

## **CHAPTER 4: Mission Statement, Goals and Policies**

### **Mission Statement**

Mission statements are typically summaries of community assets and what qualities the community hopes to retain in the years ahead. Usually a few sentences in length, they capture in words what makes the community a special place to live and work in at the present time, how it should be developed in the future, and what characteristics of the town should be preserved. The mission statement is often called a vision statement, and both simply are meant to convey in words what it is that makes the place special.

The Comprehensive Plan Steering Committee developed their mission statement during the summer of 2006 and approved the following language at their August 30, 2006 meeting. The statement was distributed at the November open house for comments (presented in Chapter 3) and it is posted on the City's Web site.

Buffalo is a dynamic community that honors its rural past and looks favorably to its future. Our appreciation of its beautiful setting beneath the Big Horns is matched by our commitment to provide a healthy, diversified economy that both respects and makes use of the area's natural resources. With local guidance and sound planning, our city will offer well designed neighborhoods, first-rate services and amenities, and a vibrant downtown where citizens can prosper and feel safe; our people will make Buffalo a place that welcomes newcomers and visitors. ***Buffalo: A community that thrives by being exceptional!***

### **Goals and Policies**

Goals are end products that the City must achieve in order to reach its mission; policies are methods for obtaining goals. Buffalo's assets and problems which the Steering Committee listed were used to determine goals that should be pursued as part of this Comprehensive Plan.

***1) Goals: Preservation of the small town/rural character and values of the City of Buffalo.***

#### ***Policies:***

1. Adopt design standards for awnings, street furniture, facades, building renovations and new structures that maintain the character of the downtown core.
2. Install attractive signs to designate entry into the Buffalo Historic District.
3. Renovate the façade of City Hall to return its historic integrity.

4. Maintain and distribute a community calendar that lists important community events like graduations, sporting events, the Basque Festival, city-wide clean-up dates, and so forth.

**2) Goal:** *Cost effective, efficient infrastructure development that meets current and future service needs.*

**Policies:**

1. Develop a Capital Improvements Program (CIP) for the prioritization of infrastructure projects and their funding.
2. All development proposals should include the review of proposed water and sewer lines to be sure that adequate capacity exists.
3. The proposed future extension of water and sewer lines should be included on a future infrastructure map.
4. Upgrade the treatment plant to an activated sludge plant that can be easily expanded over time.
5. Add a fourth service line for water in association with a pressure reducing valve/station when it is installed in the vicinity of Highway 16 and I-25.
6. Require new developments to manage runoff on-site before discharging it to the storm water system, per State Department of Environmental Quality regulations.
7. Retain Johnson County Courthouse for county government offices and move the sheriff's office and justice offices to a new location.
8. Develop a new law enforcement center for the Buffalo Police Department, County Sheriff's Office, county jail, and county court.
9. Investigate options for the old middle school site, including reuse alternatives, the cost of renovating the existing facility for future use, and building removal.
10. Consider the use of impact fees to help offset the cost of development upon City infrastructure, including garbage collection, fire service equipment, road improvements, turning lanes and other traffic control mechanisms, and sewer and water extensions.

**3) Goal:** *Attractive and inviting neighborhoods, commercial districts, and downtown core.*

**Policies:**

1. Create a public/private body that is responsible for the acquisition of land and vacant buildings on Main Street and Fort Street for future development or reuse.
2. Review and update all City codes and ordinances regarding nuisances, weeds, abandoned vehicles, junk, and so forth and enforce the regulations diligently.
3. Sponsor recognition programs for downtown merchants who incorporate streetscape improvements and new design (window treatments, façade, awnings) in their businesses.
4. Develop and implement landscaping standards for new commercial developments, particularly along Fort Street.
5. Use an award program to recognize attractively maintained residences in all neighborhoods.
6. Install traffic calming techniques in neighborhoods where speeding vehicles are a concern.
7. Improve entryways into Buffalo by eliminating nuisances, removing weeds and litter, and creating focal points through signs and statues that clearly mark the City limits.
8. Develop a sidewalk replacement or installation program so that residents can safely walk in their neighborhoods without having to use streets.
9. Sponsor a City clean-up date, targeting city-owned property for weed removal, new paint, and removal of outdated equipment from public view.
10. Adopt and enforce a City Sign Code that includes amortization of old signs and controls on the size, type, and number of new signs allowed within each zoning district.

**4) Goal:** *Diversified economy that contributes to the vitality and character of Buffalo.*

**Policies:**

1. Make the retention of existing businesses a priority.
2. Develop a 'shop local' program that promotes local businesses and what they have to offer.

