



Let's MOVE FORWARD together Gillette!

GILLETTE VISION 2040 REPORT

(Authored by the Gillette Vision 2040 Steering Committee)

Major Sponsors



April 2023

TABLE OF CONTENTS

OVERVIEW	3
PHASE I.....	3
PHASE II	4
PHASE III.....	5
SUMMARY.....	5
STEERING COMMITTEE SIGNATURES.....	6

ATTACHMENTS

- (A) Theme 1 - Industrial Diversification Action Plan
- (B) Theme 2 – Healthcare Action Plan
- (C) Theme 3 – Education Action Plan
- (D) Theme 4 – Tourism Action Plan
- (E) Theme 5 – Smart Growth Action Plan
- (F) Theme 6 – Transportation Action Plan

OVERVIEW

On behalf of the Gillette Vision 2040 (Vision 2040) Steering Committee, the following report is a summary of the Vision 2040 results. Planning for this process originally began in 2019 by local volunteers but was interrupted during the COVID19 pandemic in 2020 and 2021. Despite the challenges, the Steering Committee persevered and delivered on the commitment to document the community's vision of the next twenty (20) years. In coordination with the Wyoming Business Council (WBC), the Vision 2040 process executed the following three phases that maximized input from the community and leveraged subject matter experts:

- Phase I – Community Review
- Phase II – Public Town Hall & Workshop
- Phase III – Action Planning

PHASE I

Community Review

The Community Review is the cornerstone of Vision 2040 where public opinion was initially scoped. Review took place the week of April 18th, 2022 and included thirty (30) different listening sessions that reached twenty-one (21) different stakeholder groups. The review team consisted of the WBC and Steering Committee members who traveled throughout Gillette to solicit diverse feedback. The purpose of the review was to receive and document responses to the following three questions:

- What do you love about Gillette?
- What could make it better?
- What would you like to see in the next 20 years?

By the end of the week, over 1,120 residents had participated which resulted in a community engagement rate of approximately 3.4%. The Community Review was deemed a success from the engagement perspective due to a maximum rate of 1% observed previously by WBC in similar reviews conducted throughout Wyoming. Based upon the responses, the following six (6) themes emerged as the top priorities:

1. Industrial Diversification
2. Healthcare
3. Education
4. Tourism
5. Smart Growth
6. Transportation

PHASE II

Public Town Hall

The Public Town Hall took place on April 21st, 2022 at the Gillette College Presentation Hall. Meeting was hosted by the WBC and Steering Committee and included a presentation of the Phase I results and a prioritization exercise. The exercise used a simple voting process where attendees were asked to identify their top theme. The following is a summary of the voting results:

- 39% - Industrial Diversification
- 20% - Healthcare
- 19% - Education
- 14% - Tourism
- 5% - Smart Growth
- 3% - Transportation

Public Workshop

The Public Workshop took place on November 10th, 2022 at the Gillette College Technology Center. Meeting was hosted by the Steering Committee, who provided opening remarks and then divided attendees into the six (6) theme groups based on their preference. Steering Committee tasked each group with developing sub-themes which would provide granular focus to the broader themes and set the stage for Phase III – Action Planning. Table 1 outlines the identified sub-themes in no specific order.

Table 1 – Sub-Themes

Theme	Sub-Theme
Industry	Economic Development
	Infrastructure
	New Business
	Entrepreneur
Healthcare	Mental Health
	Staffing
	Veterans
	Access
Education	Gillette College
	Work Force Training
	Senior Technology
	Funding

Theme	Sub-Theme
Tourism	Marketing
	Sports Industry
	Branding
	Experience
Smart Growth	Housing
	Engagement
	Sustainability
	Tax Payers
Transportation	Pedestrian Access
	Safety
	Public Transportation
	Downtown Parking

PHASE III

Action Planning

Action planning occurred in the first quarter of 2023 and was driven by the formation of sub-committees. Sub-committee meetings were open to the public and typically attended by Steering Committee Members, government officials, various area board members, and engaged citizens. Purpose of the meetings was to develop an action plan with 5-10 line items for each theme that would address community feedback garnered in Phase I and Phase II. Each line item was assigned a responsible party that could reasonably execute or support the action if deemed feasible. Attachments A – F include the individual action plans for each of the six (6) themes.

