communities.
- I feel that daycare has become confused with pre schools. there are plenty of business opportunities for business to step up and provide day care. The main question still remains, who will do the work?
- With an improved economy many families do not qualify for headstart and the excellent preschool funded for children with developmental delays.

Higher Education:

- Education opportunities could solve many problems. Business education could give locals the tools they need to recognize where the community is lacking in goods and services, and also the tools to implement a new business.
- Financial education could benefit new and existing businesses to make them more sustainable



- We have good higher Ed for adults and after school program in The Hub.
- Programs are important for adults -- to many have serious alcohol and drug addictions that need to be addressed and no longer ignored and are not coming forward for AA. More opportunities for young adults to keep them busy doing good things - helping others, volunteer projects, affordable higher education, etc. and out of the bars and harms way. BUT, these things should not be the town's responsibility to fund, but rather coming from the county and state levels, and businesses established to provide these services and opportunities.
- I would love to take a continuing ed class if it was offered, in a variety of subjects!
- -using the library or community center to house a satellite school (such as LCCC)
- - tapping into community talent to have locals give classes (ex sweet Marie teach a baking class, Edward jones give a financial class, etc)
- More post-high school opportunities would increase the economic value of this community immensely.
- Rawlins has a higher education facility. Many programs can be done on-line today. Community Center and the local library have computers available already.

Vocational Training:

- There is a definite need for vocational training as well. A program that provides current resident skilled tradesmen financial support to hire and train apprentices should be considered. In exchange apprentices agree to stay and work in the valley for a minimum period of time.
- It would be awesome for Saratoga to be a leader in providing the best educational opportunities possible. This would be a major factor in the economic success of the valley, i.e. attracting people to our area that are interested in a better future with the best opportunities available for young people and old people alike.

School System:

- Not sure why our high school graduates aren't able to take courses in our school for a high school/college credit. take a look at Fremont County and how many courses they offer their students, it is truly incredible how a student has the opportunity to take enough classes to enter their first real year of college as a sophomore in credit standing.
- I also think they should attend 5 days a week. It is not right to not go. Especially when the school is 'optional'
- This is an area that should be addressed by the local school district and not the town.
- Why is the city concerned with the education mentioned above. Isn't that the job of the school system?
- Wyoming and Saratoga has one of the best school systems around with small class sizes, high graduation rate, and almost all seniors receiving college aid. Here here to Wyoming and Saratoga!
- High school students need to be able to get college credits in the school. Check out other schools, like Lander. They have professors linked into classrooms and their teachers are able to teach college courses- while the students are in school during school hours. Students, dedicated, are often graduating with an associates before Hugh school. Why is this not an option for here?!? We are only holding our kids back.
- The high school has great programs. Keep kids in school and do more to encourage them to graduate!!!



- We need to be able to directly link to UW for distance learning for both adults and high school students. Programming of this should give high school students AP level programs which both encourages college bound students and reduces the cost of actual on campus college attendance as they can start with a lot of the freshman year credits in hand.
- As a grandparent of school aged children I wonder how much more they could possibly stand to be doing.

After School Programs:

- Adults can take enrichment courses online, but our kids need in-place services.
- Teenagers are currently not allowed to hang out/play games at the Saratoga Inn. The community center also does not fulfill this purpose. We currently still have NO place for our teenagers to HANG out! This is important because it can offset the use of drugs!
- We have a great AFTER SCHOOL PROGRAM. EXCEL preschool needs a new building and another teacher for numbers. Head Start needs a modernized building.
- Big Brothers/ Big Sisters has a program for after school but could use extra funding
- We already have an afterschool program through Big Brothers/Big Sisters - it's call The HUB located on W Bridge St. next to Union Wireless. This is open to all children ages 5-18. They provide numerous recreational and educational enrichment through partnerships with the schools. The program is supported through grant money and all donations (both monetary and non-monetary) through community investors, parents, and volunteers.
- Support our local HUB! They have great programs...probably could use more support and funding (maybe new building) to expand to mentoring. No need to duplicate services, especially in small community...not enough clientele to support two agencies (they will both close in the end). We have two preschools...need daycare facility that incorporates education as well.
- We do not need more afterschool programs we have one that serves the whole valley.
- I think the after school space for kids under 12 is sufficient, though BBBS should get more funding.
- Proper day care and a facility for those kids running the streets on Friday due to NO SCHOOL! (a bad choice: rearing up 4-day-a-week workers). Safe infant care is crucial here since parents can not go to work (creates financial impact due to no young families moving here to live and work).
- I think an after school/late evening hang-out and homework space for teenagers would be more beneficial than anything.

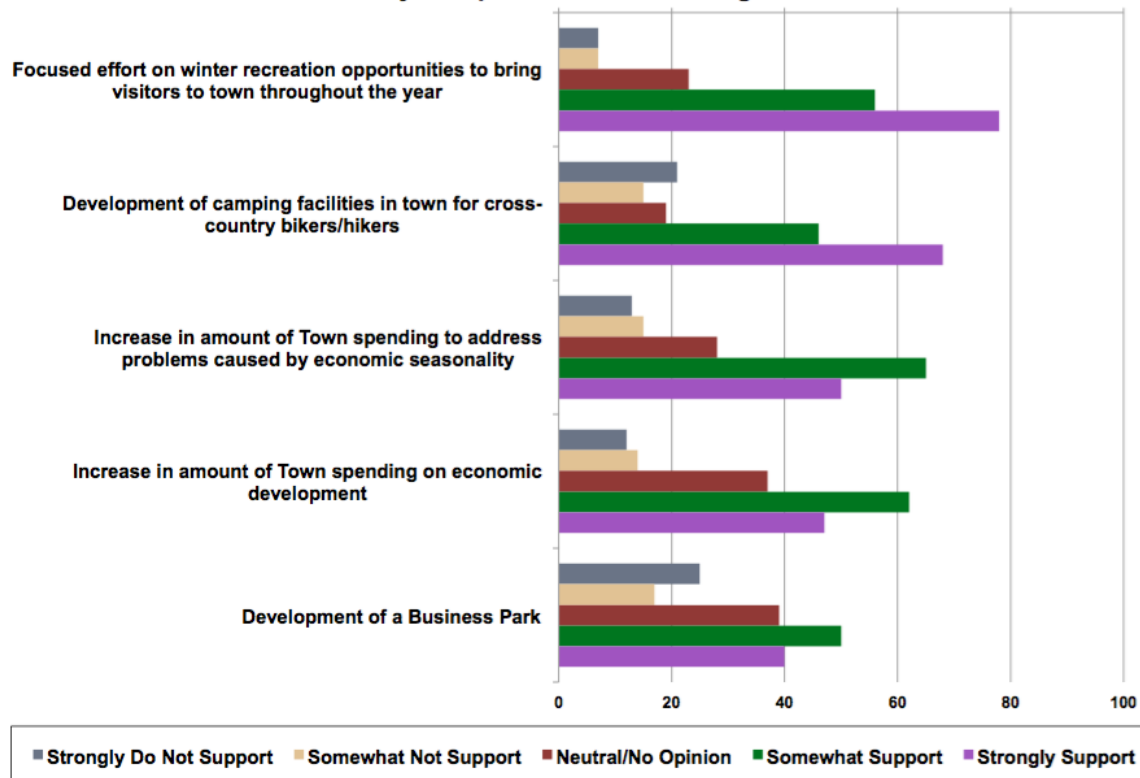
Other:

- I do not have children but I think we do need to put more resources into providing childcare and education opportunities.
- I strongly support all education efforts, but I'm not sure where Saratoga should even start. We do not seem to be supporting new or existing businesses and just having a computer lab doesn't mean education is happening.
- I think the preschools that exist already serve our needs, but there should be more day care for really young kids.
 - anything that promotes cross-grade integration (ex 5th graders teaching kindergarteners how to do a science experiment) like service projects (ex cleaning up an area of town)



- The existing afterschool program Big Brothers Big Sisters Hub serves an established need for group mentoring and afterschool learning for over 50 area children, This program is funded through a 21 century community learning center grant for children age 5 and over. A community center facility and town recreation department that served all childrens programs and activities modeled after the community center in Baggs would encourage more participation by ALL families and residents. Our existing community center and gym is inaccessible and unaffordable to many citizens and both should be available 24/7 . A community grant writer could help access funds for such programs.
- If a profit can be made, let the private sector make it work. Keep government simple and the money in the taxpayer's pocket. Let the taxpayer vote with their dollar.
- I think the greatest need is awareness of existing programs. We already have some awesome programs that are under utilized.

ECONOMIC DEVELOPMENT: Please check the box that best represents your opinion of the following:



ECONOMIC DEVELOPMENT

- Economic development spending is wasted. Been there done that on the CCEDC... just leave private enterprise alone (keep taxes low etc.), it will do fine. No "assistance" needed, thanks.
- For Saratoga's economy to become stable again, this category is THE most important area that we need to deal with. A business park and the fixing up of Saratoga Lake with utilities, picnic pavilions, and a possible amphitheater would help the local economy and as a result



the town as a whole. We need to strive for a stable year a round economy with tourism being the icing on the cake, not the cake itself.

Camping:

- THERE IS CAMPING AT THE LAKE, AND HAS BEEN FOR YEARS. THERE ARE PLENTY OF HOTELS/MOTELS IN SARATOGA THAT WOULD LOVE TO HAVE SOME BUSINESS DURING THAT TIME OF YEAR, NOT TO MENTION THE RESTURANTS AND CONVENIENCE STORES THAT COULD USE SOME OF THE MONEY AS WELL. THE COMMUNITY CENTER DOES A GREAT JOB IN HELPING NEW BUSINESSES GET ON THEIR FEET. I KNOW SEVERAL PEOPLE THAT HAVE USED THAT FACILITY AND CONTINUE TO USE IT. IT HAS BEEN A WONDERFUL ASSET TO OUR COMMUNITY.
- Not the towns job to provide recreational opportunities to bring visitors to town or to provide camping facilities. This should be done by the chamber of commerce and private businesses not the towns funding.
- An ideal place for bicycle riders to camp would be "good times park."
- Saratoga could cross-country cyclists by providing free camping in form of several tent pads adjacent to hot springs pool. The pads would be VERY INEXPENSIVE! Need to be sure auto sprinklers do not go on overnight where tent pads are! After riding a bike for 80 to 100 miles, cyclists would prefer not to have to travel from camping at Saratoga Lake into town at night!
- The town should not develop areas for camping in town without following the same rules that property owners have to use to obtain a variance. Develop the existing site at Saratoga Lake first. Camping in town invites bad elements, and the town has signs posted because of these experiences. Have those in authority forgotten these lessons?
- Private enterprise should be the ones that build and promote camping, etc. Government should not be competing with private entities
- I think the Town could spend money on moving the streets/water shops off the river and up the hill and cleaning up its own properties - that would go a long way towards economic development, as would small investments like camping facilities for cross-country bikers/hikers.
- The little park by tho hot pool could be turned into an in town fee/use area with tent sites.
- There are many lodging opportunities for the cross country bikers and skiers. In my experience, they don't like to spend money...aren't we looking at economic development?

High Speed Internet

- WE NEED HIGHER SPEED INTERNET!!! We have the climate to support an economic server farm and are 20 miles and approximately \$1,000,000 away from Level-3's trunk system which parallels I-80. We should have a direct high capacity connection to that trunk. We should also require our existing Telco (Union) to fund a free public wireless system for the central business district Sa as part of its franchise consideration. That can be done for a very low cost and should encompass the PVCC as well.

Tourism:

- Saratoga will always be seasonal in regards to tourism and development simply due to mother nature's influence. However, if we (town and residents) were to reduce the negative impact of the slow season (November thru April) through promoting events or giving people



reasons to visit or do business in Saratoga during those months, the impact on our economy, jobs, attracting new businesses, etc., would be beneficial to the entire valley. An increase of just 10-15% of overall tourism revenues would be a great starting target.

- Tourism is big business here. Keep our community quiet, clean and user/family friendly. We have numerous people visiting and utilizing summer and winter sports. I am not sure increasing snowmobiling would be safe as the fallen tree issue combined with intense speed of newer machines today creates a very unsafe mix, especially during a limited snow year. If we increase our winter mountain access, we must better fund our local Search and Rescue program. Our local Chamber of Commerce visitor numbers are increasing every year. People come here because we are small clean, peaceful and safe. Many amenities are within walking distance. Considering however, that the Lake campground has no showers I would suggest adding some OR make a small hiker/biker (limit say, 5 people per night) overnight camp only... for a fee... on Veteran's Island between the two foot bridges recently placed. (the 10 pm curfew...quiet... must be enforced and no open fire. I suppose if we need to develop economically we first need daycare to entice a decent work force. If a light industrial park must be developed, then hopefully on the outskirts of town so not unsightly and noisy!!! Though the jobs are good, the mill is noisy and the trucks are a pain on Rochester street!!!
- We need to acknowledge that our best business opportunity is to expand the tourist based business. We have the potential to be a four season destination. To the extent we can provide reasonable campground facilities to augment our hotel/motel stock it makes sense. We should use events to bring larger groups in and should add ones that attract the outdoor adventure enthusiasts in addition to the hunter/fisherman group that we enjoy already.
- We are not just a tourist town, or at least we don't have to be. In that regard, we could better promote ourselves and if the town didn't look so dirty, it would appeal to more tourists and hopefully attract home buyers and businesses as well.
- Need to do better at keeping the changing rooms at the hobo pools clean. This is a tourist attraction/draw and the changing rooms being so unclean is a quick turn off.
- Since we are a high tourist attraction, economic development would just make sense to draw more opportunities for families, young adults, who want to move here or are considering moving here and tourists.
- We need well-paying jobs, particularly in an industry that actually produces something. Tourism is a poor substitute for long-term, stable jobs.
- We really need all year round tourism to stay alive.
- Yes, Saratoga is directly on the route of Adventure Cycling Association's cross-country bicycle route...Saratoga needs to take advantage of this and welcome cyclists! A study of cyclists touring Montana found that spending tracked at \$75 per cyclist per day. Cyclists stated that visiting small towns and enjoying the local hospitality were some of the highlights of their trip
- Focus on cross country skiing and hiking. Snowmobiles don't bring in a good crowd and don't really do anything for this town.
- As far as winter recreation, we already offer a lot for people to do such as snowmobiling, cross country skiing, snowshoeing, etc. for a small town we have a lot available.
- There are already many winter recreational opportunities here in the valley and they are well promoted. I don't know what else could be offered.
- my husband suggested that the town should have a small bike rally around the same time as Sturgis. The town could tap into other events around the state (see also Cheyenne frontier days) to capitalize on the increased traffic during that time.



- The North Platte River running through town is and always has been the main focus of this community...fact. The city administrators actually use the slogan "where the fish jump in main street" but do not act in a way that supports the summer business season. The city maintenance yard is one example of this fact. Worst eyesore in town stretch of river with unsightly rip rap, no fencing from the river (I have actually picked up a 55 gallon herbicide drum floating past my house downriver). I cannot believe that your last survey conclusions only mentioned the trash clean-up in town and not the appalling visual aspect, lack of access, lack of walking paths, and lack of support for this river which ultimately brings most of our existing seasonal business. Additionally, I hope your are receiving responses from our local snowbirds as they are rarely informed or involved in local issues presented during the winter season when they are not in residence and half of our town population is gone. I hope your 8% response on your last survey includes them.
- We should aggressively use social media to promote the valley.

Snowy Range Road

- Year around access to high mountain recreation areas. Keeping Snowy Range Road open could address this.
- Open Snowy Range Year Round
- Opening the Snowy Range Road in the winter would be a huge economic boost to the the Town.
- Tourism is the second largest industry in Wyoming - and by closing the Snowy Range road in the winter is hindering the economic opportunities for year round employment in the towns of Saratoga, Encampment, and Riverside (and even Rawlins). Once again, its 2015, snow plows are better and the state should make a better effort to keep the passes OPEN all year round. The decision to keep the road closed was made long ago and our economy is different now and the towns economic health will improve if we open the roads.
- Lobby to keep HWY 130 open through the winter.

Business Park:

- Business Parks are difficult to develop. Ask Thermopolis.
- The airport, if ran by the town since it does sit on town property, could generate funds for many projects currently in need of funds. A business park could develop jobs keeping people spending money right here in town.
- There were plans for a business park at the airport, plans were in development but stopped once the town engineer left and the Airport Board changed leadership. I think it's a great idea and maybe pair it with improving downtown with renovations and new businesses and even apartments above some of the businesses. There's a lot of potential and it would just add to the economic vitality and attractiveness of the town even more.
- A business park planned, and placed right would greatly enhance the ability to retain our college grads here . It is time for the town to reclaim the airport and the funds that could help fund many of the financial needs the town has currently and in the future. The time is now.
- The town should use the development of zoning (including business parks) to grease the wheels of progress. This should only be used to draw more businesses to increase the tax base.



Supporting Businesses/ Downtown:

- Should do more to encourage new businesses and support for the current businesses through less regulations and fees, making it so difficult for a new business to get started and older businesses to stay in business.
- The city owns property. It should aggressively use that property to attract new businesses by offering it for sale at a low or no price for the right business.
- Make it easier for small businesses to locate here.
- Support in the basic downtown area, empty store fronts do not attract anyone; locals or visitors.
- Economic development needs to be expanded outside of the downtown. There are limited opportunities to get a building downtown and most of them are dilapidated. This town has become a retirement community. Old people with no money to spend! This needs to change. How about the town execute and implement urban renewal? Work with people to tear down their old buildings and make lots that are appealing to investors. The town by and large is a junk pile. Clean it up! Sherrod was on the right track, what happened?
- Financial support of organizations that already focus on eco devo is easy--support the Carbon County Economic Development Corporation and the Saratoga/Platte Valley Chamber of Commerce at higher levels!
- Help fund locations. Have you taken notice of how many empty buildings there are on bridge street? Greedy land owners are only stopping this town from growing. There are plenty of highly skilled, highly driven folks here- they just can't afford to chase their dreams in this town due to the top 5% of people wanting to make a dollar, rather than support and help others out.

Recommendations to the Town Assisting:

- Private sector should drive market for everything.
- THE TOWN DOES NOT BELONG IN DAY CARE BUSINESS
- I feel that these items need to be addressed by private business. It seems to be the age where our population thinks government is the answer to every problem. I think government can help when asked for assistance but should not bear the burden of making business work.
- I don't think it is the towns responsibility to fund private enterprise. Too many people look to the government for free handouts instead of taking the initiative to do something on their own. As far as winter events to bring people to town we have several organizations that put on events throughout the winter months that fill our hotels and restaurants to capacity. I am sure there could be more events held if people are willing to put their time in to make it happen.
- The town should provide the general atmosphere for the free market to thrive.
- Should be passed by a majority so no self interest.
- Hard to say that spending needs to increase. I dont know how much is being spent now. It Could be spending too much now. I think focus should not be on 'money spent' but on 'consideration given' or time spent. I guess the questions do not specify 'money' spent but I assume that is what is meant. 'Time' spent may be better.

Other:

- Im for the lowest cost with the highest ROI.
- We are actually very well served by businesses already in town I feel, for a town of our size.



- We do not have enough restaurants to accommodate any visitors that dine out for breakfast especially. You could get them to come but they very limited places to eat
- restaurant that is open on sunday. skating rink at the lake or park. more recreation for all age groups. Most popular recreation seems to be bar hopping. Home daycare
- They need to get a town representative on the CCEDC board.
- What would money for economic development and economic seasonality be spent on, exactly?
- We already have a business structure, however it is NOT meeting the current and ongoing needs of the community/ most at risk/teenagers!....
- Questions one and two were way too generic to support.
- ****We desperately need affordable housing - especially rental property for all types of families****
- my husband suggested that if a hotel chain came to town then they would spend the money to advertise to bring people here
- my friend suggested hosting a ice hockey tournament on the lake for junior league.
- a daycare would free up some additional resources that we have in town (namely people). People won't want to move here without reliable day care.
- Make knowledge more available for those with dreams of starting businesses. Have help available for filling out grants and someone knowledgeable in business.
- Allow corporate chains in this town. It's absurd home town business owners are ruining oppotunities for this community.
- The town first needs to know WHAT eco devo is and is not. They need to support local businesses and stop focusing on recruitment. Retention and growth of existing business is easier and more fiscally responsible.
- Detailed analysis needs to be done to determine additional visit or demand/opportunity during the shoulder and offseasons.

WHAT ADDITIONAL BUSINESSES DOES SARATOGA NEED?

