INTRODUCTION

The Stocktrail Neighborhood has emerged as the city’s center for medical and senior services, and continues to thrive as both private and public investments pour into the neighborhood. The neighborhood has experienced nearly $100 million in investment in a span of 3 years. At the neighborhood’s center is the Campbell County Memorial Hospital that is surrounded by postwar single-family homes, multi-family homes, medical-oriented offices and numerous senior-oriented projects, including the senior center and housing. Change in the neighborhood continues as the Campbell County School District anticipates to rebuild the Stocktrail Elementary School and prepares for the redevelopment of Westwood High School. Meanwhile, Campbell County Memorial Hospital anticipates to redevelop/repurpose the Pioneer Manor.

The neighborhood has significant momentum for becoming the city’s premier provider for health and wellness care, while the development along 2nd Street has the market potential for offering more retail and services for the entire City of Gillette.

GOALS OF THE PLAN

Identifying the goals for the plan emerged out of a process that included hundreds of hours of investigation and design, beginning in August 2012 and finishing in April 2013. Specific components of the process included:

- **Kick-off Meeting.** The initiation of the project began with a presentation to representatives from the neighborhood. Discussion provided guidance on emerging issues and priorities, and resulted in the re-branding of the area from Senior-Medical Neighborhood to the Stocktrail Neighborhood.

- **Stakeholder Discussions.** Stakeholders, including residents, businesses, and representatives of the school district and hospital, met in small groups to discuss opportunities and challenges facing the neighborhood.

- **Design Studio.** The studio provided the public the opportunity to work along side planners to draw and comment on concepts for the neighborhood.

- **Open Houses.** The project included two open houses, which occurred in December 2012 and February 2013. These open houses provided stakeholders and the public an opportunity to review and comment on the development plan before formal adoption.

The following summarizes the results of the neighborhood discussions that frame the goals and direction of the overall plan and concepts.

**Encourage Private Investment and Reuse.** The redevelopment of under-used sites can change the face of the neighborhood, unite areas previously divided from one another, and help build a better and more unified neighborhood. Complementing services with features and amenities will make the neighborhood both convenient and delightful. A development concept that is based on realistic economic opportunities, new access, and the distinctive character of the area will strengthen the neighborhood’s physical and economic assets, moving Stocktrail forward.

**Create Housing Opportunities and Choices.** Stocktrail’s concentration of multi-family housing creates a unique housing dynamic in the neighborhood. Over the last decade there have been several new multi-family projects. New neighborhood development should provide a range of housing opportunities, enabling seniors to locate in the neighborhood. Likewise, some of the housing stock is stressed, particularly along 3rd Street, and offers opportunities for redevelopment.

**Create and Support Transportation Options.** The Stocktrail Neighborhood, and the City as a whole, is realizing the need to provide a wider range of transportation options. A completely auto-dependent neighborhood limits access for groups such as young people and seniors. Improving connectivity within the street network and developing multi-modal (or “complete”) streets that accommodate all forms of transportation improves access to the neighborhoods features.

**Reinforce Health and Wellness.** The presence of the hospital and medical-oriented business creates a memorable destination and establishes a “healthy” identity for Stocktrail. Blending the hospital campus into the neighborhood, and incorporating physical activity into the daily routine of citizens creates a healthier and more physically fit neighborhood. This goal can be achieved by establishing a continuous trail and parkway system, improving sidewalks, removing ADA obstructions, and planting shade trees.

This plan builds on the special features and resources of Stocktrail to create a more vigorous and vibrant neighborhood. The plan also uses the newly acquired redevelopment areas in Stocktrail for the benefit of the entire community.

NEIGHBORHOOD DEMOGRAPHICS

- **Population and Housing Change.** Table 1 shows that the neighborhood population between 2000 and 2010 declined slightly by 46 people, while the number of households remained the same, resulting in a slightly lower household size of 2.6 people per household. The 2013 population, as shown in Table 2, is estimated to be 852 people, a slight decline from 2010.

  The market for additional population is related to the construction of new housing unit types and the cycling of older homes from seniors to younger households with children.

- **Household Size.** Table 1 shows that 67% of households are occupied by one or two people. 44% of the households are single occupants, while 23% of households are two-person.
Table 1: Population and Households

<table>
<thead>
<tr>
<th></th>
<th>2000 Census</th>
<th>2010 Census</th>
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<tbody>
<tr>
<td>Population</td>
<td>925</td>
<td>879</td>
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<tr>
<td>Households</td>
<td>340</td>
<td>340</td>
</tr>
<tr>
<td>Household Size</td>
<td>2.7</td>
<td>2.6</td>
</tr>
</tbody>
</table>

Source: Claritas, Inc., 2012 Estimated

Table 2: Population by Age

<table>
<thead>
<tr>
<th>2013 Est. Population by Age</th>
<th>2013</th>
<th>% of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>17 and under</td>
<td>189</td>
<td>22%</td>
</tr>
<tr>
<td>Age 0 - 4</td>
<td>56</td>
<td>6.5%</td>
</tr>
<tr>
<td>Age 5 - 9</td>
<td>53</td>
<td>6.2%</td>
</tr>
<tr>
<td>Age 10 - 14</td>
<td>50</td>
<td>5.8%</td>
</tr>
<tr>
<td>Age 15 - 17</td>
<td>30</td>
<td>3.5%</td>
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<tr>
<td>Ages 18-64</td>
<td>470</td>
<td>55%</td>
</tr>
<tr>
<td>Age 65 and over</td>
<td>193</td>
<td>23%</td>
</tr>
<tr>
<td>Median Age</td>
<td>41.1</td>
<td></td>
</tr>
</tbody>
</table>