SUMMARY

The City of Gillette is a passionate community that works hard, plays harder, and gives graciously. Its residents proudly shoulder the responsibility of engagement and community service, which has fueled The Energy Capital of the Nation for decades. As the community reflects on the next twenty (20) years, it does so strategically through the lens of wisdom and creativity. No one can predict the future, but one can influence it with a sharp vision.

On behalf of the Steering Committee, we hope you find this report useful and an accurate representation of the community's vision. Special thanks to all the sponsors and volunteers that dedicated time and resources to help produce Gillette Vision 2040. Let's MOVE FORWARD together Gillette!

STEERING COMMITTEE SIGNATURES

Jeremy Hayes (Chair):



Date:

4/12/23

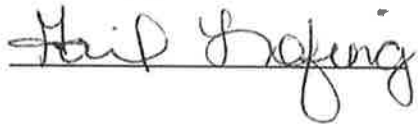
Shannon Stefanick (Co-Chair):



Date:

4/12/23

Gail Lofing (Member):



Date:

4/12/23

Heidi Gross (Member):



Date:

4/12/23

Denton Knapp (Member):



Date:

04/12/2023

ATTACHMENT A

INDUSTRIAL DIVERSIFICATION ACTION PLAN

Gillette Vision 2040
Steering Committee
Attachment (A) Theme 1 - Industrial Diversification Action Plan

Sub Committee		Vision 2040 Goal					
#	Sub-Theme	Description	Action Item	Responsible Group	Due Date	Date Completed	
1	Economic Development	Land is needed to help facilitate small business growth and R&D. City of Casper recently donated land to their ECED group and projects are flourishing.	Campbell County grant 125 acres of deeded land on Northern Drive to ECED.	Campbell County	2025		
2	Advocate	New businesses struggle with the cost and time it takes to navigate City/County permitting and planning.	City/County designate a local advocate to be a full time resource for businesses to streamline red tape.	City of Gillette Campbell County	2025		
3	New Infrastructure	Shovel ready land is needed to help incentivize new business.	Complete the Pronghorn Park development.	Campbell County	2025		
4	Used Infrastructure	Abandoned infrastructure such as reclaimed mining lands and railroads can be reused to support new industrial applications.	Support re-zoning efforts of lands to Heavy Industrial so the infrastructure can be responsibly reused.	Campbell County	2030		
5	New Business	Rare Earth Elements are in current demand and Campbell County is positioned well to take advantage of mining, processing, and distribution.	Support the local investment into Rare Earth Elements R&D projects.	Private Public Partnership	2030		
6	New Business	Due to changing Power Generation regulations, carbon capture and sequestration is likely the required control technology of the future.	Support the local investment into carbon capture and sequestration R&D projects.	Private Public Partnership	2025		
7	New Business	Due to changing Power Generation regulations, coal production will significantly decline unless other uses can be realized.	Support the local investment into alternative coal use R&D projects.	Private Public Partnership	2025		
8	Entrepreneur	Adequate funding and manpower are not currently available to successfully manage the Business Incubator Program.	Pursue Campbell County funding to support a Business Incubator Director who can manage the program successfully.	ECED	2024		
9	Education	Community would like access to additional public science and technology facilities.	Submit application to the Wyoming Community College Commission to construct the Enzi Science and Innovation Building (40,000sqft) in Gillette, WY.	OET	2025		
10	Community Marketing	Community members would be able to help recruit workforces and businesses to Gillette if they had easy access to a current promotion packet.	Maintain a current community promotion packet and make it easily accessible on social media outlets.	ECED City of Gillette Campbell County	2023		

Theme 1
Industry

ATTACHMENT B
HEALTHCARE ACTION PLAN

Gillette Vision 2040
Steering Committee
Attachment (B) Theme 2 - Healthcare Action Plan