Daycare:

- Daycare!!
- Licensed childcare facility.
Daycare
- Day care
- Child care
- Day care!!!
- Daycare for infants!!!
- DAYCARE FACILITY
- Daycare
- Child daycare.
- A daycare.
- Daycare
- Daycare
- Daycare
- childcare,
- Day care.
- daycare,
- daycare,



Restaurants/Grocery Store:

- A good family restaurant with GOOD FOOD that serves breakfast and dinner.
- Subway!
- SAFEWAY! Why is Valley Foods allowed to rob us?
- A health food store, a coffee shop with room to sit/hang out/read, more variety of cuisine (ie: Thai, Japanese, Mexican),
- Local butcher shop/bakery. Downtown brewery. Try to attract and recruit home occupation Individuals. People who can bring their work to Saratoga, telecommute, perform their jobs elsewhere, while enjoying the amenities of living in rural Wyoming.
- Restaurants
- Restaurants,
- An ethnic restaurant would be nice
- Ethnic restaurants, a better run grocery store,
- mutli culture and organic eating places
- Gilato shop,
- Gilato shop,
- I am concerned about the stability / status of having a local grocery store now with additional competition in Rawlins. The loss of a grocery store I think would be fairly crippling for the town and valley.
- A fast food restaurant with a drive through
- An affordable family restaurant such as a pizza/beer place where drifters now sits with, pizza, beer, river/ tourism!
- Restaurants that are open more hours as well as open during events in the community.
- Another restaurant choice (sit down family affordable food at night and Sunday afternoon).
- Another restaurant!
- Fast food!
- Other grocery stores
- affordable fresh grocer\
- a better grocery store
- , fresh seafood/deli/organic food store with oppurtunity to buy bulk
- Natural, Organic Grocery/Co-operative
- More industrial jobs bd less seasonal jobs
- Health Food Store,
- A real bakery

Retail:

- Clothing!
- Movie theater, bowling alley,
- For local residents a sewing/quilting store should be supportable. We also need to encourage merchants to add some sports related gear (shirts, shorts, shoes etc from UnderArmour, Nike, etc) if we want to attract the younger demographic.
- daily needs shopping options.
- A general store where you could buy anything from under ware to household.
- Retail
- A clothing store, a fabric shop
- Family dollar filled a need. Business that don't gouge their customers with unnecessary high prices just because we have no other choice when we want to buy local.
- NEED TO GET THE TAXIDERMY BUSINESS OFF OF BRIDGE ST.
- Small shopping mall
- Antique stores
- Bike shop/ski shop, , automated car wash
- bicycle and other outdoor sport store.,



- Better car wash.
- a place to buy a bra!

Tech Businesses:

- High Tech/ low environmental impact businesses
- more computer support businesses.
- Computer/Tech support! This is just 1 or 2 people, but definitely needed.
- Computer service.
- Small Tech. Firms
- technology firms
- Small Tech Firm,
- Data Center,
- information tech or other technology based operations.
- computer tech support

Industrial/Light Industrial:

- light manufacturing,
- , light industrial,
- manufacturing,
- The lumberyard has huge piles of sawdust...could there be a pellet manufacturing division?
- , industrial businesses on any kind,
- industrial businesses on any kind,
- Manufacturing, ,

Entertainment:

- a movie theater, a bowling alley - something to do indoors other than go to the bar.
- Entertainment - bowling/movies
- Entertainment
- Places for youth entertainment
- Bowling/ movie theater.....
- movies music entertainment
- Movie theatre

Recreation-based:

- Outdoor recreational,
- Indoor lane pool.
- Recreation
- Recreation center with indoor pool!!!!
- Outdoor Recreation Shops (including Rentals)
- Bike and outdoor equipment supplies and repair.
- outdoor gear shop, hiking and climbing guide services,
- outdoor gear shop, hiking and climbing guide services,
- Outdoor Store (Including Rentals)
- recreational tourism

Accommodations:

- RV Park
- Hotels
- Hotel/motel to better support PVCC.
- A good franchised motel.
- Hotels
- Maybe a few more motel rooms.

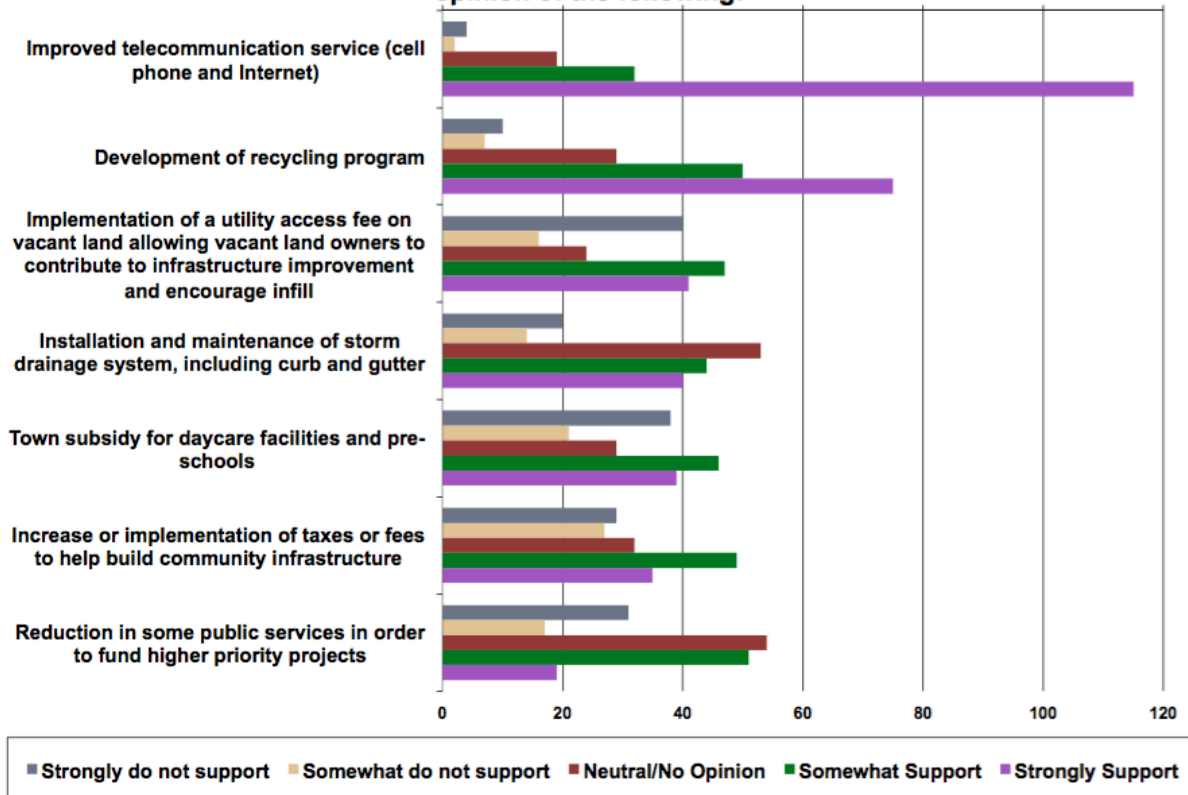


Other:

- Plumber that will actually answer phone and provide residential service....current ones don't.
- Plumbing contractor.
- The biggest complaint I hear and have is that the local business owners will NOT allow for any competition to come into this town because they have a monopoly. We should welcome competition to better ourselves, not hurt ourselves. {I.E. Glodes, Lamprechts}
- Concrete service.
- and Recycling Center
- Whatever businesses anyone wants to start.... just stay out of the way.
- Private enterprise should determine business opportunities with the exception of possibly creating a fly-in housing community adjacent to the Saratoga Airport. Private individuals could be given access to the taxiways and runways and we could promote residences with that access.
- Seems OK as for this town. Support the ones that are here. Maybe more art focused businesses. Saratoga is a wonderful arts community that can be focused for tourism.
- Vet.
- More medical providers;
- a training facility of some type for the young. Vocational training for aircraft repair or nursing school or something to promote manufacturing. More hardware stores and a better lumber store.
- , home care.
- ??
- affordable housing with state subsidy for low income, elderly and disabled
- More people to own apartment dwellings for the poor and elderly--sliding fee scale, decent utilities and appliances and furnished if needed so people can live with dignity.
- and maybe a town supported land trust to provide more public access to the river.
- Saratoga needs its residents to show more support to the local business instead of taking money out of town.
- Rental
- We need more professional counseling services in all areas (substance abuse, family, mental health, etc.)
- There are very few if any quality programs or services of these kind of respectable caliber in Carbon County.
- Any business that the town administrators would get behind and support. Saratoga actually has less services than 20 years ago especially for young people, ie.Theater, bowling alley, lasting business and incentives to create new business instead of the local business monopolies supported by the city council. Saratoga has a very small business tax base and requires constant grant monies to provide basic services for this community.
- High school students need to be able to get college credits in the school. Check out other schools, like Lander. They have professors linked into classrooms and their teachers are able to teach college courses- while the students are in school during school hours.
- in home care.. I do not believe in subsidizing these businesses with public funds but perhaps waiving start up fees and let their private business plans prove valid.
- Free markets should answer this question. This is not the job of Saratoga.
- Other family activities businesses
- That should be left to the free market. If it is a viable idea someone will do it.
- Chamber website already has a list
- Several niche opportunities in this town would solve a lot of the topics in this survey. Important to support privately owned companies and stay away from government subsidy situations as much as possible.



INFRASTRUCTURE: Please check the box that best represents your opinion of the following:



INFRASTRUCTURE

Daycare:

- Town subsidy does not seem like a good option for daycare. A daycare should be run like a business and if they cannot make money without subsidy then they should raise their prices. If they raise prices and cannot make money, then there seems to be not enough demand for daycare. Subsidy should be given on an individual basis to help those individuals that cannot afford full daycare cost.
- Day care is a business and should be self supporting.
- Preschools and day cares are for private enterprise. We would need help with grant writing for these structures. We need to start small and leave room to add on. If town subsidizes, everyone would expect subsidy. Our town has a lot of elderly and poor who cannot afford a tax increase. Tax increase should be on groceries or gas so everyone is helping to pay not just property owners.
- , and I also feel that we are in dire need of child care services. I think families don't move to Saratoga because there is no daycare.
- I think the subsidy for preschool should be need based. It should not go to day care that is simply babysitting. There should be quality educational preparation associated with any subsidized program



- I HAVE NOT SEEN A TOWN/CITY THAT PAYS TO KEEP A DAYCARE OR PRESCHOOL OPEN. I THINK THESE WOULD BE A GREAT BUSINESS VENTURE FOR SOMEONE.
- I do not feel that preschool and daycare should be paid for out of tax payers money. Preschool is not required education and daycare is the financial responsibility of children's parents!
- Since when is it the town's responsibility to subsidize a day care/ preschool? The town has already had to make budget cuts, how can it justify/afford to keep the doors open. It sounds like a great business opportunity for someone.
- We already have great preschools, but I do see the need for licensed day care.
- I also am not sure what public service would be on the chopping block to fund anything. Especially a preschool!!
- Daycare is needed greatly to help stay at home moms that want to join the workforce to contribute to the community. Better cell service for other providers other than Union Tel. Storm drainage is a problem almost everywhere.

Vacant Land Fee:

- I think landowners should be responsible for the cost of utilities on property. I do not think they should be charged until it is actually installed.
- access fee this question came from person not informed on how this is addressed by the town they didn't read the complete part. It is not smart to charge a fee for land not being used and to even think of charging more than property taxes is bad thinking.
- I do not agree with charging access fees on vacant lands. If that happens, the land owners will be forced to increase their sell price if they choose to sell it to try and recoup their money. This is just ridiculous.
- Not sure what the utility access fee is about or what a higher priority project would require public services to be reduced.
- Utility access fee is a great idea to increase the amount of money to fund the Town's old system that keep breaking.
- I STRONGLY DISAGREE ON THE UTILITY FEES ON VACANT LAND AND THE TOWN SUBSIDY FOR DAYCARE FACILITIES AND PRESCHOOLS.
- Regarding utility access fee on vacant land (question 1)- What is the purpose of encouraging infill of vacant lots? I did not realize that having places available to develop in town was such a problem.
- Pretty optimistic way to put the vacant land utility fee question.
- I find it confusing to understand how a vacant land surcharge fee will encourage infill development. I think it will in fact reverse the possibility of any new development. I don't feel the "town" should be subsidizing any private business! there are lots of state programs that provide for the implementation of things like day care and schools.
- Putting a vacant land tax or charge does not encourage sales or development. I would assume the tax would raise the property sale price to offset the charge.
- Besides the economic boost to the Town from a vacant land utility access fee, there would be less vacant lots covered in junk.
- Any reduction of taxes, services or fees should apply equally to all residents.

Recycling Program:



- Strong supporter of recycling if can be done without increasing taxes or fees
- I am HUGELY supportive of a recycling program
- If the cost of recycling is not solely funded by the citizens. Town should provide pick up of recycle bins and subsidize partial purchase of bins
- definitely recycling
- There already is a recycling program--free for everyone to utilize
- They Recycling program needs to start now! We need to get the containers and how Rawlins is administoring thier program!
- definitely recycling needs addressing
- - we recycle on our own but it would be nice to see the town do it
- So should the town dump and recycling.
- With our waste management already in flux we should be aware of the costs of a mandatory recycling program but not automatically implement one.
- We should be recycling...its the right thing to do.
- I am pretty sure we already have a recycling program so whomever put the question up didn't do their homework.
- Folks may not be aware that the landfill district already provides a very strong recycle program. They are shipping about 125 tons per year. The plans for the new transfer station/recycle center will be bid spring of 2016 which will allow for increases in recycling.
- We need a more robust recycling program!
- Recycling program is okay, but needs much improvements to increase the amount of people recycling.
- I know we need to recycle but no one is looking for someone who can help solve the problems we have on where to go with our recyclables. You should be looking outside of here for someone who has had to o this in other states. Other states have made this work.

Town Funding:

- Unimportant public services should be discontinued, i.e. public garden area. Most people have room on their own property to plant a small garden if they want to. So few use this! Using public funds to support this is wrong. You can walk any place in town. Unnecessary to spend dollars on walking paths, bike trails, etc. that only a FEW use. Get back to the basics and fund those!!!
- No additional taxes. Property taxes have gone through the ceiling. It is already too expensive to live here...we pay more for groceries and other items because supply is limited and if you need it...you have to pay the higher price. Many choose not to live here as it is, or move to larger towns where food, supplies, and materials are so much cheaper and a greater variety is available.
- I think that there should always be a prioritization of services that is clearly delineated in advance to deal with budget constraints should they arise.
- State and federal grants are available for telecommunications infrastructure now. Those private entities in that business are the ones that would benefit from those grants. If they see a need, and it is profitable venture, the private sector will get it done. Governing bodies only need to facilitate the operations by reducing the amount of bureaucracy that one needs to accomplish those infrastructure improvements. Our Town Council just needs to provide



those essential services that private business cannot. Examples, water, sewer, streets, police and fire protection. There are now many zoning and public health ordinances on the books that never are enforced. If they are not enforced, why have them?

- Doesn't matter how much taxes are raised to pay for programs if they are wasted. In the past monies have not been spent appropriately and therefore wasted. The town of Saratoga by and large is the town of NO! If you ask to do anything usually the answer is NO!
- Stop spending huge amounts on studies that are NOT NEEDED. Use the expertise we have available in this community. Outside studies have been so useless and a waste of money through the years. They don't even know the right questions to ask!
- I think that the purpose of the town government in terms of economic development is to make decisions that would facility economic growth through policy but not necessarily fund these projects. The town government needs to focus our tax money on actual physical infrastructure that is not provided for by free enterprise.
- If Saratoga had a larger business tax base and opportunities for young people and new businesses to stay we would not have to increase the heavy costs of infrastructure and taxes to the high proportion of elderly and fixed income residents residing in Saratoga.
- Residents and people in general need to wake up--nothing is free! Water, sewer, cell service, and electricity all cost money to provide. Charge what it costs. The exception is internet service which requires an investment in infrastructure. The town should leverage their access routes to ISP and demand better facilities.
- The town should do everything possible to keep costs low, and this will draw people in. Wyoming's low taxes are one of the leading factors in people moving to Wyoming and/or Saratoga. Don't go messing that up!
- I think it is never wise to reduce services for what may be considered higher priority projects. The minute you reduce services, the less work force you will have to provide those services and more complaints from residents for why services are done. Projects should and can be funded through grants. Also, when you start implementing projects this requires more workforce hours with the current staffing.

We desperately need to be able to hire either a) more town employees for the increased workload or b) contract out to do the work (which would also bring business and employment to the community/area).

- We need a town government, particularly the planning commission to work for grant funding to complete the infrastructure projects we need. I'm willing to pay more taxes, but I'm guessing most people won't be supportive of higher fees. Other towns in our area have been very successful leveraging municipality funds against available grant funds. Why have we not been doing this?
- Local govt needs to stay out of all of the above.
- If taxes are being levied to pay for extras, why reduce services?
- reduction in public services to include an energy audit, street lights.

Nuisance Abatement:

- Clean up the town!
- get rid of junk!



- just clean up the town so that people will want to come visit or stay and contribute. encourage participation.
- - the ugly lots - vacant or full of junk - are a real eyesore, but the owners may not be able to afford to clean it up.

Sidewalks:

- Again on sidewalks: they are slumped, cracked, deeply pitted, missing and this impedes Saratoga from having a visitor — friendly walking environment. There has been a suggestion of modifying street lighting to be more directed (down, not up) and economical. I concur.
- Put it in-between the sidewalk and road as a safety buffer for pedestrians. That and bike lanes.

Streets, Curb, Gutter:

- Take care of the side streets, we still have no attention.
- Also as a local fly fishing guide, I support a storm drainage system that would stem the release of oils, chemicals, sludge's, and other materials, including our local treated wastewater directly to a Blue Ribbon Trout Stream.
- Curbs and gutters when the need is to improve the infrastructure cart before the horse.
- Curb and gutter should be on paved streets.
- Storm drainage in less than 10" precip zone is not needed. System in place is adequate.

Other:

- Many out of state land/home owners need to contribute. And yes, all should pay fees for what they own! No more good old boy attitude! Do away with GOOD FAITH AGREEMENT with Colorado and make them have to purchase license plates and contribute to our local infrastructure costs! A ton of out-of-state people living in our community without burden of cost. Water pipes are becoming quite old and brittle in Saratoga. Considering all the cost of upgrading meters and new water well, I think we should continue to replace old water and sewer lines (has to be cheaper in the long run than putting bandaids on breaks). Curb and gutters are a safety issue. Many areas in town have standing water at front door year round...causing icy walks for many in winter...town would also stay cleaner and prevent folks from parking on present sidewalks! Initial subsidies should be given for development of day care and assisted living facility or land to build on, but eventually these are businesses that must support themselves.
- Our town maintenance department does a good job overall.
- Why not install some low maintenance landscaping (xeriscaping type scenario) along the highway through town, with some trees.
- See above for comments on telecom.
- Have mill build required by ordinance fence around its unsightly and dangerous sawdust pes.
- What public services would be reduced?
- Get the river cleared out of the huge rock piles that are blocking the channel through town causing more flooding! It never used to be a problem because each fall the river would be cleaned out in preparation for spring run off...then the town got lazy and stopped doing this.
- It was number one in Chuck Bartlett's vocabulary. Rumor has it that Susie Cox has some kind of enforcement powers and is more of the same with Bartlett. I believe that you would see a lot more community development if this mind set would change. How about working with

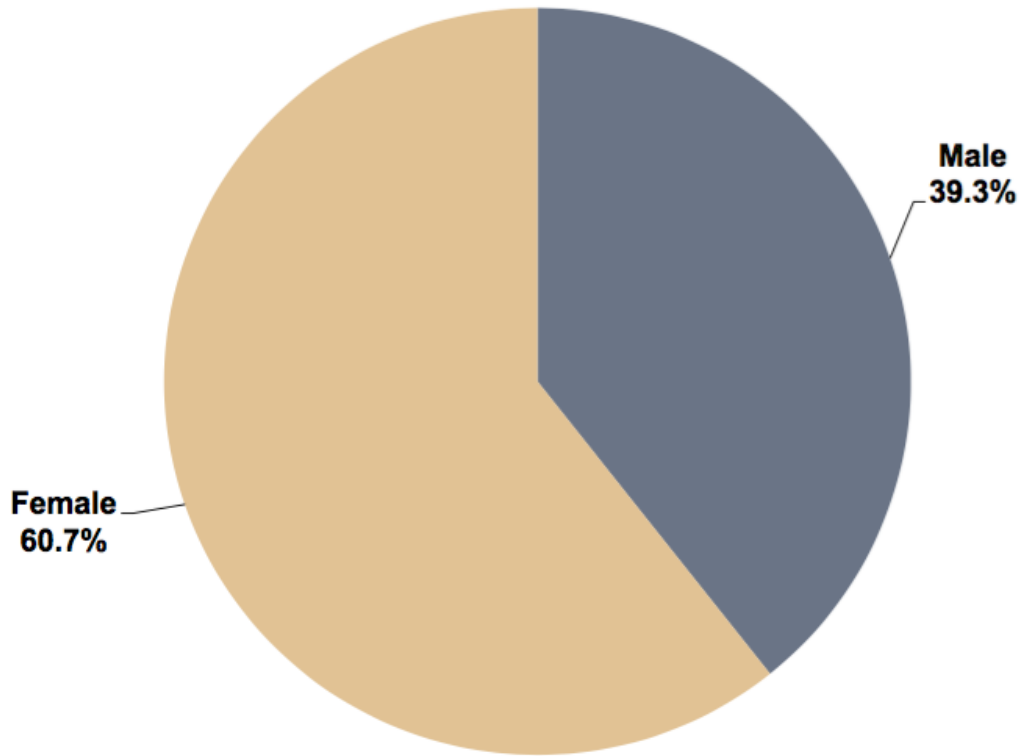


people in the county in the buffer zone instead of treating them like second rate citizens? We are all in this bathtub together. Think about it!