3. Sponsor workshops for existing businesses and business start-ups on relevant subjects for improving profitability and productivity, competing on a regional basis, expansion strategies, and marketing.
  4. Take advantage of Wyoming Business Council and other state agencies that offer training and education programs for businesses.
  5. Consider participation in the Wyoming Main Street program for downtown revitalization.
  6. Develop information for inclusion on the City Web site that allows readers to learn about Buffalo and its support for local business development.
  7. Research the feasibility of developing space for a business incubator that will give new businesses a place to be centrally located while sharing costs for utilities and services.
  8. Develop a tourism package that promotes Buffalo as a place to visit for its own unique features, as well as being a place to stop while on the way to some place else.
  9. Participate in and support the Buffalo Chamber of Commerce programs.
- 5) **Goal:** *A transportation system that provides safe and efficient movement of people, goods, and services.*

***Policies:***

- 1) Address traffic congestion problems at the intersections of North Main and Fort Streets, Bypass Road and Hart Street, DeSmet Avenue and Klondike Drive on Fort Street, and Hart and North Main Streets.
- 2) Support WyDOT in their planned improvement project to add a third lane to the Hart Street underpass and improve its intersection with Bypass Road.
- 3) Encourage WyDOT to add a turn arrow to the North Main Street and Fort Street traffic signal so that traffic will not back up on North Main.
- 4) Consider reducing the width of new residential subdivision streets in order to decrease construction and maintenance costs and reduce speeding.
- 5) Develop a City Capital Improvements Program (CIP) that schedules street system improvements on a priority basis.

- 6) Require developers to contribute money to mitigate traffic impacts caused by the proposed development.
- 7) Revise development regulations to include updated public road standards.
- 8) Use cluster development, creative use of open space, and sound barriers to mitigate I-25 traffic noise in future residential areas near the Interstate.
- 9) In instances where a proposed subdivision abuts a major road, require the subdivision to use internal subdivision roads for access, rather than allowing the lots access onto the major road.

**6) Goal:** *Sufficient housing supply to meet the needs of all ages and income levels.*

***Policies:***

1. The City should promote the rehabilitation of owner-occupied housing by participating in the State of Wyoming's housing programs to upgrade or replace substandard housing units.
2. Encourage the development of garden apartments, condominiums, townhouses, and other housing types that will be attractive to retirees, couples, and single person households.
3. Support mixed-use developments so that housing units may be incorporated into plans for commercial development, such as using upper floors for apartments or condominiums and the lower floor for commercial purposes.
4. Review City codes and regulations to make sure current rules do not discourage the placement of multi-family units in residential neighborhoods.
5. Develop design standards for multi-family units to help assure they will blend into existing neighborhoods as much as possible.
6. Develop design standards for manufactured home subdivisions that promote quality surroundings with affordable units.
7. Allow non-relatives to live in accessory units by removing the stipulation that only relatives can reside in these units.
8. Set aside a percentage of lots or units in large residential developments that will be dedicated as affordable housing.
9. Use Planned Unit Developments (PUD) to stimulate greater housing mix by type and tenure by granting density bonuses to developers for quality design.

10. Allow manufactured housing in all residential zoning districts.
11. Encourage the local housing authority to become involved in the provision of housing or organize a housing trust to provide affordable housing.
12. Use public land for affordable housing development and/or provide incentives such as the extension of utility lines to encourage the construction of affordable housing units.

**7) Goal:** *Land use development standards that promote quality growth that pays for itself.*

***Policies:***

1. Evaluate the idea of development impact fees and implement them in order to maintain the City's fiscal responsibility to current property owners.
2. Revise the City Zoning Ordinance and support implementation of the Future Land Use Map for orderly, compact growth.
3. Review City regulations to be sure they do not discourage development in the locations where growth is being targeted.

**8) Goal:** *A high quality physical environment that preserves air and water quality and conserves land, wildlife habitat, and energy resources.*

***Policies:***

1. Discourage development on ridge tops.
2. Encourage cluster development near any significant wildlife habitat areas or sites with sensitive development issues.
3. Promote WyDOT's Adopt-a-Road program in the Buffalo area.
4. Review and provide comments on regional Environmental Impact Statements and federal or state plans that could impact the natural environment.
5. Implement the Buffalo Comprehensive Plan and follow the recommendations of the Future Land Use Map.

9) **Goal:** *Recreational opportunities that meet citizens' needs as well as provide open spaces.*

**Policies:**

1. Pursue the development and adoption of a Trails Plan for the maintenance and where applicable extension of existing paths, as well as delineation of new routes and strategies for implementation.
2. Require open space and/or landscaping of common areas as a component of all development proposals.
3. Use untreated water from an infiltration gallery on Clear Creek or an alternative source of irrigation water for parks and the golf course.
4. Develop and adopt a Parks Master Plan that addresses acquisition, development, and maintenance of future parks and open spaces.
5. Use a variety of funding options for park land acquisition and maintenance, including but not limited to donations, community service, general fund set-asides, 'adopt a park' programs, and development fees.
6. Prepare a Capital Improvements Program for maintaining park grounds and equipment.
7. Survey pre-teens and teenagers to find out what new recreational facilities they would like to see in Buffalo and, where reasonable, include the facilities in City's Capital Improvements Program.