Sub Committee		Vision 2040 Goal					
#	Sub-Theme	Description	Action Item	Responsible Group	Due Date	Date Completed	
Theme 2 Healthcare	1	Mental Health City, County, and School District are not united on Mental Health efforts, which causes inconsistency in awareness and treatment.	Negotiate a new or modified Mental Health memorandum of understanding (MOU) that will be signed by all the local shareholders.	City of Gillette Campbell County School District CCH Gillette College	2025		
	2	Staffing Healthcare Industry struggles to find and retain quality healthcare workers which reduces the quality of care.	Continue to build healthcare curriculum at the Gillette College that will support the local Healthcare Industry and promote locally educated students staying in the community.	Healthcare Industry Gillette College	2025		
	3	Veterans Gillette Veterans have the 2nd highest population in Wyoming, yet have to travel out of town for the majority of healthcare services.	Solicit Veterans Affairs to allow the construction of a new VA Hospital in Gillette.	Campbell County City of Gillette	2030		
	4	Recruitment Healthcare Industry recruitment could benefit by increased recruiting and education of the local student population.	Support and facilitate healthcare mentorship/internship relationships between the school district and healthcare industry.	City of Gillette Campbell County School District Healthcare Industry	2025		
	5	Access Community is not fully informed on all of the available services that are provided and there is not a single repository to find that information.	Support the implementation of the Wyoming Department of Health's 211 program, which will provide users with available services within any community.	Healthcare Industry WY DOH	2025		
	6	Mental Health State funding of the mental health call line 988 did not get approved in the next budget cycle, therefore the program in Campbell County will end in 2025.	Lobby to incorporate mental health 988 resources to the implementation of the Wyoming Department of Health's 211 program.	Healthcare Industry WY DOH	2025		

ATTACHMENT C
EDUCATION ACTION PLAN

Gillette Vision 2040
Steering Committee
Attachment (C) Theme 3 - Education Action Plan

Sub Committee		Vision 2040 Goal				
#	Sub-Theme	Description	Action Item	Responsible Group	Due Date	Date Completed
Theme 3 Education	1	Higher Education Community would like to see the Gillette College pursue 4-year degree programs to retain students that would otherwise transfer and relocate after 2-years.	Gain 2-year institutional accreditation which will allow for two different 4-year programs.	Gillette College	2025	
	2	Work Force Training Local community and businesses would like more work force training to educate and hire the local workforce.	Apply for Wyoming Innovation Partnership (WIP) grant funding to develop a CDL and Work Force education program.	Gillette College	2024	
	3	Senior Technology Senior citizens lack resources to educate and assist with electronic devices.	Add the Senior Citizen Center to the Gillette College Student Body required volunteer program.	Gillette College	2024	
	4	College Funding Under the current State appropriation statutes, Campbell County must apply a 4-mill tax rate before Gillette College can receive State funding. Current districts should be evaluated as well with the addition of GCCD. There is a significant lack of Early Childhood Educators compared to the demand for the programing. The closest 4-year degree program is located at the University of Wyoming and Black Hills State University.	Lobby local representatives to modify the appropriation statute to a more reasonable approach that will balance mill taxation at all College communities and also evaluate community college districts.	CC Senators CC Representatives	2025	
	5	Staffing Conduct a feasibility study at Gillette College to add a 2-year and/or 4-year Early Childhood program.	Gillette College	2025		

ATTACHMENT D

TOURISM ACTION PLAN

Gillette Vision 2040
Steering Committee
Attachment (D) Theme 4 - Tourism Action Plan

Sub Committee		Vision 2040 Goal					
#	Sub-Theme	Description	Action Item	Responsible Group	Due Date	Date Completed	
Theme 4 Tourism	1	Marketing	Campbell County has the local amenities, infrastructure, employment, and recreational opportunities to be a preferred destination, it just needs to be communicated to a larger audience.	Nationally and globally market Campbell County as a preferred destination to live, work, and play in the Livability Magazine.	CCCVB City of Gillette Campbell County	2024	
	2	Sports	Managing city sports facilities with an aggressive business model focused on maximizing utilization and expansion will have a significant return on investment (ROI) and trickle down to the local economy. Reference Visit Gillette's 2022 Facility Impact Analysis.	Appoint a Sport Facility Director to manage and grow the local sports facilities.	City of Gillette Campbell County CCCVB	2025	
	3	Branding	Historically the Gillette's brand has been The Energy Capital, but it may be advantageous to also leverage other important areas of the community to encourage diversity through a sub-brand or theme.	In addition to the Gillette brand, collaborate with local government officials to develop community "theme" for marketing and advertising.	City of Gillette Campbell County CCCVB	2025	
	4	Signage	Tourists may be more apt to stop in Gillette off of I-90/Highway 59/Highway 50 if there is esthetic signage defining the local attractions.	Install prominent signage at the major roadways entering Gillette to encourage attendance at local attractions and amenities.	City of Gillette Campbell County CCCVB	2030	
	5	Mining	Mining Industry equipment is a valuable tourist attraction, but the majority of the equipment at the CAM-Plex park is becoming exceedingly outdated.	Donate and display current mining equipment.	PRB Coal Mines	2030	
	6	Museum	Rockpile Museum has the potential to be a significant tourist attraction similar to the Cody Museum, that would showcase the areas rich energy, agriculture, and western history.	Unite around the vision of a singular and comprehensive museum that could focus funding and resources to become a landmark attraction.	Museum City of Gillette Campbell County CCCVB	2040	
	7	Experience	Tourism can be positively influenced by the unique experiences a community has to offer.	Support the private investment into unique experiences that can help promote tourism in the community.	CCCVB City of Gillette Campbell County	2040	