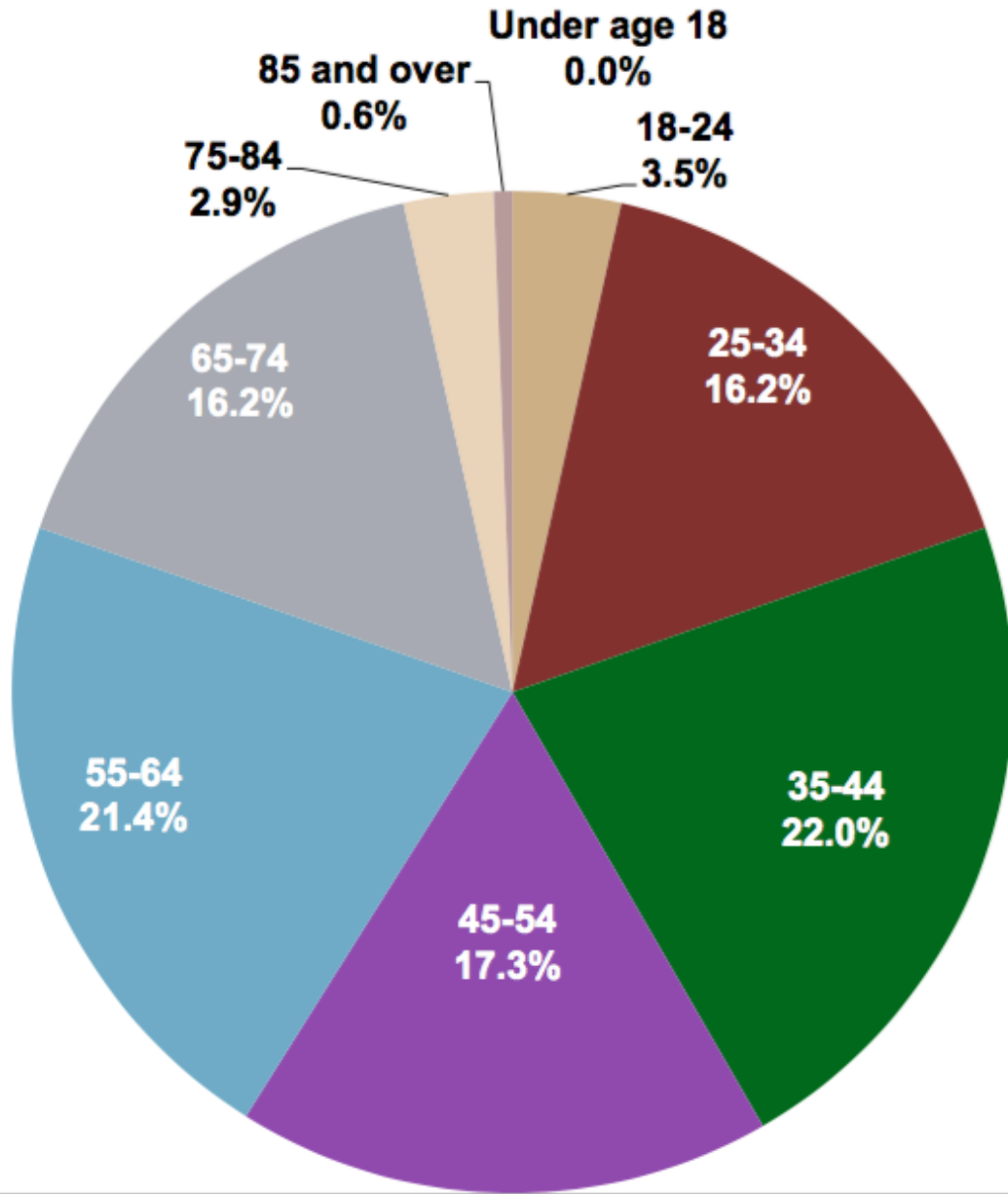
- Saratoga needs a better rec center. One with a pool and track.
- River restoration and town property cleanup is much higher priority than curb gutter and drainage
- Why is our community center always empty? How many days of the year is it booked? Let's look at pay rates of those there and costs to run it. Drop the charges- bring in more community events and watch it flourish. Have events for families to attend. Have events for adults only with babysitting offered and support our school groups to babysit. Especially in the winter- when roads are shut down. Have bands come in and hold community dances. Block off a parking lot and allow people in the summer to dance under the stars and enjoy Saratoga.... Not complain about lack of " things to do"
- Again, where too little information was provided, I strongly did not support.
- Many of these look like a potential opportunity for the private sector. ie: #2, #3, #7
- Public swimming area at the lake - The dock is unsafe for children
River Walk with benches and table which is connect to the downtown businesses
- A bigger off leash dog park where multiple dogs and owners are allowed would be great. If you go to the current dog park you will notice that it is in constant use with up to three people waiting around in trucks or walking around the abandoned ball fields. Dog parks should be a place for random dogs to play and wear each others out, not a place to privately walk a dog. Also a town walking trail would be excellent. Look at what Buffalo WY has with the clear creek trail. Also I have noticed MANY negative comments about the "concentration camp" look of the cement wall and barbed wire of the hot springs. The barbed wire is not effective as I have seen many teens jump the fence. Seeing as every tourist in town rolls through there an effort should be made to make the whole area nice, not just 75 percent of the hot spring area.
- There is an entire group of people with various talents willing to volunteer their services when asked. This is not just the usual volunteers but many that would be willing.
- WE NEED TO POST AT CITY HALL WHO IS NOT PAYING THEIR WATER AND SEWER BILLS



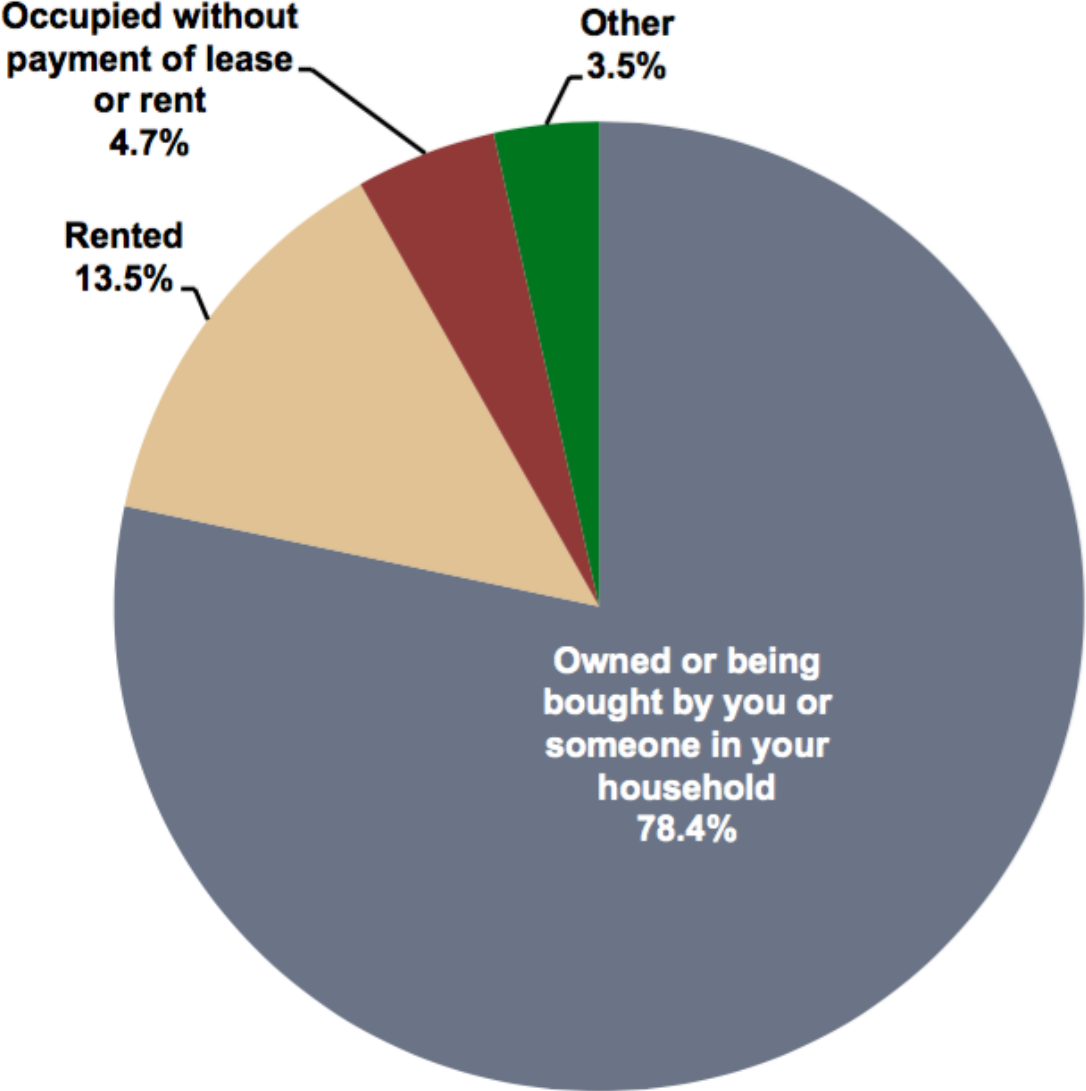
Are you male or female?



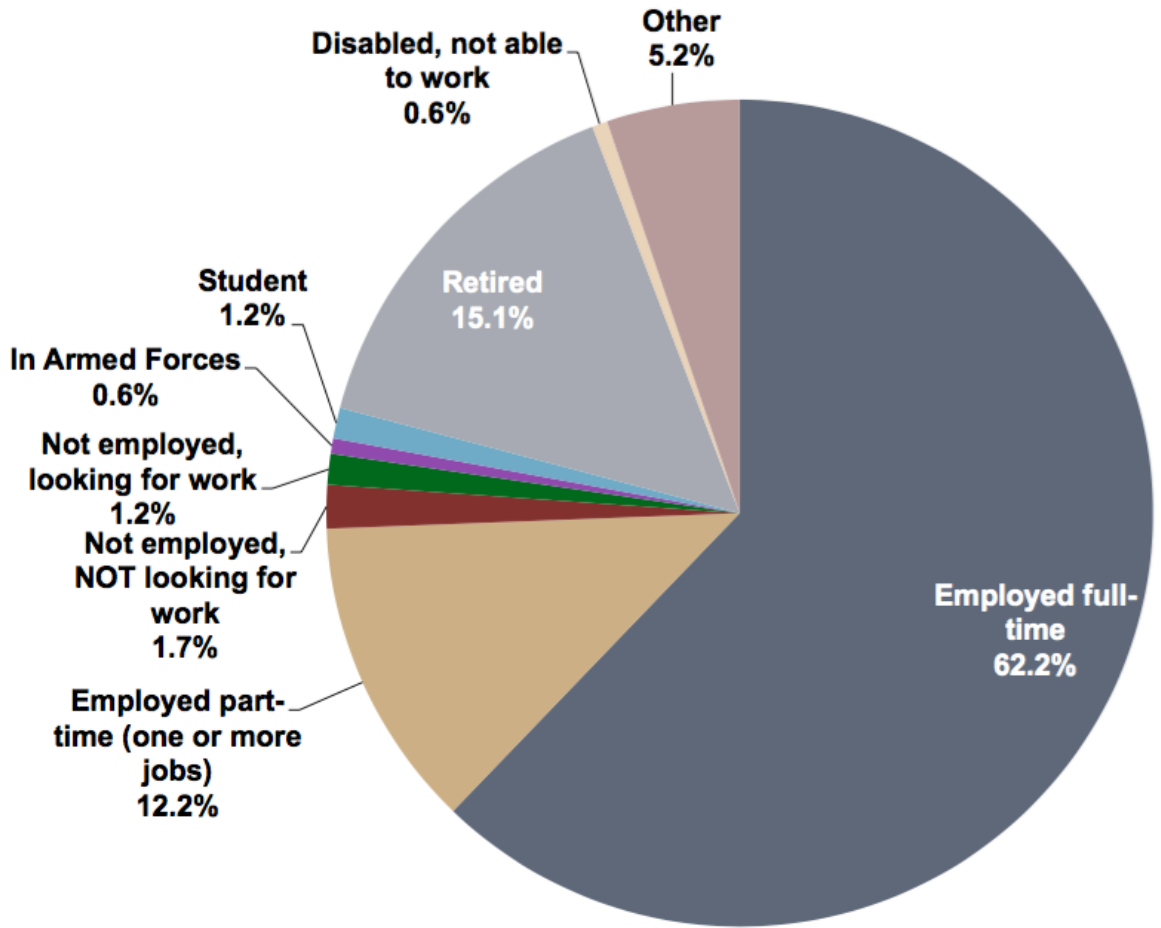
What is your age?



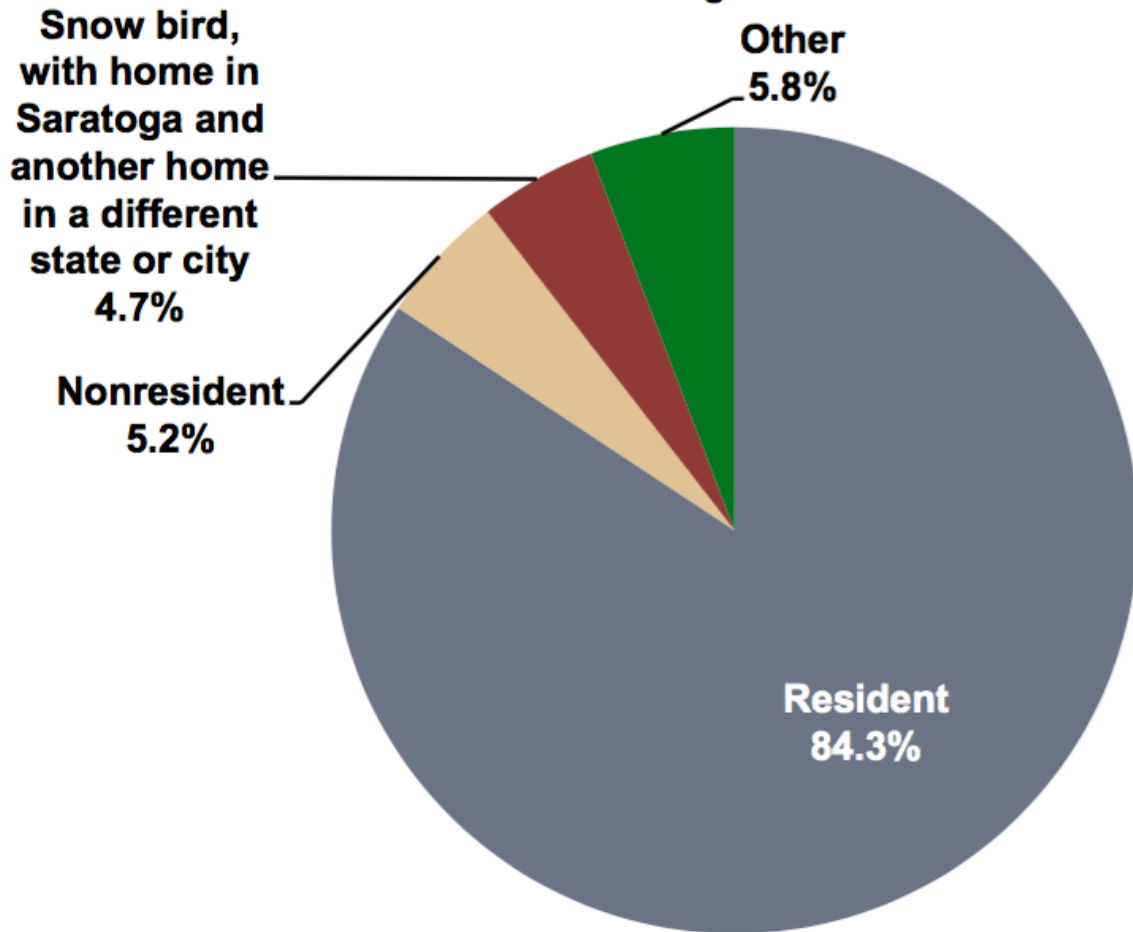
Are your living quarters:



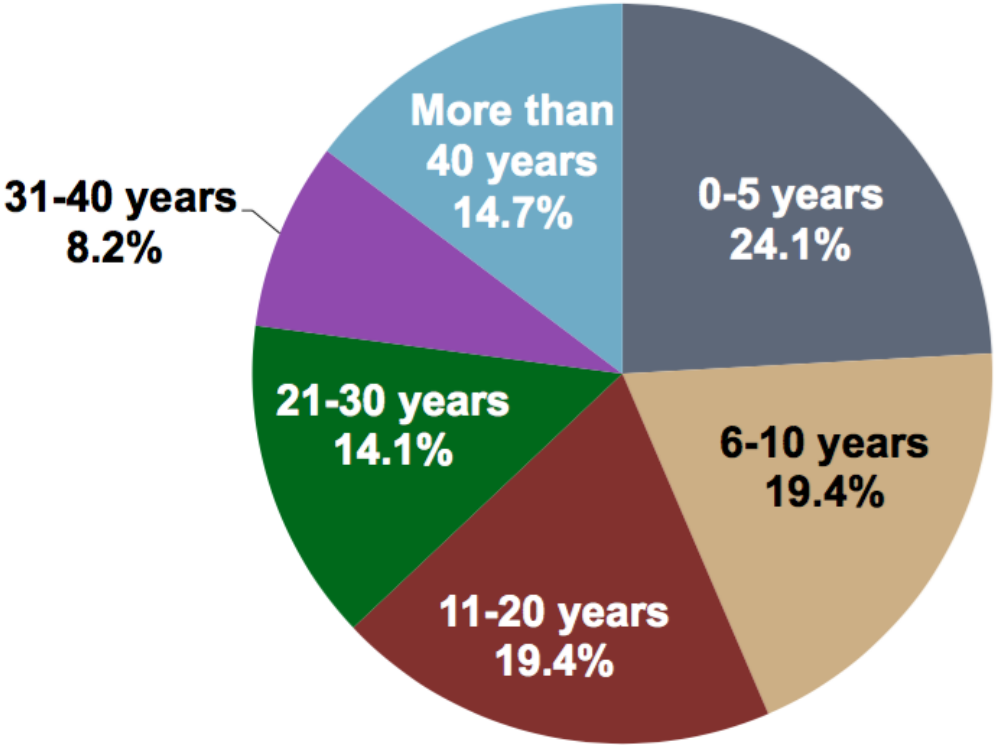
What is your current employment status?



Which of the following best describes your present residential status in the Saratoga area?



How long have you been in the Saratoga area?



1/6/16, *The Saratoga Sun*

Master plan survey deadline extended

By Madeline Weiss

The deadline for the second Saratoga master plan survey, conducted by Community Builders, Inc. (CBI) has been extended to Jan. 15. According to Bobbe Fitzhugh, of CBI, the deadline was extended because of a lack of participation during the holidays.

"We want to make sure everyone that wants to fill out the survey has the opportunity to do that," said Fitzhugh. Right now, CBI has gathered about 75 responses compared to approximately 150 total from the first survey. While the number itself does not matter as much as that all interested community members have contributed their input, CBI has reason to believe that there may be some interested in contributing that have not had a chance yet because of the holiday season.

After the surveys have been completed, CBI will host a public hearing on

Jan. 21 at the Platte Valley Community Center (PVCC). The hearing will be a last chance opportunity for anyone interested in providing input to see what others are saying and add their own ideas on transportation, healthcare, economic development, infrastructure and mapping. "It'll be a meeting right before we come out with the preliminary draft of the master plan itself," Fitzhugh said.

After the public hearing, the next time CBI addresses the public will be a presentation of the preliminary draft of the master plan.

A link to the survey can be found at the Saratoga/Platte Valley Chamber of Commerce and town of Saratoga websites, with hard copies available at PVCC and Saratoga Town Hall. According to Fitzhugh, they hope to receive at least 25 more completed surveys for optimal results.



News Release

January 11, 2016

*****FOR IMMEDIATE RELEASE*****

Contacts:

Bobbe Fitzhugh, 307-359-3311, bobbe@consultcbi.com

Stacy Crimmins, 307-326-8855, director@saratogachamber.info

SARATOGA MASTER PLAN SURVEY DEADLINE NEARS, PUBLIC FORUM SET FOR THURSDAY, JANUARY 21

SARATOGA, Wyo. –

The community visioning process is winding down for the town of Saratoga Master Plan with the final day for the online public survey set for Friday, January 15th. Saratoga residents who have not yet completed this survey can go to www.saratogachamber.info and click on the yellow "Saratoga Master Plan Survey" icon.

Plan consulting firm Community Builders Inc. (CBI) has worked with the Project Steering Committee to help identify major themes and key topics to address in the Master Plan. To give the public an opportunity to understand the direction of the Master Plan and weigh in on the identified themes, a public open house will be held on Thursday, January 21 at the Platte Valley Community Center.

Community residents can drop in at their convenience anytime from 6-8pm on the 21st and explore the "stations" related to each major theme of the Master Plan, including Community Pride and Character, Transportation and Utility Infrastructure, Housing, Healthy Community, Natural Environment, Economy and Land Use. Members of the Master Plan Steering Committee will be available to discuss each topic. Input from the public will be considered in making changes to aspects of the plan. Drinks and appetizers will be provided.

This is one of the last chances to provide public input for the Master Plan before the draft plan is presented to the Planning Commission and Town Council for review and approval. The Plan is scheduled to be adopted by June 2016.

For more information about the Saratoga Master Plan process, contact CBI Principal Consultant Bobbe Fitzhugh at 307-359-3311.



1/13/16, *The Saratoga Sun*

Saratoga Master Plan survey deadline nears

Public forum is next week

Staff Report

The community visioning process is winding down for the town of Saratoga Master Plan with the final day for the online public survey set for Jan. 15. Saratoga residents who have not yet completed this survey can go to www.saratogachamber.info and click on the yellow "Saratoga Master Plan Survey" icon.

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Community residents can drop in at their convenience

anytime from 6-8 p.m., on Jan. 21 and explore the stations related to each major theme of the Master Plan. Steering Committee will be available to discuss each topic, a press release said. Input from the public will be considered in making changes to aspects of the plan.

This is one of the last chances to provide public input for the Master Plan before the draft plan is presented to the Planning Commission and Saratoga Town Council for review and approval. The plan is scheduled to be adopted by June, 2016.

More information about the Saratoga Master Plan process is available by contacting Bobbe Fitzhugh at 307-359-3311.

Drinks and appetizers will be provided at the public forum.



1/27/16, The Saratoga Sun

Survey tops 10 percent response

Master plan public forum well attended

By Erik Gantt

This is the first of a three-part series on the public surveys associated with the town of Saratoga Master Plan. The next articles will provide more detail on survey question results and the individual comments supplied by survey participants.

One-hundred and seventy-three people completed the second town of Saratoga Master Plan survey, adding what amounts to 24 pages of typewritten individual comments to their answers. Responses to the survey

were equal to more than 10 percent of the town's population.

Demographically, most ages of town residents were equally represented as were the number of years residents have lived in the area. Survey respondents aged 25 to 74 years old account for 93.1 percent of the sample in nearly equal amounts. Length of residency in the Saratoga area was represented at a slightly higher rate among

See "Survey tops" on page 3

Survey tops, continued from page 1

those who have been here from 0-5 years in the survey, but respondents were well represented in the 6-10 year, 11-20 year and more than 40 year categories also. Most of the survey respondents were female, homeowners, employed full-time and full-time residents.

The survey asked questions on the themes of:

- Transportation
- Healthcare
- Education
- Economic Development
- Infrastructure

Survey participants indicated they would like better lines of sight at intersections, especially at Bridge Avenue and First Street, more sidewalks and development of walking/biking paths. Truck route enforcement and signage were common individual comments on transportation issues.

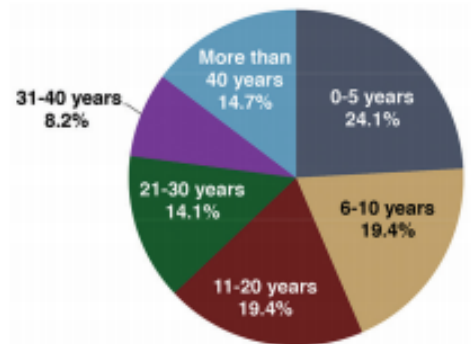
The biggest area of concern for healthcare was the opportunity for seniors to age in place in the Valley. A desire for more vocational education was of most concern in the sample while focusing on winter recreation and developing camping sites in town were identified as a need in the economic development section of the survey.

More respondents indicated a need for better cellular telephone and internet service than any other specific item in the survey.

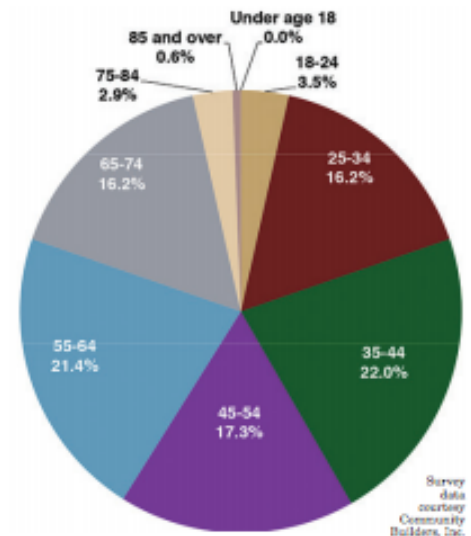
Approximately 40 people attended the public forum for the survey and provided more detailed responses at tables corresponding to the survey themes. Community Builder's Inc. staff said they were very pleased with the turnout and survey response.

Master Plan Survey #2 demographics

How long have you been in the Saratoga Area?



What is your age?



Public Forum

A public forum was held on January 21, 2016 to review the major themes and maps developed in the preliminary draft stage. Those in attendance included:

<u>Name:</u>	<u>Email:</u>
Richard Raymer	
Kani Seifert	seifertks@gmail.com
Lyle Flansburg	
Randy Raymer	raymerconst@union-tel.com
Kasey Westring	kasey_b@hotmail.com
Tim Lamprecht	valleyfood@carbonpower.net
Laura Morrow	morrow.laura@gmail.com
Andy Van Tol	morrow.laura@gmail.com
Jonathan Moore	
Audrey Moore	
Chris + Debby D'Amico	cdredhook@aol.com
David Louis	dlouis@rawlinstime.com
Roger + Wanda Snell	rogersaratoga@gmail.com
Keith Brugger	kebrugger@gmail.com
Kim Hytrek	kim.hytrek@yahoo.com
Nancy Jansa	njj@uwyo.edu
Gene Smith	gsmith19592@yahoo.com
Mimi Florance	mimiflorance@gmail.com
Sue Jones	suejones@carbonwy.com
Anita Cox-Mills	acox-mills@hmsmt.com
Susan + Steve Dyer	sandsdyer@aol.com
Annette Mason	amason@crb2.org
John Lund	
G. Glee Johnson	gleebob@union-tel.com
Bill+ Sally Patton	sally_patton@yahoo.com
Penny Olson	
Suzi + Roger Cox	
Geri Doherty	gdoherity771@yahoo.com
Joe Glode	
Steven Heintz	steveheintz@rocketmail.com



APPENDIX "D"

TRANSPORTATION MASTER PLAN



Wyoming State Archives Photo ca 1900

Transportation Infrastructure

The Town of Saratoga’s transportation system is typical of a small rural municipality consisting of mostly local streets with a single highway that conveys people into and out of the community. The current infrastructure is capable of effectively serving the current population of 1,780 as well as the projected planning population of 2,500. Age and the condition of many of the facilities, however, will have to be addressed in order to provide reliable and economical service to the existing and projected populations. The last comprehensive study of Saratoga’s transportation system was completed in 1978¹ and the last speed limit study was performed in 2010². This section evaluates each of the transportation system’s primary elements, assess their existing condition, current level of service, and gives recommendations on how to accommodate future projected growth.

ROADWAY CLASSIFICATION PLAN

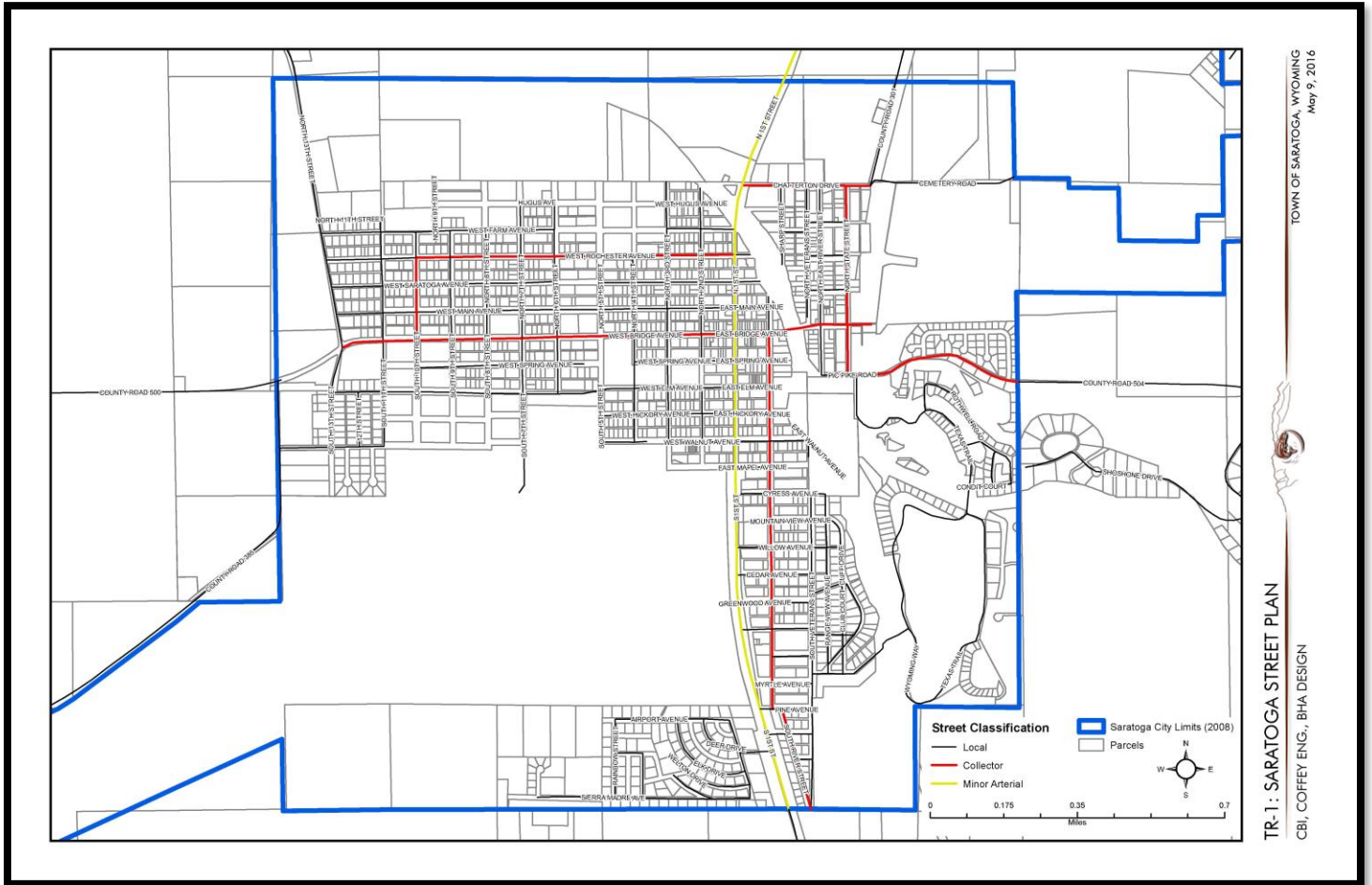
The Roadway Classification Plan map illustrates the different types and desired features of roadways and transportation facilities in the Town.

Classification	Definition
Local Road	Primarily provide access to individual property, often serving as residential streets.
Collector	Serve to assemble traffic from local roads of residential neighborhoods and deliver it to the arterials. Also serve to provide access to abutting properties.
Principal Arterial	At the top of the functional hierarchical system. They carry long distance, through-travel movements and connect communities. They also provide access to important traffic generators, such as major airports, or regional commercial areas.
Minor Arterial	Similar in function to principal arterials, except they carry trips of shorter distance and to lesser traffic generators. The primary function of these roads is to move traffic throughout the community.

Streets & Roads

The Town of Saratoga’s roads and streets system is depicted in Figure TR-1. It is comprised of local streets, a few collector streets, and a minor arterial. With no previous major streets plan available, the following street classification is being assumed for this master plan:





TOWN OF SARATOGA, WYOMING
 May 9, 2016
 TR-1: SARATOGA STREET PLAN
 CBI, COFFEY ENG., BHA DESIGN

Figure TR-1: Saratoga Street Plan

Minor Arterial Street:

- WY 130 (1st St.)

Collector Streets:

- West and East Bridge Street
- South River Street
- Pic Pike Road (east town limit to State St.)
- State Street
- Chatterton Drive (to north town limit)
- West Rochester Street (to N. 10th St.)
- 10th Street (W. Bridge St. to W. Rochester St.)

Local Streets:

- All remaining streets not listed above.

As previously mentioned, WY Highway 130 (1st St.) serves as the main transportation “artery” for Saratoga as it effectively runs through the middle of the town (north-south) and serves as the primary carrier of travelers in the area. The Highway is owned and maintained by the



Wyoming Department of Transportation (WYDOT) and was originally built in the mid 1900's. This corridor has the following existing conditions:

- Two-lane, two-way road with no continuous left turning lane (CLTL)
- Curb, gutter, and attached sidewalk exist between Maple and Rochester Ave. (2 feet wide gravel shoulders elsewhere)
- Asphalt pavement throughout
- 30 mph posted speed limit within the City limits (20 mph "when flashing" signs midblock between Spring and Hickory Ave.)
- One striped school crosswalk on north side of the intersection with Elm Avenue
- Fair to good condition based on observation and relative conditions of other streets and roads

Alternative Truck Routes

Currently large trucks (i.e. tractors and semitrailers) utilize WY-130 to commute through the Town of Saratoga. This corridor is used primarily because of convenience and accessibility. The majority of all large truck traffic ingress comes via WY-130 so it is convenient for many of these vehicles to remain on this route which also accommodates daily and overnight truck parking. The highway also stands as the most expedient way to get from the north or south side of town to the other and to access other main east or west roads that lead to destinations outside of the city limits.

The 1978 Transportation Study identified WY-130 as the only principal arterial with Bridge Ave and Pic Pike Road as minor arterials. When looking at alternative truck routes outside of WY-130 it is important to look at corridors that have the size (section width) and turning radii at corners to accommodate large truck traffic in conjunction with normal non-commercial traffic as well as routes that do not increase risk to the town from hazardous material transport. When looking at current streets and the subsequent adjacent land use, there really are not any ideal alternatives. But two options, technically available, are depicted in Figure TR-2: 1) west on Rochester to 3rd or 4th St., then south to Elm Ave to return to WY 130; 2) a truck route from Cedar Ridge Rd off WY-130 (routing northbound trucks from WY-230 to this intersection). Each alternative has costs and benefits that should be thoroughly investigated before ruling on their feasibility.

Alternate Route 1 would route south bound trucks off the highway at the north end of town to travel west along Rochester or Bridge Avenues, then south along only 3rd and 4th Streets (these appear to be the only streets on the west side that have the street width to accommodate tractor-trailer vehicles) and connect back to WY-130 via Elm Ave at the south end of town. This effectively creates a loop around the downtown business district which keeps truck traffic out of those commercial areas. But it imposes not only into residential areas but also past the middle/elementary school and the Platte Valley Community Center. This is not ideal for either aesthetics or safety (particularly if hazardous material is being transported). Additionally, approximately 4,200 LF of existing roadway would need to be reconstructed along this route.



Interstate semitrailer (WB-20) bearing sub-base, base and asphaltic concrete would have to be placed and maintained annually as wear and tear on these streets from heavy truck traffic would be substantial. Minimum road design sections and turning radii would need to be determined based on the largest type of vehicle that would be utilizing the route.

Alternative Route 2 would route commercial truck traffic from WY-130/WY-230 around the east side of town by connection to Ryan Park Rd. south of town from the Cedar Ridge Rd intersection with WY-130 east of its intersection with WY-230. This intersection has the advantage of not requiring bridges or upgrade of existing bridges across the N. Platte River. The route from the Cedar Ridge Rd./WY-130 intersection to the Chatterton/WY-130 intersection is approximately 12 miles and would involve at least 14 stream crossings that would require culverts and, perhaps, a small bridge crossing. This option would require construction of road base and asphaltic concrete to support WB-20 (interstate semitrailer) traffic loading.

More in depth studies of the feasibility of these alternatives should include determination of WYDOT funding and responsibility for construction and maintenance of the upgraded alternatives. For these reasons, it does not appear that rerouting truck traffic off the existing WY-130 corridor is likely at this time.



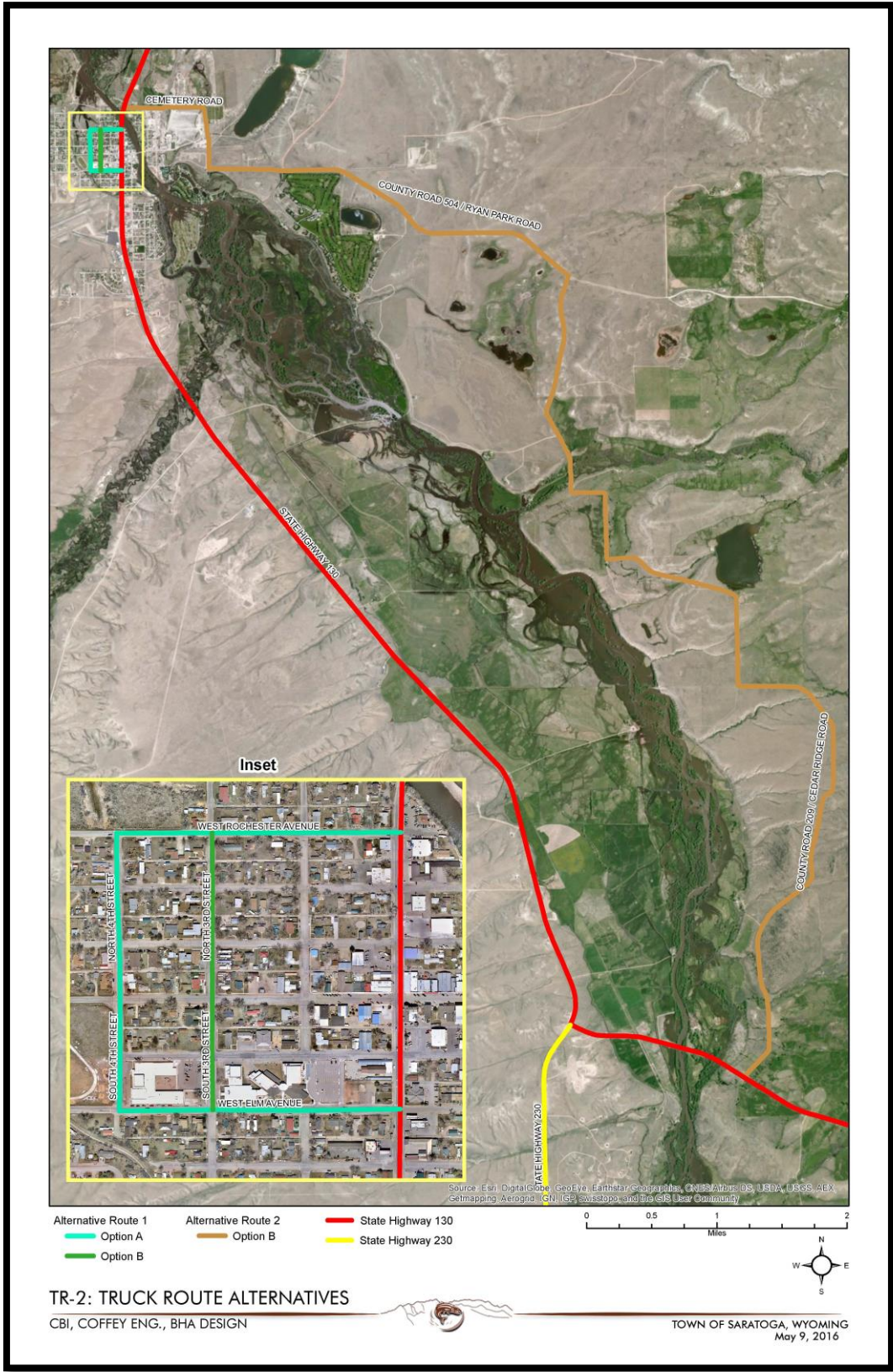


Figure TR-2 - Truck Route Alternatives

Curbs and Gutters

The majority of the streets within the city limits lack curb and gutter. Primarily the existing curb and gutter is located on Highway WY-130 between Maple and Rochester Avenues. There are some additional portions that can be found on adjacent blocks east and west of WY-130 largely on Bridge Avenue. Currently, based on public comment on existing roads and the performance of roadside stormwater management, it does not appear the lack of curb and gutter is of immediate concern and/or in need. However, as future growth and development occur, the need for it in order to provide enhanced connectivity and stormwater management may be warranted, especially around the central commercial business district where the majority of curb and gutter presently exists.