ATTACHMENT E
SMART GROWTH ACTION PLAN

Gillette Vision 2040
Steering Committee
Attachment (E) Theme 5 - Smart Growth Action Plan

Sub Committee		Vision 2040 Goal					
#	Sub-Theme	Description	Action Item	Responsible Group	Due Date	Date Completed	
Theme 5 Smart Growth	1	Housing Currently there are only approximately 40 homes on the market in Gillette which impedes the communities growth and staffing of industries.	Complete Land & Housing Study to inventory current public and private resources which will facilitate future construction.	City of Gillette Campbell County	2025		
	2	Tax Payers Public facilities require varying levels of taxpayer funding to operate.	Public facilities and boards are encouraged to adopt by-laws intended to minimize taxpayer subsidies and promote financial solvency.	City of Gillette Campbell County	2025		
	3	Engagement Historically, governmental in-person surveying sessions have produced low engagement rates and interpreted as a lack of listening.	Deploy digital surveying solutions in addition to in-person surveying to increase engagement rates and opportunities.	City of Gillette Campbell County	2025		
	4	Utilization Over the years Gillette has grown in size and overlooked pockets within the community that are not being effectively utilized.	As part of the Land & House Study, identify "in-fill" opportunities to fully utilize existing footprint.	City of Gillette Campbell County	2025		
	5	Mental Health Suicide is the leading cause of preventable death in Wyoming, and Wyoming is consistently one of the highest per-capita suicide rates in the nation.	Repurpose a local City/County facility for the explicit intent to operate a local Mental Health Care facility.	City of Gillette Campbell County Private Public Partnership	2040		
	6	Sustainability Well maintained public facilities help promote a thriving and growing community.	Public facilities should have and adhere to a formal Maintenance Plan to protect the longevity of the asset.	City of Gillette Campbell County	2025		

ATTACHMENT F
TRANSPORTATION ACTION PLAN

Gillette Vision 2040
Steering Committee
Attachment (F) Theme 6 - Transportation Action Plan

Sub Committee		Vision 2040 Goal					
#	Sub-Theme	Description	Action Item	Responsible Group	Due Date	Date Completed	
Theme 6 Transportation	1	Pedestrian Access Critical railroad crossing known as Gurdy Overpass is not wide enough to allow for safe traffic other than motorized vehicles.	Widen Gurdy Overpass to accommodate pedestrian, bike, and visually impaired traffic.	City of Gillette State of Wyoming CC Senators CC Representatives	2030		
	2	Highway Safety Highway 59 is one of the deadliest 2-lane roads in the United States.	Expand Highway 59 to 4-lanes from Gillette to the Converse County line.	Campbell County State of Wyoming CC Senators CC Representatives	2040		
	3	Pedestrian Safety Highway 59 intersections are safety hazards for pedestrians due to the insufficient time settings on the crosswalks. Pedestrians are frequently observed stranded in the middle of the street or having to run across the intersection.	Draft a letter to Wyoming Department of Transportation (WYDOT) requesting investigation into the Highway 59 intersection crosswalk timer settings.	City of Gillette	2024		
	4	Public Transportation Demographics in Gillette could benefit from public transportation including senior citizens and the underserved population, which could promote access to medical care, food, vital services, employment, and social services.	Conduct a current public transportation study to assess the feasibility of the program and funding sources.	City of Gillette Campbell County Urban Systems Advisory Board	2025		
	5	Downtown Parking Parking in downtown Gillette is limited and impairs access to local businesses and government.	Consider solutions to expand downtown Gillette parking.	City of Gillette	2030		
	6	Air Service Air service in/out of Gillette is currently limited to just one hub (DIA).	Conduct a current air service study to assess the feasibility of the program and funding sources.	Airport Campbell County	2025		