Bridges

There are two primary, four secondary, and two pedestrian bridges within the transportation system that are utilized in crossing the North Platte River. The bridges are depicted in Figure TR-3 and are described as follows:

Primary:

- Bridge along Bridge Avenue between River Street and Veterans Street
 - Two-lane beam bridge in good condition
 - State (WYDOT) owned and maintained
- Bridge along WY-130 between Rochester Avenue and Chatterton Drive
 - Two-lane beam bridge in good condition
 - State (WYDOT) owned and maintained

Secondary:

- Bridge along Texas Trail south of Condit Court
 - One-lane truss bridge in fair condition
 - 10 ton load limit
- Bridge on Arrowhead Drive immediately southeast of the Saratoga Resort and Spa
 - One-lane beam bridge in good condition
 - 10 ton load limit
- Bridge off Texas Trail between Wyoming Way and Boozers Creek Road
 - One lane beam bridge in good condition
- Bridge that connects Veteran's Island Park to East River Street
 - One lane beam bridge in good condition



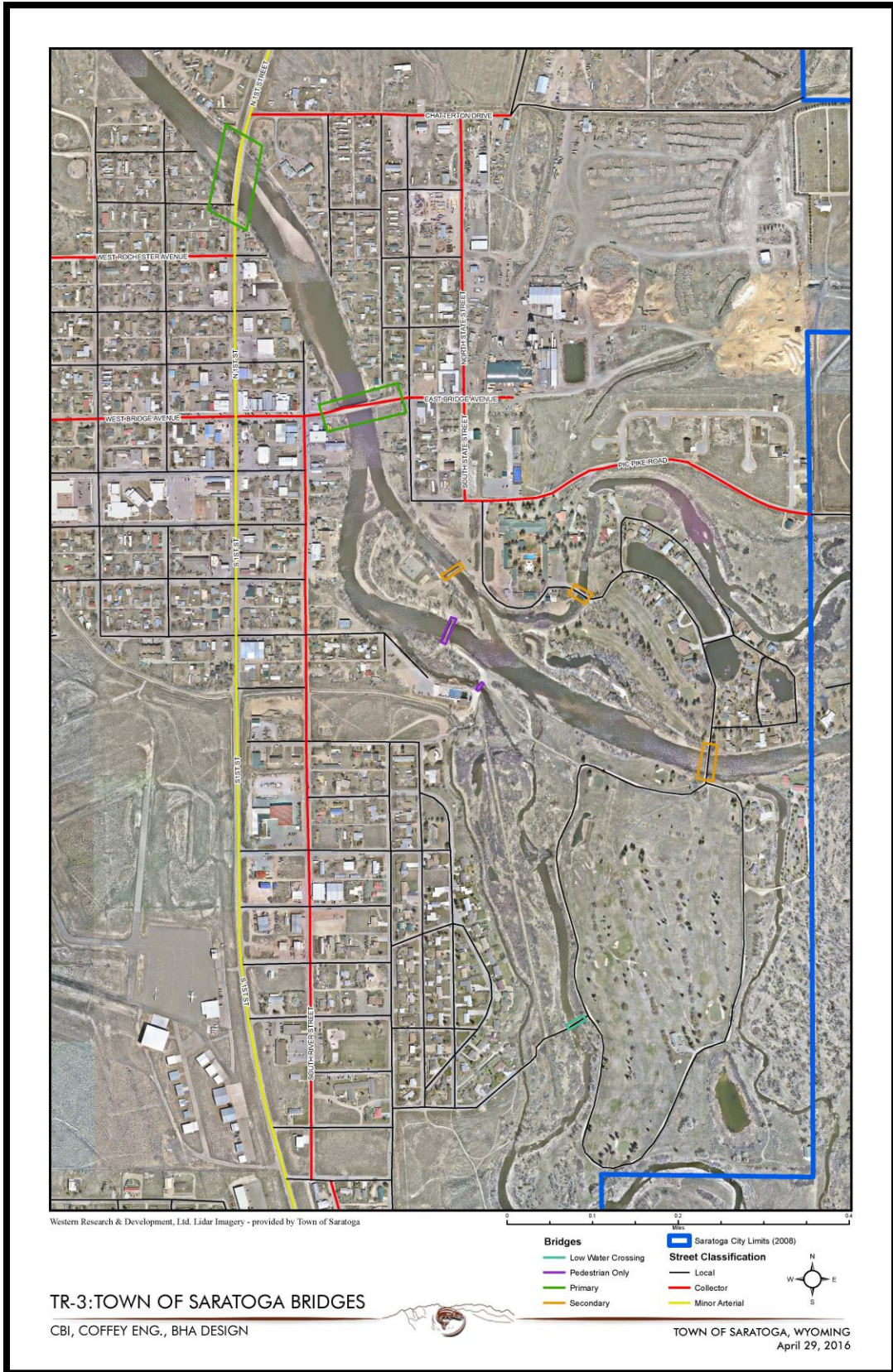
Pedestrian Bridges:

- Bridge that connects Veteran’s Island Park with recreational area to the south
 - Pedestrian traffic only, in very good condition (new as of 2014)
- Small bridge that connects the area around Saratoga Swimming Pool & Hot Springs to the recreational trail area
 - Pedestrian traffic only, in very good condition (new as of 2014)



The primary bridges are in good condition with no reported issues related to function or safety. However, the secondary bridges have been identified as problematic by the residents of Saratoga due to their restrictiveness (one-lane access) and their ability to continue to effectively provide access to areas of the community as growth and development.





TR-3:TOWN OF SARATOGA BRIDGES

CBI, COFFEY ENG., BHA DESIGN

Figure TR-3: Town of Saratoga Bridges

Pedestrian/Bicycle Access

Pedestrian and bicycle facilities within the Town of Saratoga are, at most, limited and, at the least, nonexistent. Evaluating the existing pedestrian access and how it currently functions within the traffic routes is a key component to any master plan and essential for addressing immediate utility and safety concerns as well as future planning. The existing location and condition of the primary pedestrian and bicycle facilities are summarized in the following list:

Crosswalks (see Figure TR-4):

- One striped “School Crossing” with corresponding signage on north side of the intersection between WY 130 (1st Street) and East Elm Avenue
- All legs of the intersection of West Elm Avenue and South 3rd Street (SE of Saratoga Middle School) - Lacks “school crossing” signage
- All legs of intersection of West Spring Avenue and South 3rd Street (NE of Saratoga Middle School) - Lacks “school crossing” signage

Bicycle Lanes/Paths:

- It was observed that currently there are no bicycle paths, lanes, or routes designated by signage or striping within the City limits. Also many of the existing roads are narrow and allow parking on both the sides which further illustrates the lack of and restricts adequate bicycle access.

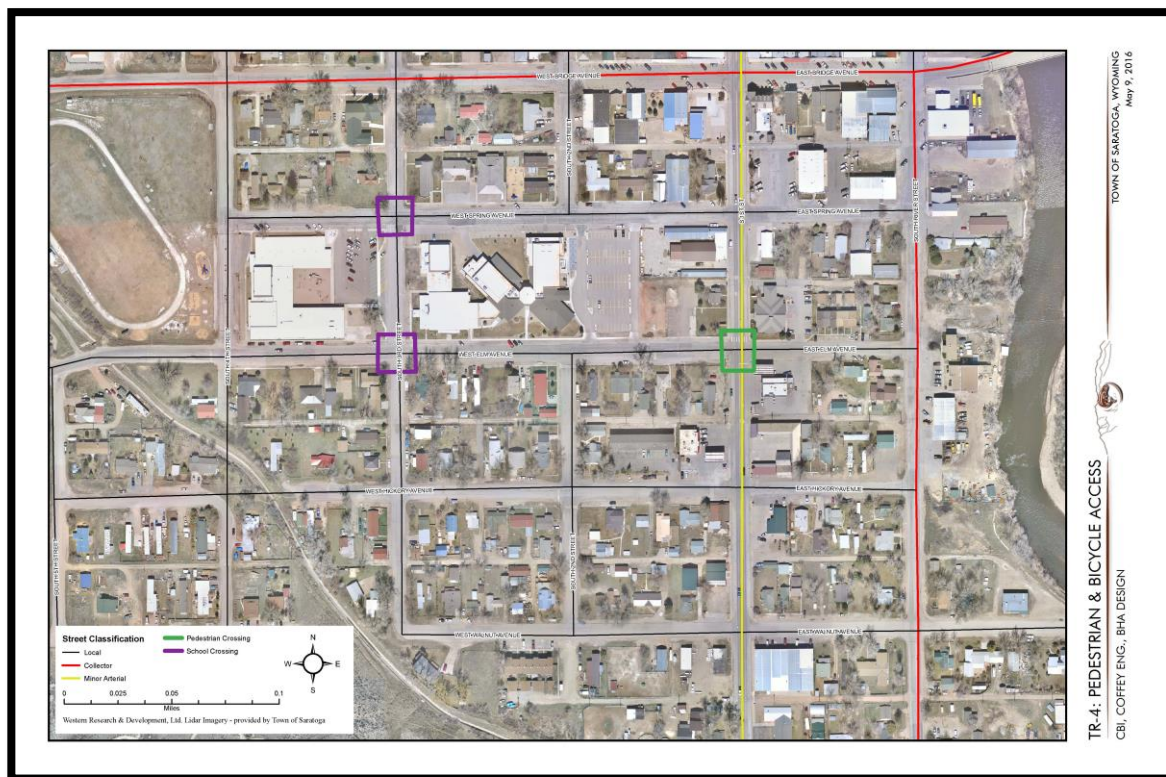


Figure TR-4: Pedestrian & Bicycle Crossings

Sidewalks:

- Sidewalks, as a whole, are limited and sporadic throughout the City which consequently creates disjointed pedestrian access. The majority of existing sidewalk facilities are located on the east and west sides of WY 130 (1st Street), on Bridge Street one block east and west of 1st Street, around the Saratoga Middle School and Platte Valley Community Center, and then some additional short segments that can be found in random locations around town in both residential and commercial areas. Community meetings have indicated a desire for a sidewalk from the airport to the town's commercial area, as well as along Elm Street from the Community center to middle school, however no strong desire was expressed for other areas.
- Overall the condition of the sidewalks are fair with some areas being good and others being closer to poor. A full analysis of sidewalk conditions and recommendations for replacement is outside the scope of this plan. However it is recommended that one be conducted in near future if demand indicates a need.

Trails:

- Outside of a few undefined trails (two-tracks) that can be found in some recreational areas, there is little to no pedestrian trails infrastructure. For a community with so much adjacent access to the North Platte River, the lack of any trail system is a missed opportunity to better serve and enhance access to pedestrians and bicyclists.

Pedestrian:

- Bridge that connects Veteran's Island Park with recreational area to the south
 - Pedestrian traffic only in very good condition (new as of 2014)
- Small bridge that connects area around Saratoga Swimming Pool & Hot Springs to recreational trail area
 - Pedestrian traffic only in very good condition (new as of 2014)

The primary bridges are in good existing condition with no reported issues related to function or safety. However, the secondary bridges have been identified as problematic by the residents of Saratoga due to their restrictiveness (one-lane access) and their ability to continue to effectively provide access to areas of the community as growth and development occurs.

It will be necessary for the Town of Saratoga, at a minimum, to annually evaluate these bridges in order to verify that they are in operable condition and are meeting the current demand of the users they are serving. Future studies, especially with any significant increase in population or major land development, should be performed to determine whether existing pedestrian bridge facilities are sufficient and/or if new structures need to be constructed.



Access to Airport (Shively Field)

The airport, Shively Field, is located one mile southwest of the central business district of Saratoga and is owned by the Town of Saratoga.

Access to the airport is provided through a single vehicle driveway directly off of WY-130 which allows visitors quick access to the town and nearby recreational opportunities. The community has expressed an interest in enhancing pedestrian/bicycle access between the airport and the commercial area of Town, at least to Maple Street.

Such a path would run parallel to WY-130 either inside or outside of the highway's right of way. Significant challenges to implementing such a path are the terrain and right of way (ROW) issues. The terrain along WY-130 slopes steeply just south of Maple Street, particularly on the west side, making construction of a path on this side of WY-130 impractical. While slope is still a factor on the east side of the highway, it is less formidable here. Building on either side of the highway would require an extensive amount of construction as the nearest public sidewalk is over 1,600 feet away from the airport, near Maple Avenue.

After terrain, rights of way are the next greatest challenge to an airport-downtown pedestrian and bicycle path. WY-130 has an approximately 166 foot right-of-way (ROW) at the location of the airport which extends from the airport fence to the east side of the highway. In order to build within this space, an agreement would have to be made with WYDOT which would establish ownership and maintenance responsibilities for the sidewalk that most likely would fall upon the Town. This option would also require a crosswalk across WY-130 if the path was to be built on the east side of the highway.

To build on land outside of the highway ROW would require the Town of Saratoga and/or private land owners to provide the necessary land: a strip approximately 20 feet wide and 1,600 feet long, presumably adjacent to the eastern edge of the State's ROW.

Growth & Safety Concerns

Generally, the size, and layout of the Town's roads and sidewalks, are sufficient to serve both current and projected needs. However the following items bear attention:

- Streets & Roads: Annual maintenance of road surfaces and drainage; enforcement of designated truck routes
- Bridges: Age and condition, capacity, and future needs
- Pedestrian Access: Deficiencies, unsafe interactions with vehicular traffic, and future implementation
 - Sidewalks
 - Crosswalks



Recommendations

The current transportation infrastructure serves the town of Saratoga adequately from an accessibility and mobility standpoint. Much of that can be contributed to the fact that a majority of the existing transportation system was already in place when the population of Saratoga reached a peak of around 2,500 in the early 1980's. Thus it has to be presumed the current transportation system, which at one time served a much greater population, will continue to effectively accommodate the current population as well as the projected population for the planning horizon. Therefore, the following recommendations represent minimal endeavor necessary to enable the transportation system to continue to successfully serve the existing population while anticipating the effects and demand future population growth can have on public infrastructure:



Streets & Roads

Currently, the streets and roads that make up the transportation system are adequately serving the community and have room for future population growth as they successfully served a larger amount of people in the past. However, it is vital, and thus recommended, that the streets and roads be maintained in a manner and frequency that preserves their ability to service larger future populations. In addition to pavement maintenance, this includes maintaining adequate drainage from the roads to avoid degradation of the pavement from freezing and saturated base.



The community has expressed a desire for alternate truck routes through or around town. Two potential routes have been identified in this plan but the feasibility of each must be further evaluated before any attempt to champion them.

Bridges

Currently, WYDOT inspects and maintains the two bridges they own, which are the bridges on WY-130 and on Bridge Street, but they also annually inspect the previously mentioned secondary bridges as part of the State's Bridge Program. They do not, however, provide any maintenance on these secondary bridges nor do they provide any maintenance recommendations.

Thus, it is recommended that at a minimum the Town of Saratoga annually review the inspection report WYDOT prepares in order to track the condition and functional characteristics



of the secondary bridges. This will help the Town in determining when they may have a hazardous bridge situations and allow them to budget/schedule for required maintenance when needed.

The three single lane secondary bridges in the Saratoga Resort area- on Texas Trail south of Condit Court, on Arrowhead Drive immediately southeast of the Saratoga Resort and Spa, and the bridge off Texas Trail between Wyoming Way and Boozers Creek Road—provide minimal capacity. Both load capacity and additional travel lanes to accommodate increased traffic, emergency fire and ambulance vehicles will be required if development south and east of this area is planned.

Pedestrian Access

The need for some manner of safe, pedestrian crossings for 1st Street (WY-130) has been acknowledged. At least one additional crosswalk at Bridge Street crossing 1st Street should be considered. Reflective or on-demand flashing lights on the pavement at these crosswalks could be used instead of street lights as the community is opposed to street lights on 1st Street.

REFERENCES

1. BRW / Noblitt, Cheyenne, WY. *“Major Street Plan”, Prepared for the Saratoga Planning Commission, Wyoming, 1978.*
2. A.J. Schepp, P.E., *“Speed Limit Study, Prepared for the Town of Saratoga, Wyoming, 2010.*

Air Transportation

The Town of Saratoga’s air transportation is served by Shively Field (SAA). Shively Field is a general aviation airport that is open to the public. The Wyoming Department of Transportation (WYDOT) classifies Shively Field as a business class airport. In 2014, Sage Civil Engineering and Aeroland Planning, LLC prepared the “Airport Master Plan 2014, Shively Field – Saratoga, Wyoming” (AMP) for the Town of Saratoga. The main goal of the master plan was to help guide future development at and around Shively Field. The master plan achieves this goal by evaluating the existing conditions, forecasting the aviation travel, and determining the facility requirements. The following are excerpts from the 2014 AMP summarizing the conclusions and recommendations.

Existing Conditions

The existing public utilities that service SAA were evaluated for the Airport Master Plan. It was determined that the current electric and phone utilities are adequate to meet existing and future demands at Shively Field. However, the airport does not have adequate water, sewer, and gas infrastructure to support projected future development. Vehicle and pedestrian access to the airport is functional but needs updating and improvements (e.g. sidewalks, entrance aesthetics, parking areas, etc.) to the increase the general appeal of the airport and to strengthen the connection between SAA and the Town of Saratoga. The existing hangar



capacity is sufficient as the need for long-term indoor parking is minimal. It is anticipated that new construction for primary and secondary hangars will be privately developed on an as needed basis.

Forecasted Aviation Travel and Capacity

To forecast the future aviation travel at Shively Field, historical trends were evaluated in the AMP from the previous 20 years. Over the past 20 years the majority of air traffic has been nomadic and consists of primarily mid-size business class turbine jet aircraft. The increase in business travel is a trend that is expected to continue in the future.

The “preferred” forecast for Aircraft Operations and Based Aircraft predicts an increasing trend in business turbine aircraft operations. The preferred forecast also projects a decreasing trend of light sport aircraft. The Airport Advisory Board (AAB) has justified the growth rate of 3% annually based on the 20-year growth of business jets and turbines. The AAB is comprised of five board members who are appointed for five year terms. The AAB is responsible for providing supervision, maintenance, operation, and expansion of Shively Field.

According to the AMP, the number of hangars are increasing steadily, the annual growth rate for full time based aircraft is 1% established over the 20-year period. It is estimated that only an additional 6 aircraft will be based full-time at Shively Field at the end of the 2033.

Shively Field is rated to serve critical aircraft with an airport reference code (ARC) of C-II (business jet aircraft). This classification has been projected to remain the same for the remainder of the forecast horizon. Shively Field with a current configuration of a single runway and parallel taxiway has the capacity to accommodate a theoretical Annual Service Volume (ASV) of 230,000 operations per year with an hourly capacity 98 aircraft operation under Visual Flight Rules (VFR) condition and 59 aircraft operations under Instrument Flight Rules (IFR) condition. There is an expected increase of 16,000 in operations by 2033. However, Shively Field is not expected to surpass the annually and hourly capacities within 20 years according to the AMP. Based on the findings in the 2014 Airport Master Plan, recommendations and goals were identified for AAB to consider throughout the planning period.

Administrative Requirements

The AAB should continue to investigate and promote both aeronautical and non-aeronautical revenue sources at Shively Field. This can be supported by promoting the development of infrastructure and activities that will create a financially independent airport. In addition, it is recommended that the AAB work with Carbon County to update the County Zoning Code to be more compatible with local land use and federal airspace clearance standards. Shively Field should look to diversify their revenue stream by investing in FAA approved, non-aeronautical land usage. Non-aeronautical uses include: greenhouses, storage units, rental vehicles, office space, parks and recreation, hotels, and many more.



Facility Requirements

Capital improvements are also recommended since the current facilities will not be sufficient enough to serve future growth. The extension of sewer and gas should be expanded in synchronization with other major projects. This specifically includes the paving expansion of existing parking lots and construction of future taxiways. These improvements should be considered for both short-term and long-term needs. Long-term planning also needs to be considered for sewer and gas connections that will serve the future Airport Business Park. In addition, replacement of the existing primary sewer system connecting with the Town of Saratoga will require crossing the right-of-way of State Highway 130 and should be coordinated with WYDOT.

Shively Field is expecting to remove a vacant terminal building and construct a new General Aviation (GA) terminal building and infrastructure north of the existing apron. This should serve as a catalyst for new development along the airport frontage facing State Highway 130. Additional apron and overflow parking will also be needed for the larger business-class transient aircraft during peak periods of travel.

From the AMP, Figure AT-1 provides a site map to show areas where future development should take place. As shown, there are recommended areas for aeronautical and non-aeronautical development. These areas would need to be provided with future infrastructure in order to expand the airport. Public water, sewer and gas needs to be planned and developed with major construction projects to service all existing and future on-site buildings. The cost of such development is discussed later in the Capital Improvement Program.

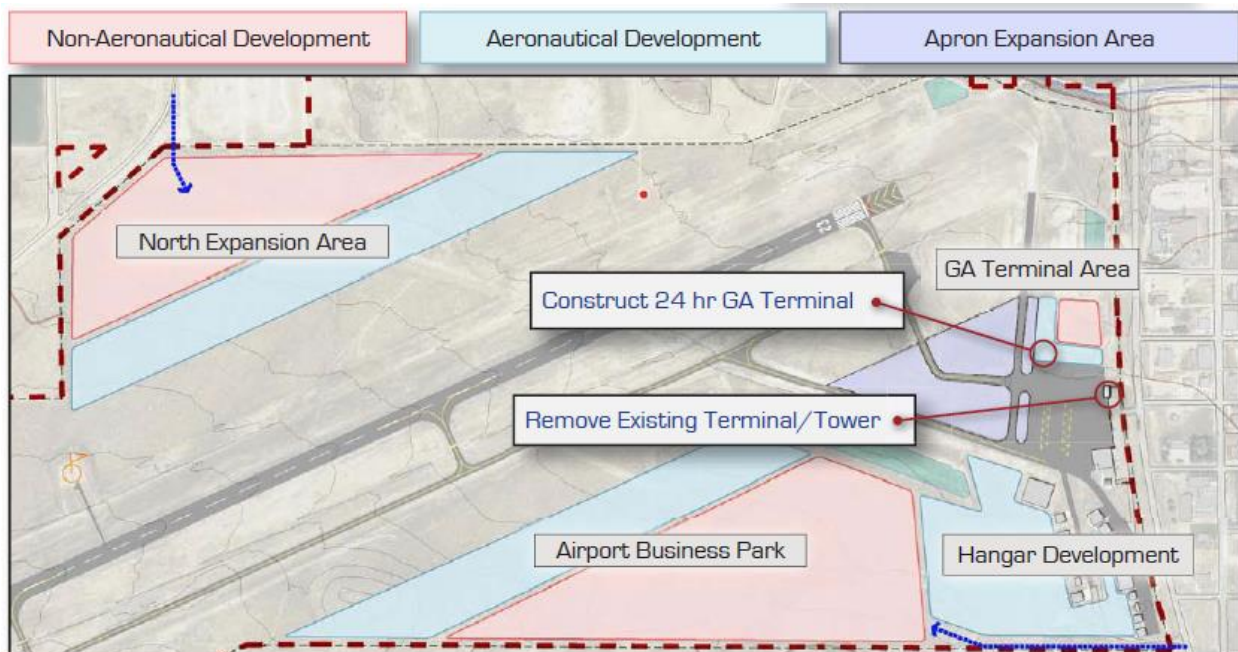


Figure AT-1. Future Development Map (Airport Master Plan)



Environmental Considerations

A detailed environmental analysis should be performed with each proposed project to determine the compliance with environmental rules and regulations. Other concerns besides wildlife habitats are the effect of development on wetlands. There are no wetlands located on Shively Field but there are wetlands located in the vicinity of the airport that need to be considered.

Drainage Considerations

Based on a 2003 drainage study, the construction of Taxiway A included a series of upstream detention ponds designed to hold a 50-year storm with a discharge rate equivalent to the peak flow produced by the 5-year storm and an overflow capacity designed for the 100-year storm event. This drainage study should be considered with every new construction project to evaluate the overall capacity of storm water infrastructure located within Shively Field and recommended improvements should be implemented as necessary.

Compliance Planning

The set of minimum standards set to provide aeronautical services such equipment requirements, hours of operations, and fees are used by Shively Field. The standards being used at the time of the AMP were the Amended Minimum Airport Standards passed and approved by the Airport advisory board on January 11, 2012. This set of standards should be reviewed and possibly updated to become more current and to reflect recommendations made in AMP.

The AMP noted that on June 30, 2011 the Town of Saratoga Financial and Compliance Report identifies deficiencies in the accounting arrangement with Saratoga Aviation. The report suggests that the town had failed to enforce requirements of the agreement. The town was also not requiring fuel receipts to be submitted by Saratoga Aviation upon purchase of the fuel. Since the incident, the town has pledged to enforce the proper procedures and regulations and has updated the agreement with Saratoga Aviation.

Implementation Planning

Grants have been administered by the FFA through the Airport Improvement Program (AIP) to realize the projects recommended by the Airport Master Plan. While the status of these funds are not secure, it is assumed that the AIP will continue to authorize funds at reasonable levels consistent with historical trends.

The Airport Master Plan developed a proposed Capital Improvement Program to outline specific projects that can be achieved within budget to meet the future demand. The 20 year projected CIP is estimated to be worth a total of 13.5 million dollars. The CIP is presented in Table AT-1. Phase 1 is scheduled currently and will last through 2018. The total cost of Phase 1 was estimated to be 4.19 million dollars. Funding is estimated to be largely provided by the FAA and WYDOT. The estimated expense to the SAA is \$167,600. The SAA portion is estimated to be only 4% of the total funding needed.



Table AT-1. Capital Improvement Program (Airport Master Plan)

Shively Field Capital Improvement Program (CIP)	
Phase 1 (Years 2014 - 2018)	
Hangar Area Taxilane Improvements	\$ 666,667
Land-Use/Land Acquisition Improvements	\$ 166,667
Runway Improvements	\$ 3,000,000
Approach Improvements	\$ 166,667
General Pavement Maintenance	\$ 190,000
Phase 1 Totals	\$ 4,190,001
Phase 2 (Years 2019 - 2023)	
Apron Expansion	\$ 1,600,000
Airport Entrance Improvements	\$ 350,000
New Terminal Area Access Improvements	\$ 100,000
New Terminal Area Improvements	\$ 800,000
Airport Business Plan/ALP Update	\$ 125,000
General Pavement Maintenance	\$ 210,000
Phase 2 Totals	\$3,185,000
Phase 3 (Years 2024 - 2033)	
Apron Expansion	\$ 1,300,000
General Pavement Maintenance	\$ 250,000
Hangar Area Taxilane Improvements	\$ 620,000
Taxiway Improvements	\$ 1,400,000
General Pavement Maintenance	\$ 275,000
Business Park Access Improvements	\$ 825,000
Apron Expansion	\$ 1,150,000
Airside Support Facilities	\$ 300,000
Phase 3 Totals	\$6,120,000
20 YEAR TOTAL FUNDS	
	\$13,495,001

Recommendations

It is recommended that Shively Field and the Town of Saratoga follow the recommendations and goals outlined by the 2014 Airport Master Plan. This included striving to achieve the goals outlined by closely following the Capital Improvement Plan. By doing so, Shively Field will be able to maintain existing capacity and afford the expansion of future development and infrastructure to meet demands of increase travel project in the 2014 AMP.

REFERENCES

Sage Engineering, Cody Wyoming and Aeroland Planning, LLC., Denver, Colorado. "Airport Master Plan 2014 Shively Field--Saratoga, Wyoming," Prepared for the Town of Saratoga, Wyoming, 2014.



APPENDIX "E"

SARATOGA WATER SYSTEM



WATER INFRASTRUCTURE

The last formal comprehensive evaluation of the Town of Saratoga’s water supply and facilities was the "Saratoga Master Plan Update and Level 1 Study"ⁱ (SMPUL1), completed in 2003 by PMPC Civil Engineers for the Wyoming Water Development Commission. The main goal of the master plan was to update the 1978 Water and Sewer Study. This was achieved by evaluating the existing treatment, storage, water distribution system, alternative sources and treatment methods, including membrane filtration, existing water rights, and investigating potential groundwater sources. A key recommendation of the SMPUL1 was to test the concept of developing a well field to replace the Town’s intake from the North Platte River as a primary water source. The "Saratoga Test Well Study, Level II"ⁱⁱ (STWSL2) (2007), by PMP Civil Engineers and Hinckley Consulting for the Wyoming Water Development Commission, confirmed the feasibility and cost effectiveness of abandoning the river intake and treatment system as a primary water source for the Town and replacing it with five new water production wells to the north and east of the Town. The STWSL2 report provides the basis of design for sizing the wells and their downstream treatment and transmission facilities. The following description of Saratoga’s water system excerpts and summarizes discussion, conclusions and recommendations from the 2003 SMPUL1 and the 2007 STWSL2, in addition to recent input from Town Public Works staff, citizenry and the results of field inspections. Figure W-1 provides an overview of the Town of Saratoga’s water system.

Water Usage

In 2003 the SMPUL1 evaluated water usage for the existing population (1,726) and a projected population of 3,000. Projections were made to estimate the per capita consumption. In providing a basis of design for sizing proposed supply, storage and infrastructure, the SMPUL1 used daily water plant production records averaged over the Town’s population to estimate the average per capita consumption amounts. The water consumption developed for the 2003 population and the projected consumption are presented in Table W-1.

Table W-1. Projected Water Consumption (SMPUL1)

For Population:	1,726	3,000
Average Daily Water Consumption:	387,767 gpd ¹	673,987 gpd
	270 gpm ²	468 gpm
	0.61 cfs ³	1.05 cfs
	225 gpcd ⁴	225 gpcd
Annual Water Consumption	435 Acre Ft/ Yr	755 Acre Ft/ Yr
Maximum Daily Water Consumption	945,800 gpd	1.644 MGD
	657 gpm	1,142 gpm
	1.47 cfs	2.55 cfs
	548 gpcd	548 gpcd
Maximum Hour Water Consumption	1,150 gpm	1,150 gpm

Notes: 1) gpd = gallons per day; 2) gpm = gallons per minute; 3) cfs = cubic feet per second
4) gpcd = gallons per capita per day



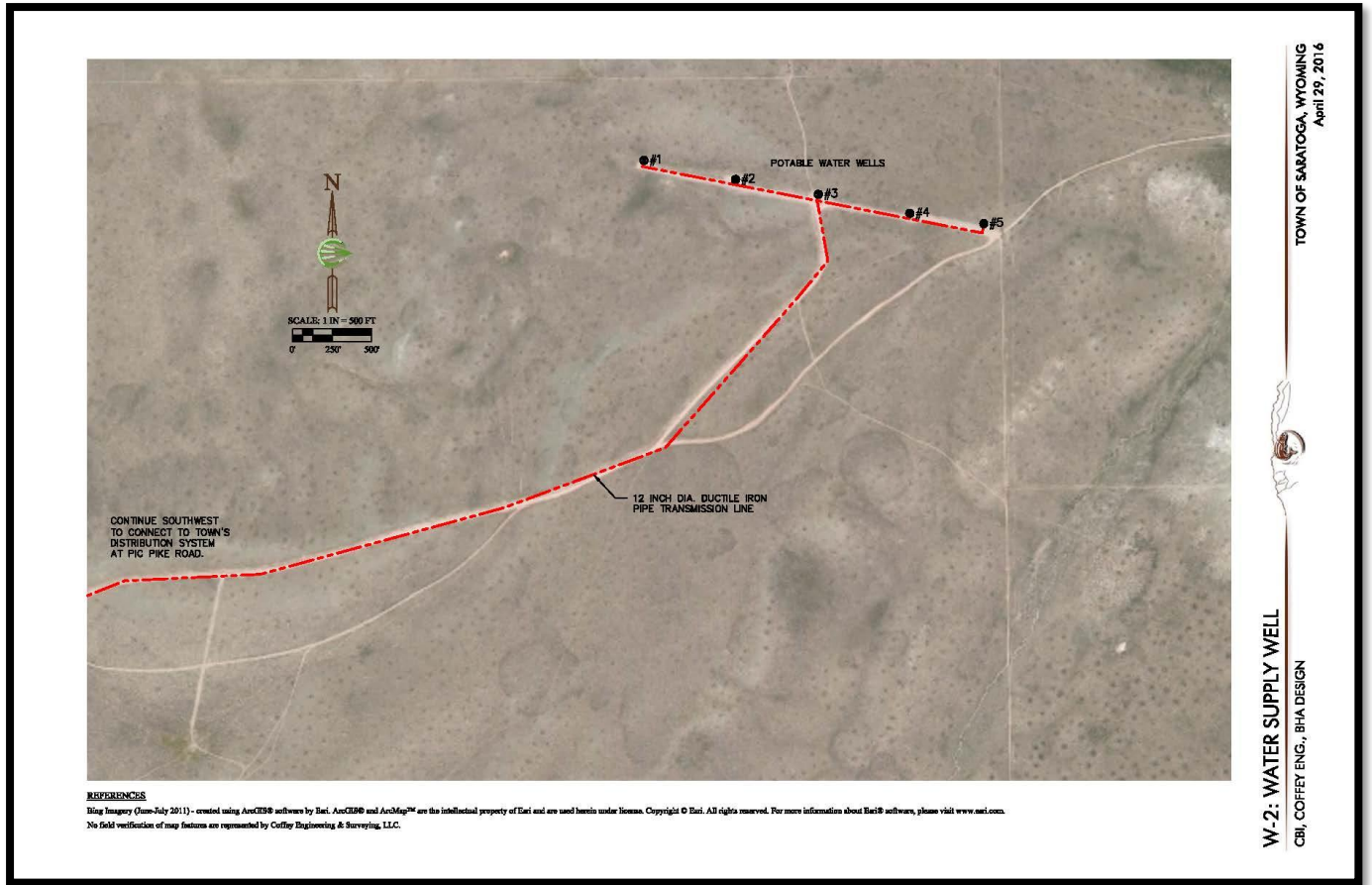


Figure W-1: Saratoga Water Supply Well Map

According to the SMPUL1, the average daily per capita consumption of 280 gallons per capita per day (gpcd) is higher than the State average of 175 gpcd but the maximum daily consumption of 548 gpcd is lower than the State average of 702 gpcd for municipalities with 800-1000 taps.

Water Supply

Currently, Saratoga’s water supply comes from a well field which draws water from the North Park Formation. The well system and transmission line was implemented based on recommendations from the 2007 STWSL2.

Water is continuously supplied by five wells in the well field located on BLM land in the NE ¼ of Section (T17N, R83W) (Figure W-2). Each well is equipped with a 30 horsepower submersible pump designed in the STWSL2 to accommodate a population of 3,000. Each well has an expected production of 230 gpm, providing a total wellfield capacity of 1,150 gpm. This supply is sufficient to meet the projected maximum daily demand of 1,142 gpm for a population of 3,000. DPW staff indicate that Well No. 5 has been operating well below design capacity and may need to be replaced or reconstructed.



The water supply system consists of the well field and main transmission line. The five wells are spaced approximately 600 feet apart from each other with header lines connecting each well to the main transmission line. The main transmission line is a 14-inch in diameter PVC pipe designed for a maximum water velocity of 4 feet/second to maintain lower system pressures. The main transmission line is approximately 3.5 miles and runs west along the well field access road to connect to the existing distribution system at a 6-inch diameter polyvinyl chloride (PVC) pipe on Pic Pike Road at the Town boundary.

Water Treatment

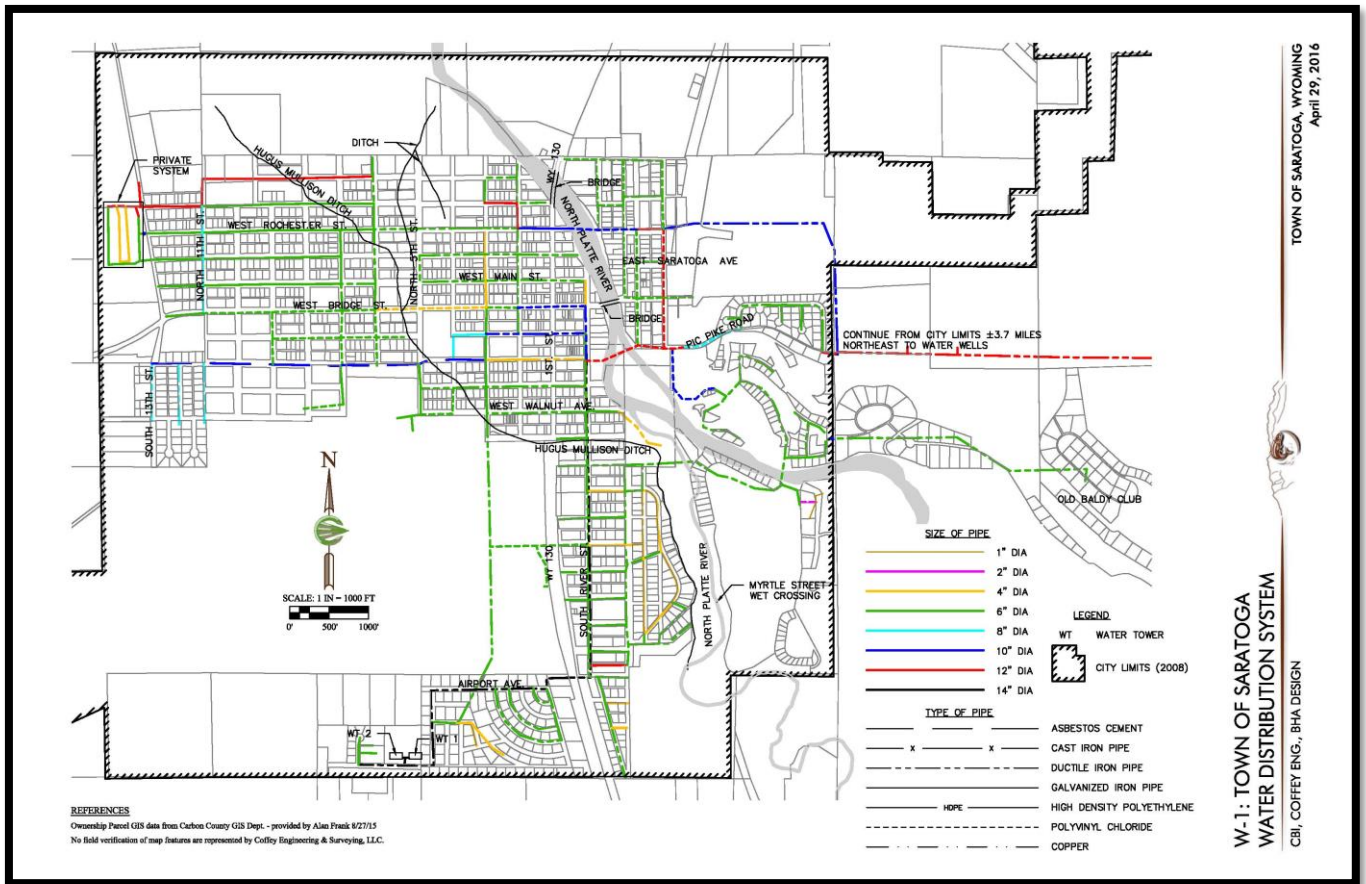
The Saratoga Municipal Water System applies water treatment at the source. The wells share a control building which houses a telemetry system receiver and transmitter, a chlorination system, chlorine tank storage area, and a digital electromagnetic flow meter. Chlorine gas was selected as the most economical method of disinfection. The chlorine system begins with pressurized chlorine gas tanks that can be manually removed and replaced. Chlorine from the tanks is metered into the discharge from the wellhead automatically by a flow-based control.



Water Distribution System

According to the SMPUL1 and Public Works staff, the Town's water distribution system is comprised of PVC, ductile iron, cast iron, high density polyethylene (HDPE) and asbestos cement water mains. Transmission lines consist of 4 inch to 14-inch diameter pipes and range from less than 4 to over 60 years old. Table W-2 provides an inventory of the water system recommended distribution system improvements.





The system has been improved periodically as pipes fail and the funding is available. The distribution system was originally designed to operate three distinct pressure zones but was revised with the completion of the wells to now operate as one pressure zone.

The distribution system was modeled with WaterCAD in the SMPUL1 as a single pressure zone. Simultaneous maximum day demand plus fire flow for both the current and projected populations (1726 and 3,000 respectively) were simulated to determine the hydraulic capacity of the existing system to provide required flows for both populations. The SMPUL1 determined that the system can meet the current population's maximum day demand of 657 gpm, supply 1,000 gpm for fire flow and maintain a 20 pounds per square inch (psi) residual pressure to most areas in town. Most notably, the Saratoga Resort and Spa area and the ends of most of the small, dead end lines could not meet these requirements. In addition, the model predicts a minimum fire flow to Old Baldy of 597 gpm with the area's pressure valve removed. Low pressure during fire flows at high end (west end of town). West of 9th and by water towers.

The simulations for a projected population of 3,000, however, indicated that the existing system can supply a design maximum day demand of 1,142 gpm, supply a minimum of 1,000 gpm and maintain a minimum 20 psi residual pressure to less area of the town than with the present population. The minimum flow available to Old Baldy under these conditions was predicted to be about 537 gpm.

Water Storage

The current water storage for the Town of Saratoga consists of two 1,000,000 gallon tanks (Figure W-3). The initial storage tank was constructed in 1978 and previously inspected in 1999. In 2002, the second tank was constructed. This allowed for the initial storage tank to be repaired and maintained without interrupting service to the community.

The SMPUL1 calls for a minimum storage capacity of 651,000 gallons for a population of 3,000 in order to provide clear well and system storage capacity for a quarter of the design maximum daily demand plus fire storage. The existing tanks are both 100 feet in height and based at the same elevation. The SMPUL1 determined that approximately 40 feet of water must be maintained in the tanks to provide a minimum of 20 psi residual pressure throughout the system. At this water level, the combined effective tank storage capacity was calculated to be 1,200,000 gallons and deemed adequate for the projected population.

Current seepage from the panel seams of Water Tank No. 1 (west) indicates that a tank inspection and, at least, maintenance is due.

Pressure Zones

Prior to the Level II study, the distribution system operated with three distinct pressure zones as depicted in the 1978 Reports. Zone 1 was located north of Cyprus Street and west of the North Platte River. Zone 2 was south of Cyprus Street and south of the North Platte River.

Figure W-3: Water Storage

Lastly, Zone 3 was west of the North Platte River. The three pressure zones were regulated by the use of multiple pressure reducing valves (PRV). However, Public Works staff reported that the operation and maintenance of these PRV's was troublesome due to the need for repeated maintenance. Consequently, the distribution system PRV's have been bypassed to allow for operation of a single pressure zone, relying on pipe friction to reduce pressure head to useable levels. According the STWL2, using wells to supply the groundwater has enabled adjustment of the maximum system pressure for the current population to 119 psi. Although the operating pressures of a single zone are not unusually high there have been cases of residential plumbing damage. As a result, individual PRV's have been installed on all services having a residual pressure of 70 psi or higher. The STWSL2 recommended that the individual PRVs be set to discharge pressure of 65 psi, or lower. It is hoped that individual PRVs will also reduce the domestic water consumption at individual connections and extend the life of some components of water related appliances



Meters and Billing

From 1978 on, Saratoga has exhibited a large percentage of “unaccounted for” water. That is, comparisons of water production—from both the River intake and the recent wells—averaged over the entire population, is much higher than typical consumption values. However, since consistent and accurate metering of use at individual connections has not been possible in the past, it is unknown if this high level of “consumption” reflects actual use or some degree of water loss—e.g. leakages. Recently, meters have been installed for almost all of the service connections to the Town’s mains with the exception of several Town owned buildings and all park facilities. Readings of the meters can be accomplished remotely by radio signal to a central point where use is totaled or can be monitored in real time.



A leak study and condition assessment of the distribution would then be able to further identify system leaks and expedite optimal repair/replacement of worn system elements. Once sufficient data is collected from the meters, the Town hopes to determine the amount of unmetered flow in the system and help narrow the most likely areas that leakage may be occurring.

In addition, there isn’t a meter replacement program nor is there a large meter testing and calibration program in place. Such programs could aid in the consistency and reliability of water use data.

The SMPUL1 describes that water flows to the Saratoga Forest Products sawmill, Saratoga Nursing Home, and Old Baldy Club are metered with large turbine meters. All other meters in the system are positive displacement meters. Saratoga’s water meters are designed to be monitored remotely by radio signal collection.

Facility Requirements

Saratoga’s water supply, treatment, storage, and distribution system provides adequate capacity for the current and projected population demand. However, there are several facility requirements that should be implemented or upgraded for future maintenance and development. Both the Level I and Level II studies make recommendations for such facility improvements — and these have been incorporated into recent DPW capital plans. A summary of those recommendations is presented in Table W-3.

ⁱPMPC Civil Engineers, Saratoga, Wyoming in association with TST Inc. of Denver, Denver, Colorado and Hinckley Consulting, Laramie, Wyoming, and Water Right Services, LLC, Cheyenne, Wyoming. “Saratoga Master Plan Update and Level 1 Study”. Final Report. Wyoming Water Development Commission. March 2003.

ⁱⁱHinckley Consulting, Laramie, Wyoming in association with PMPC Civil Engineers, Saratoga, Wyoming and TST Inc. of Denver, Denver, Colorado and Wester-Wetstein and Associates, Laramie, Wyoming. “Saratoga Test Well Level II Study”. Final Report. Wyoming Water Development Commission. June, 2007.



APPENDIX "F"
WASTEWATER SYSTEM



Wastewater Treatment Lagoon

WASTEWATER INFRASTRUCTURE

The Town of Saratoga's wastewater utilities consist of a gravity collection system, two lift stations with force mains, a treatment plant and outfall that have been expanded over the years to serve an ultimate population of approximately 3,000 people. The overall capacity of the system is nominally sufficient to serve the existing population of 1,780 and growth to a population of 3,000. Age and the condition of many of the facilities, however, will have to be addressed in order to provide a more reliable and economical service to the existing and projected populations. The last comprehensive study of Saratoga's wastewater system was completed in 1978¹. This section reviews each of the wastewater system's three primary components, discusses their existing condition and their capacity to serve existing and projected development.

Wastewater Gravity Collection System

Saratoga's wastewater gravity collection system has been installed incrementally over the years from as long ago as the 1950s to as recently as 2011. A schematic of the collection system is shown on Figure WW-1.

The pipe in the area west of the river and east of Hugus Ditch ranges from 6-inch diameter to 15-inch diameter and is composed of vitreous clay pipe with unsealed joints, cement-lined ductile iron pipe, and polyvinyl chloride (PVC). Some of this pipe was replaced in 1997, 1999, and 2001 through 2011. The 1978 study reports that this portion of the system is very flat and installed almost entirely below groundwater elevations. In combination with the open joints, possibly cracked pipe in the vitreous clay system, and low manholes that can be submerged during flood conditions or significant stormwater events, these sub-groundwater installations have resulted in significant inflow and infiltration (I&I) of surface and groundwater into the collection system. In addition, it is reported that sump pumps from numerous basements in this area discharge to the sewer.

Current Department of Public Works (DPW) staff confirms that these conditions persist and is still a significant problem. Frequent rodding of some locations is required to prevent backups and overflows. The 1978 report and DPW staff estimate that 60-70% of the capacity of the main collector pipe carrying flows from the Town to the treatment plant is used up by I/I. This high flow condition results in both problems and benefits. While there have been no reported spill events or backups into existing buildings over the last 20 years associated with the large flows of I/I, it has caused increased pumping at the Town's two lift stations thus increasing power consumption at these stations significantly. At the wastewater treatment plant the dilution of the wastewater by I/I makes it more difficult to achieve the permit requirement of 65% reduction of BOD and may increase the consumption of chlorination/dechlorination chemicals whose feed is keyed to flow volumes. However, with the current population reduced to approximately half of the system's design population, one of the benefits from the I/I is that it keeps flows in the pipes at self-cleansing velocities, thus reducing the need to rod and clean much of the system in this area of almost zero slope. A benefit to the treatment plant from the



I/I is a more dilute influent, potentially requiring less aeration for treatment than if the influent was full strength.

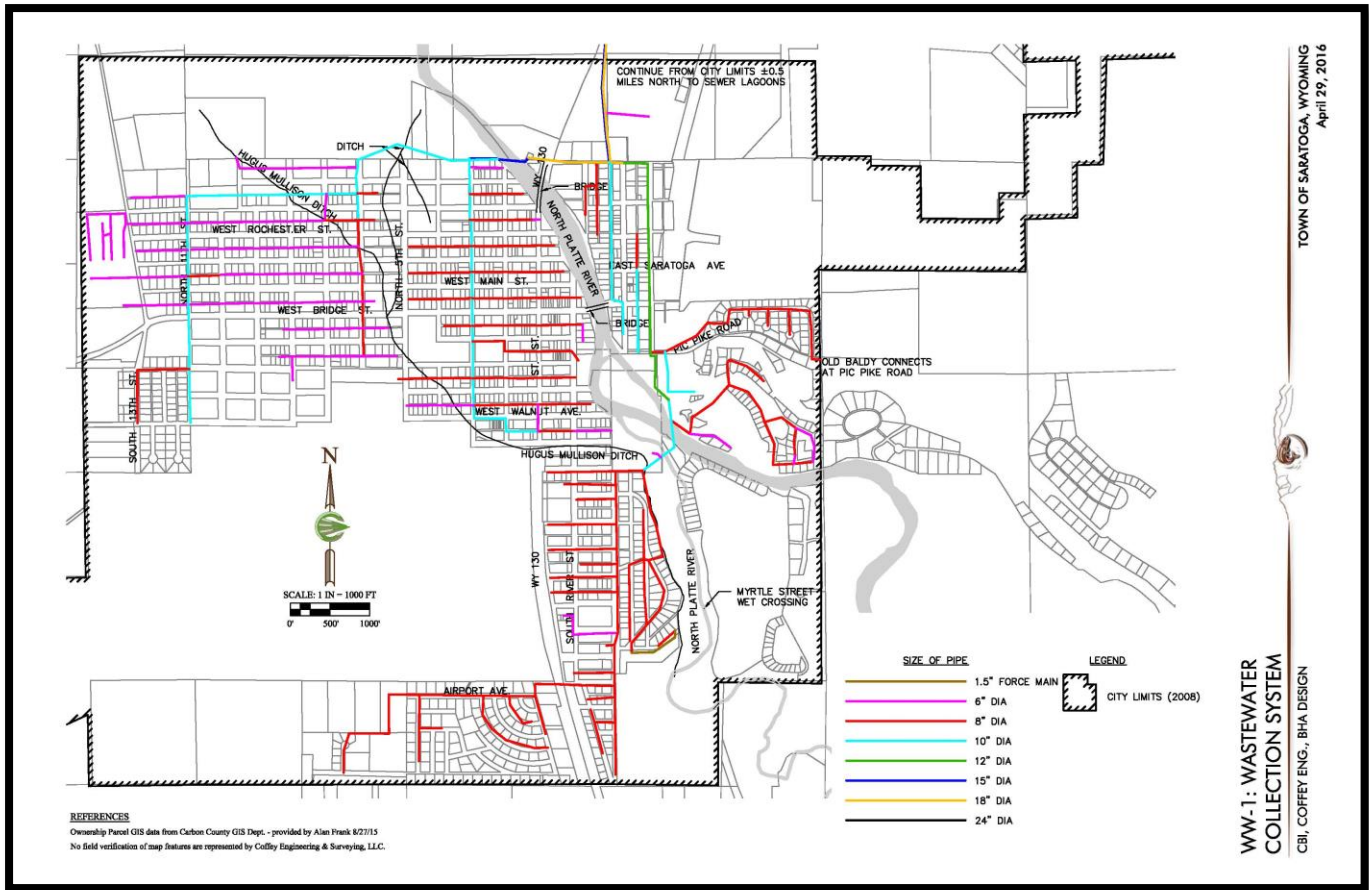


Figure WW-1: Wastewater Collection System

The following are other significant additions to the system over the years; these areas are largely served by PVC pipe.

- The southern town core between Maple Street on the north, the intersection of River and Veterans street to the south and west from the North Platte Main River to Wyoming Highway (WH) 130/First Street (South Hills)
- Valley View Acres Subdivision between Airport Avenue and Clearview Street
- System east of the North Platte River largely installed between 1956 and 1962 and upgraded since 1990
- Saratoga Inn Golf Course and residential development
- The area on the upper plane of Saratoga, west of the Hugus-Mullison ditch, from Hugus Avenue on the north to approximately Walnut Avenue on the South. According to the 1977-78 investigations, this area largely served by 6-inch diameter mains which limit development in this area and further west.

- West of 6th Street no as-built drawings were made available to the Town upon completion of this system. The system is largely made up of thin-walled, 6-inch diameter PVC pipe. A significant problem in this area is that junctions and changes in direction of the mains is accomplished with pipe “tees” and 45-degree pipe bends instead of manholes. Also, between 7th and 10th Street stair-steps were installed on the sewer lines which create difficulties maintaining the lines. Consequently, they are often inaccessible for maintenance and inclined to blockage. A program is currently underway place to replace the “tees” and bends in the mains with manholes.
- Deer Haven Trailer Park, near the northwest corner of the WY-130 bridge, connects to the 15-inch main that crosses the N. Platte River to tie into the 18-inch main to the treatment plant.
- Medicine Waters Trailer Park-to the west of 13th Street. The collection system within the Park is the responsibility of the Medicine Waters Trailer Park but it discharges to the Town’s collection system.

The Old Baldy Club’s system also discharges into the Town’s system at Stone Gates on Pic Pike next to the Saratoga Inn Overlook Subdivision at Town Limits. There are no capacity issues except when Old Baldy’s system and lift station flood, then excess flows are discharged into the Town’s system as well.

The Town’s collection systems on both sides of the North Platte River flow north by gravity to the treatment plant’s influent pump station, about 0.75 miles north of the W-130 Bridge. Wastewater from the Town of Saratoga west of the North Platte River and north of Maple Street flows to a 10-inch diameter, PVC main on 3rd Street. The main, built in 1950, carries flows north to the end of Third Street, where it turns east, becoming 15-inches in diameter then 18 inches in diameter, crosses the North Platte River and continues to the north end of Veteran Street where it joins with the 10-inch and 12 -inch mains serving the Town east of the North Platte River. From this juncture, flows from both mains are carried by a 15-inch diameter PVC main north to the wastewater treatment plant’s influent pump station. As described above, the capacity of Third Street main is severely constrained by lack of slope and significant I/I. Upstream of the 10-inch main, there are further constraints to development by the 6-inch mains in the West Hills area.

Wastewater from the portion of Saratoga south of Maple Street and west of the North Platte River flows north and east to a 10-inch diameter Cement lined ductile main built in 1978. The main crosses the North Platte River running east from Cypress Avenue, picks up sanitary flows from the hot pools and connects to the east side collection system near Saratoga Resort and Span at the south end of the alley between East River and State Streets. All wastewater from the east side of the North Platte River is collected in the Veteran Street main and flows north through the 15-inch main, with wastewater from west Saratoga, to the wastewater treatment plant’s influent pump station. There are no reported capacity issues with the east side wastewater collection system.



The collection systems on either side of the North Platte River were designed and upgraded to serve a total Town population of approximately 3,000. Since their construction, the population has fallen to approximately 1,700. The Town's treatment plant flow records indicate that current wastewater flows are in the range of 130,000 to 320,000 gallons per day (gpd). It seems reasonable to assume, therefore, that the existing pipes and structures have available capacity for growth for 3,000, particularly if the I/I problems are mitigated. Without recent data from system-wide, comprehensive flow monitoring program, however, it is difficult to provide a meaningful determination of available capacity in the trunk sewers or their tributary mains. Knowledge of available capacities in the tributary mains is particularly important in determining the capacity for infill in the downtown Saratoga area as well as accommodating new development peripheral to the Town's existing structures and tributary to the existing collection mains.

Wastewater Lift Stations and Forcemains

The Town of Saratoga operates two lift stations in its wastewater collection system, the Myrtle Avenue Lift Station and the wastewater treatment plant influent pump station. The Old Baldy Club also operates a private lift station that discharges into the Town's system at Pic Pike Road near the Saratoga Inn Overlook subdivision.

The Myrtle Avenue Lift Station - serves about three houses and is located at the eastern end of Myrtle Avenue. The Myrtle Avenue Lift Station discharges into a 1.5 -inch diameter PVC forcemain that transmits the flow, under pressure, to a manhole approximately 400 feet away in the gravity collection system on Rangeview Street. There are no reported capacity or maintenance issues with either the Myrtle Avenue Lift Station or its forcemain.

The wastewater treatment plant influent pump station (Figure WW-6) was constructed at the plant's headworks in the late 1970s or early 1980s. The pump station has a design capacity of 0.8 mgd average daily flow (approximately 4,000 populations equivalent—p.e.). In 2014, during flood conditions, the station pumped 2 mgd (10,000 p.e.) with observed negative impacts as rented pump units were required to maintain flow. Whatever I/I reduction can be achieved in the Town's gravity collection system would add a commensurate amount of capacity at the influent pump station as well as reduction of pumping costs. The influent pump station receives flows from the 15-inch gravity main from Town which enters the station's wet well at a depth of about 22 feet. Presumably, this is the depth required to provide adequate slope for the 15-inch diameter main to carry flows from Town by gravity at self-cleansing velocities. The pump station's wet well extends to a depth of 10 feet. below the gravity influent main's invert. The station discharges through a 10-inch diameter Ductile Iron main--exiting the vault at about 27 feet below grade--to the first treatment lagoon at a depth of about 8 feet. This main near the head works has ruptured twice since 2007. There are no reported capacity or maintenance issues with either the influent pump station or its forcemain. It appears that capacity is available at the wastewater treatment plant's influent pump station and forcemain to accommodate an additional population equivalent of approximately 2,200 people. More than that might be accommodated with the reduction of I/I in the Town's gravity collection system.



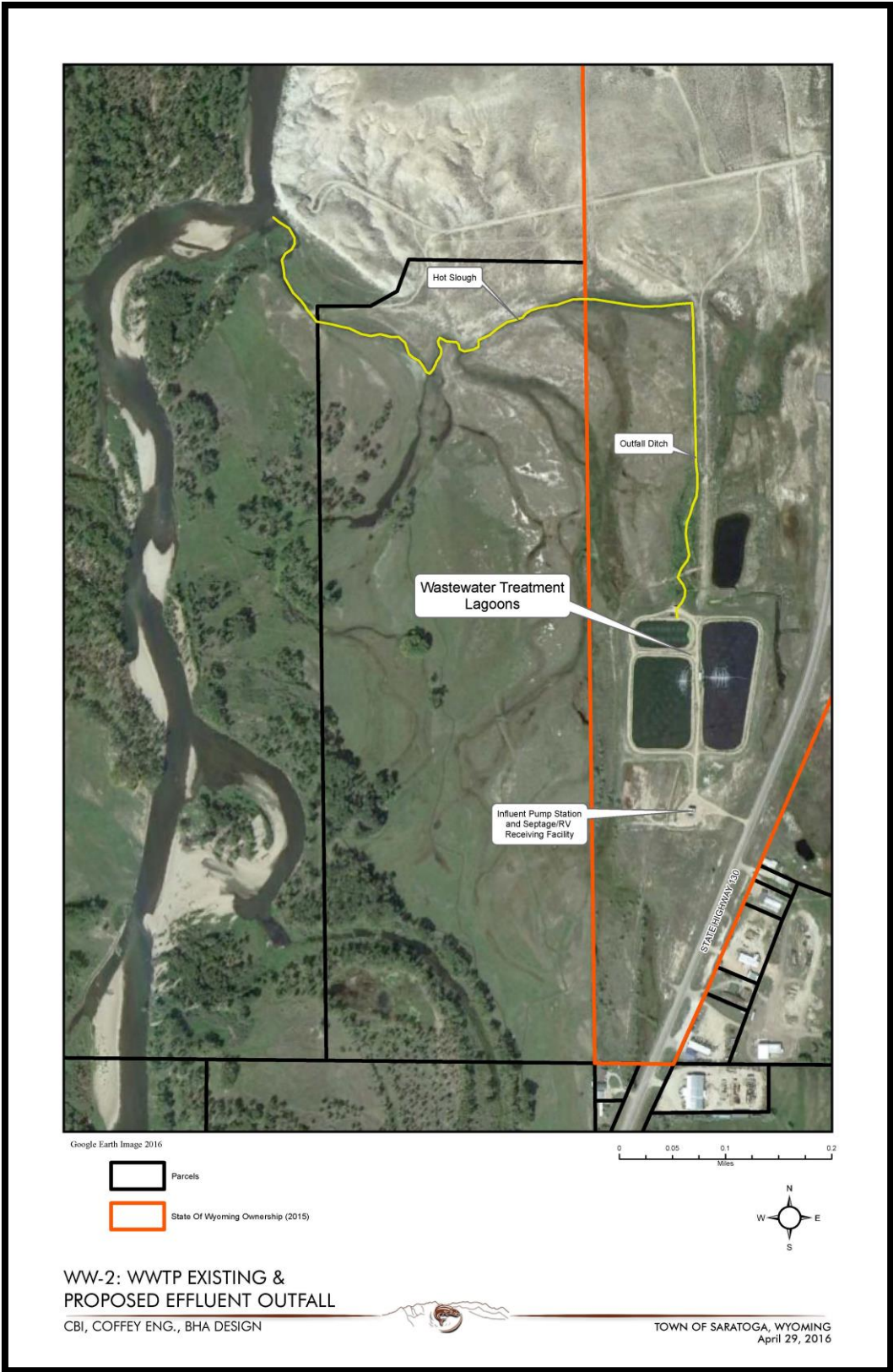


Figure WW-2: WWTP Existing and Proposed Effluent Outfall

Wastewater Treatment Plant and Outfall

The Town of Saratoga's wastewater treatment plant is located 0.75 miles due north of town on the west side of WY130. According to the 2014 Saratoga Airport Master Plan² (p.22), the prevailing winds at Saratoga are from the south (37% of the time for combined S, SE, and SW) and west (20%) of the time. Winds from the northwest and northeast, which are at approaches that largely angle away from town, occur approximately 9% of the time and easterly winds occur 4% of the time. This means that, for the most part, the Town is upwind of the treatment plant or offset horizontally from a likely plume. Winds from the north, placing the Town directly downwind of the treatment plant, occur only 4% of the time. This is a desirable configuration for odor control.

The wastewater treatment plant was constructed in mid 1970s according to the basis of design and engineering design documents prepared by PMPC Civil Engineers of Saratoga, Wyoming. The treatment plant consists of three aerated lagoons operated in series and designed for an average day loading of 0.8 mgd of typical domestic wastewater. A septage receiving station has been constructed at the plant headworks to receive waste from septage haulers and recreational vehicles

With the dilution provided by the collection system's I/I, the plant has successfully processed as much as 2 mgd (during the 2014 flooding). Effluent from the lagoons is first disinfected via chlorination, then dechlorinated, before being discharged approximately 55 feet north of the dechlorination facility into an outfall ditch that runs 1,500 feet north to Hot Slough Creek, then 2,500 feet west and northwest in hot slough to join the North Platte River. Having accommodated the 2014 peak flow of 2 mgd (4,000 p.e.), the outfall has sufficient capacity to accommodate a population of 3,000 without expansion.

REFERENCES

1. Western Engineers-Architects, Inc., Casper, Wyoming. "Master Domestic Water and Sanitary Sewer Systems Study", Prepared for the Town of Saratoga, Wyoming, 1977-1978.
2. Sage Engineering, Cody Wyoming and Aeroland Planning, LLC., Denver, Colorado. "Airport Master Plan 2014 Shively Field--Saratoga, Wyoming," Prepared for the Town of Saratoga, Wyoming, 2014.



APPENDIX "G"

DRAINAGE AND FLOOD MANAGEMENT



Historical Reproductions by Perue

DRAINAGE AND FLOOD MANAGEMENT

The North Platte River running through the center of town is the heart of Saratoga's history and continued vitality. It's flooding, however, is also Saratoga's greatest potential natural hazard. Flood protection and insurance requirements pose economic challenges to both existing and future development.



Runoff from stormwater and snow-melts in the Town drain to the river from both its east and west shores. Historically, runoff from within the Town has had limited impact on flooding but it arises from the same snow melts and rain events that contribute to rising river levels, potential ponding and limited flooding within town.

Surface Drainage

The Town of Saratoga is currently exempt from participation in the National Pollution Discharge Elimination System (NPDES) program for storm water discharges due to a demonstrated lack of impact on water quality. Consequently, treatment and discharge of stormwater and surface runoff is neither mandated nor regulated by federal or state permit. The objective of storm and surface water collection and management for the Town of Saratoga, then, has been directed at immediate, practical drainage problems affecting the protection of public health, safety and property as identified by the community—e.g. erosion of existing roads, ponding in streets (turning to ice in winter conditions), ponding or flooding of lots.



- A comprehensive study of the town's storm drainage system was last made in 1978. At this time the town's population was around 3,000. The study included hydrologic and geotechnical evaluations, concluded that the existing drainage facilities were inadequate and made two specific recommendations for construction:
 1. Construct drainage facilities, including modifications to Hugus Ditch, as soon as possible to minimize flooding and erosion of streets;
 2. Pave all streets and include concrete curb and gutter.

With due consideration of the 1978 study, the Town has opted to not fully implement the study's recommendations and infrastructure has not changed significantly since the time of the report. The reasoning is that there has been no danger or significant imposition to the public due to flooding or ponding from surface runoff within the Town. Therefore, the Town has felt that there is little benefit to be derived from large increases in capital expenditures in this area.



Table SDF-1 provides an inventory of the drainage pipe. No accurate inventory of pipe age or material was available for this study. It is reported that pipe material is varied including, clay, corrugated metal pipe (CMP), polyvinyl chloride (PVC), reinforced concrete pipe (RCP) and Transite. Since Transite material contains asbestos, special permits and work precautions will be necessary to excavate, cut, remove and dispose of this pipe material.

Table SDF-1. Inventory of Drainage Pipe

Pipe Diameter (Inches)	Pipe Length (Feet)
30	1,358
24	558
18	1,088
15	2,021
12	13,459
10	2,669
TOTAL	21,136

Figure SDF-1 presents the layout of surface drainage piping systems and primary drainage ditches that currently serve the Town of Saratoga.

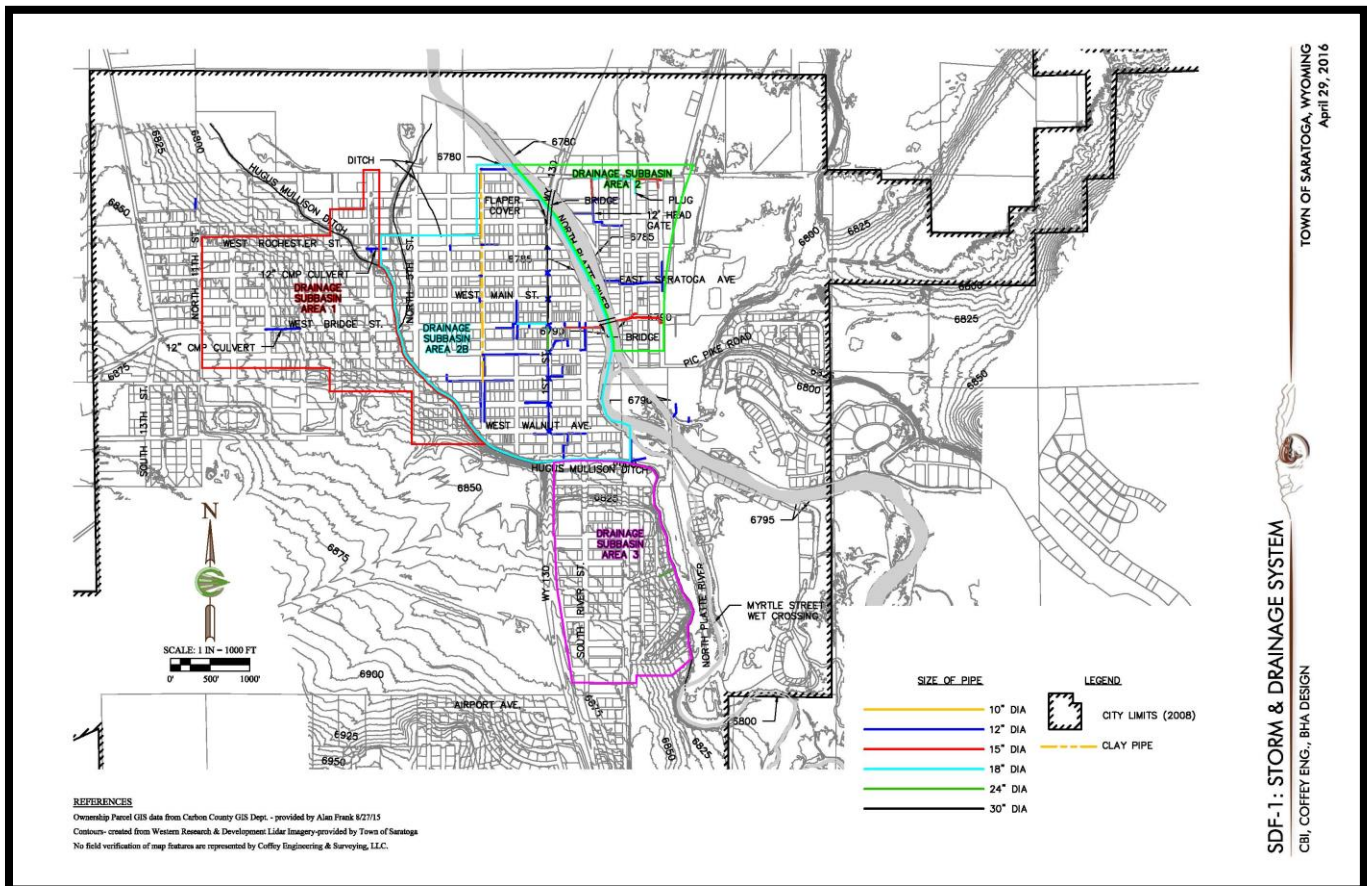


Figure SDF-1: Town of Saratoga Drainage System

The 1978 study described four primary drainage service areas within the Town: 1, 2, 2B and 3. These service areas are depicted in Figure SDF-1. In general, the drainages slope and carry surface runoff towards the North Platte River. Runoff from Service Area 1, whether directed by ditch, pipe or curb and gutter, is largely intercepted by the Hugus Ditch which flows to the southeast and discharges to the North Platte River upstream of Maple Street. The 1978 report noted that maintenance of the Hugus Ditch is critical to providing adequate drainage from Service Area 1. City staff report that the capacity of the ditch has been sufficient to accommodate storm flows from the past but is still in need of maintenance. A line item for the repair and maintenance of Hugus Ditch was included in Department of Public Works' (DPW) annual budget for 2015. Curb and gutter in this area carries surface runoff to the Hugus Ditch and to a farmer's field on the north side of town. Surface runoff between Elm Street and Farm Avenue collects on South 11th and 13th Streets and is carried to a field inlet at the north end of North 11th Street that then drains to the open field (currently owned by Bob Smith). Below Hugus Ditch surface flow is collected in an unnamed ditch that discharges to a field at the north side of town and, ultimately, to the North Platte River.

Runoff from the northwest portion of Service Area 2B is collected by the unnamed drainage ditch that also serves a portion of service area 1 and discharges to fields on the northern edge of town. Runoff between approximately 4th street and the river, and north of Walnut Ave. is collected in drainage pipe, streets and gutters and directed to discharge into the river; a system and facilities largely unchanged since the 1978 report. DPW has indicated that the downtown area between West Bridge Avenue and River Street, and from the river west to 2nd Street, is too flat to apply curb and gutter to collect and direct surface runoff. Other than mention of some ponding on West Elm Street on the south side of the Platte Valley Community Center, there have been no complaints registered from citizens about surface ponding in this service area. If no additional development is anticipated for this area, it can be assumed that existing drainage facilities are adequate for 3,000 people. As noted in the 1978 report, and reinforced from interviews with DPW staff, there are numerous basements in the lower portions of Service Area 2B that currently drain via sump pump to the sanitary sewer. It may be to the Town's advantage to evaluate the cost-effectiveness, and permissibility of directing this discharge to the storm sewer system and ultimately to the river.

Service Area 2 is comprised of the Town on the east side of the North Platte River. Little has changed in the drainage system and facilities in this service area since the 1978 report. The surface runoff is carried by streets and surface slope either directly to the river or to drain pipes along Chatterton Drive that carry flows to the river.

Service Area 3 is south of Maple Street (and the Hugus Ditch) and between the river and Highway 130. Surface runoff from this area is carried along streets and across land to the river.

While the 1978 study proposed several improvements for collection and disposal of storm runoff, as well as basement sump discharge, within the Town of Saratoga, there has been little need expressed by citizenry for the management of surface runoff. This suggests there has been little detrimental effect from storm or snow-melt runoff noted by the Town and, therefore, little need for improvements. This comprehensive plan does second the report's recommendation for the



Town to investigate the cost-effectiveness of providing a collection and disposal system for the numerous basements in the lower areas of 2, 2B and 3 that currently require sump pumps to stay dry. In addition, construction materials and techniques should be required for the construction of new basements in this area to prevent or minimize the need for sump pumps.

Flood Hazard and Management

The flood waters of the North Platte river have risen above the bank elevation in Town on at least four recorded occasions: 1917, 2010, 2011 and 2014. Only the heroic sandbagging efforts of volunteer townsfolk and the Wyoming National Guard have prevented the overflow from reaching residences and commercial buildings and causing damage. A comparison of the flood elevations of these record events with their exceedance frequency is presented in Table SDF-2.

Table SDF-2. North Platte River Record Flood Elevations and Event Exceedance at Saratoga¹

Date of Event	Approximate Occurrence Frequency²	Flood Stage (Feet)	Approximate Floodwater Surface Elevation³ (FT)	Average Low-bank Elev. in Town⁴ (FT)	Overbank Elevation (Inches)
June 9, 2011	5% (20 yr)	10.49	6783.18	6783	2.2
June 20, 1917	5% (20 yr)	10.4	6783.09	6783	1.1
May 28, 2014	5% (20 yr)	10.17	6782.86	6783	-1.7
June 13, 2010	5% (20 yr)	10.16	6782.85	6783	-1.7

¹ National Weather Service, Advanced Hydrological Prediction Service For North Platte River Gauge SRAW4 <http://water.weather.gov/ahps2/hydrograph.php?wfo=cys&gage=sraw4>

² As provided by National Weather Service, Cheyenne Office, October 7, 2015

³ Calculated from SRAW4 Datum 6772.69 MSL (NAGVD29)

⁴ Based on LIDAR data provided to Town of Saratoga from Western Research & Development Ltd., Cheyenne, Wyoming. 2015

It is important to note that the low bank elevation presented in TableSDF-2 is an average based on recorded elevation data. Lower points exist along both banks of the River within the Town limits. Also, none of the recorded flood events has met or exceeded the 1% (“100-year”) occurrence frequency. The 1% exceedance event is typically used as the Base Flood Elevation (BFE), typically established by Flood Insurance Studies (FIS) and Flood Insurance Rate Maps (FIRMs) for a location, is the fundamental reference point of the National Flood Insurance Program (NFIP). The NFIP is the federal program that provides recovery assistance to insured communities in the event of flood disasters. In fact, a BFE has not been published for the Town of Saratoga due to the absence of hydrologic/hydraulic analysis and anything more than anecdotal flood elevation information. It is reported that the Federal Emergency Management Agency (FEMA) is undertaking an update of the flood mapping for the Saratoga area but it is unclear whether this effort will include the FIS critical to a reliable estimation of a BFE. Clearly an important portion of downtown Saratoga is vulnerable to damage from the 1% flooding event.

In the past, buildings erected prior to the creation of their FIRM maps were exempted from higher flood insurance rates. However, these exemptions were modified by the Biggert-Water Act of



2012 and the Homeowner Flood Insurance Affordability Act (2014). These older buildings will now have to eventually comply with the higher insurance rates. In general, this means that significantly higher rates will be required for structures existing within special flood hazard areas (SFHA)—i.e. below the BFE. Once FEMA re-establishes the BFE for The Town of Saratoga, it may behoove the Town to reassess community flood insurance needs and avail itself of grant and assistance programs-- perhaps through FEMA and USDA--to assist businesses and individuals to implement appropriate measures to achieve this transition.

Lateral erosion of the river banks due to spring flooding also inflicts real property loss, as well as danger to public health and safety along the river's path through town. A recent river geomorphic study by Wildlands Hydrology and Stantec Consulting, has modeled and evaluated the potential for geomorphing the river to manage erosion, sedimentation and flooding through the town. The conclusion of the study was that the ability to control flood elevations through the natural river forming process would be negligible. However, significant advantages were estimated for controlling lateral erosion and sedimentation.

Fundamentally, two options exist for the Town to protect its flood zone properties and flood insurance eligibility from overtopping of the riverbanks: designing and building a levee system along the river banks that expose the town to flooding; and/or flood proofing the structures remaining within the flood zone. Designing, permitting and constructing levees is an expensive and long process requiring approval and involvement of the U.S. Army Corps of Engineers (USACE) throughout the process. Flood proofing existing structures may be a more feasible alternative with some money available for such renovations through federal hazard mitigation assistance programs.

To appropriately address the town's potential vulnerability to flood hazard, this comprehensive plan recommends the Town of Saratoga first work closely with FEMA as the agency updates its FIRMs to establish a clear and realistic BFE. Once this is accomplished, the Town can prepare a risk and cost-benefit analysis of flood protection alternatives—e.g. designing, permitting and constructing a levee system vs. flood proofing structures in the flood plain. In addition, it is recommended that the town evaluate the cost benefit of controlling sedimentation and lateral bank erosion through measures recommended by the River Study. The Town may also look into developing a program to assist businesses and individuals achieve optimal premiums on their flood insurance.



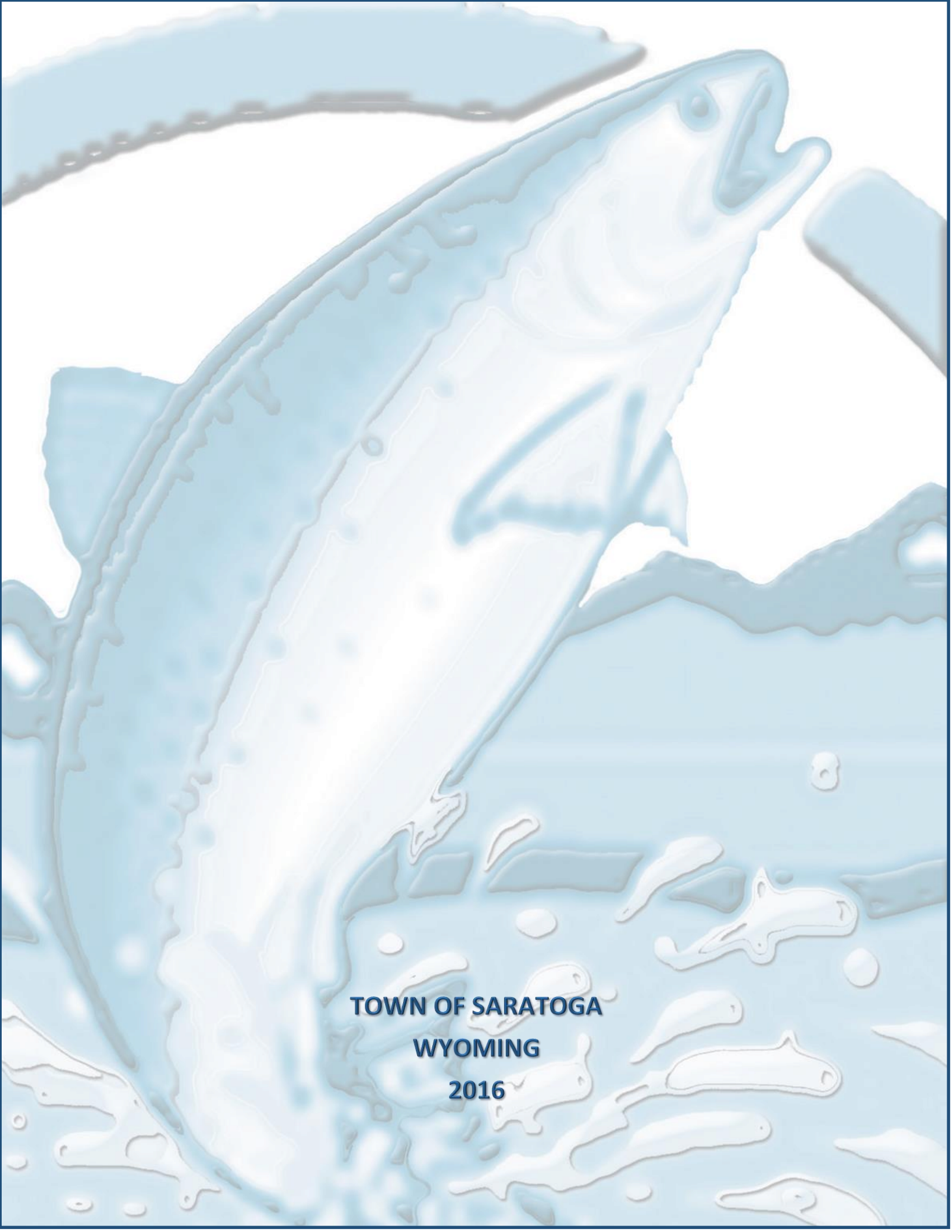
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