Source: Claritas, Inc., 2013 Estimated

Age. Table 2 identifies the population by age. The number of seniors (65 and over) and youth (17 and under) are nearly equivalent at about 22% of the total population. The number of people ages 17 and under has dropped from 226 in 2000 to 189 in 2013. Available data for senior households is inconsistent with information known on the ground. Residents living in Pioneer Manor and senior apartments are underrepresented, and population from 2000 to 2013 is showing a decline. Median age for the area is 41.1.
DEVELOPMENT FRAMEWORK

To protect and sustain the neighborhood, this plan proposes complementing projects that reinforce the strengths of the neighborhood’s existing housing, commercial uses, and transportation system. The individual components of the framework are summarized below and covered in detail on the following pages.

▸ Neighborhood Preservation and Development. Individual sites in the district present opportunities for infill and redevelopment that would complement the design of the neighborhood. The section following this page identifies opportunities for new investment.

▸ Pioneer Manor. Pioneer Manor recently announced that it would be relocating from the neighborhood. The future use of the building and site became critical points of discussion for this study.

▸ Crazy Woman Campground. The plan assumes continued operation of the site as a campground, while also considering scenarios for marketable redevelopment.

▸ 2nd Street Development. The highway corridor that fringes the neighborhood presents development possibilities for reinforcing neighborhood character, while creating connections to other areas of the neighborhood.

▸ Wellness Corridor. A cluster of medical-oriented businesses have developed around 3rd and 4th Streets. This pattern should be encouraged with concepts that will continue the expansion of these uses.

▸ Westwood School Redevelopment. The eventual closure of the school presents opportunities for redevelopment at a strategic site in the neighborhood and community.

▸ West Gateway. The character of the neighborhood at its west end consists of restaurants and hospitality services. The development is disconnected and sites in the area could be well-positioned for new development.

▸ Access & Mobility. Improving the circulation in and around the neighborhood is critical to improving convenience and stimulating private investment.

▸ Health & Recreation. Neighborhoods typically offer a network of green spaces, parks, and opportunities for recreation. The plan identifies strategies for improving the walkability and bikeability of the neighborhood, and suggests locations for public enjoyment.
Preservation & Development
Pioneer Manor Westwood
Stocktrail Greenway
Stocktrail Neighborhood Study Area
Wellness Corridor
Wellness Extension
2nd Street Development
Crazy Woman Campground
Hospital Campus
2nd Street
Pioneer Manor
2nd Street Development
Westwood Redevelopment
West Gateway
Stocktrail Elementary School
Neighborhood Preservation
2nd Street Development
Wellness Corridor
Neighborhood Preservation
2nd Street
2nd Street Development
Wellness Corridor
Wellness Extension
2nd Street
2nd Street Development
Wellness Corridor
Wellness Extension
2nd Street
2nd Street Development
Wellness Corridor
Wellness Extension
NEIGHBORHOOD DEVELOPMENT & PRESERVATION

Building on the neighborhood’s strengths and complementing them with uses that unify the patterns - land use, transportation, and recreation - will improve the level of services available in this area of the City.

Stocktrail Apartments. The multi-family housing project for the site along Stocktrail Avenue between 3rd and 4th Streets was put on hold because of the decline in the housing market. This project will eventually revive as the housing market recovers, and will appeal to young professionals and staff working in the neighborhood. The design can remain as previously submitted or be adjusted to accommodate a possible linear park along Stocktrail Avenue. Incorporating the greenway will be an amenity that will provide a convenient park at the front door of this important project and connect it to other areas of the neighborhood.

3rd Street Townhouses. The series of mobile homes along 3rd Street between Hunt Avenue and 4-J Road are candidates for redevelopment. The lots could be used for medium-density housing, such as townhouses, duplexes, or bi-attached.

2nd Street Development projects. Several sites along 2nd Street remain vacant and are candidates for development. The City should steer development to these sites, providing incentives for infrastructure. In turn, the new development should be required to conform to a unified landscaping standard along the corridor. Also, proposed parking should be connected with other development projects and have access to both 2nd and 3rd Streets.

Mixed Use. This segment of 6th Street between Stocktrail and Rohan Avenues features a mix of residential homes, offices, and conversions of homes to office. These conversions are encouraged, and can be replaced with new office buildings with parking from the alley and street.

Triangle Lot and Residential Access. The triangle lot at the terminus of the Stocktrail Avenue is an undevelopable lot due to its limited street access. The Realignment and extension of Tyler Avenue to 12th Street allows for the lot to become a developable parcel, while also significantly improving access for nearby residential development.

4th Street Housing. The pocket of housing at the west end of 4th Street is surrounded by offices and services. The concept shows a new parking lot on the north side of the street that effectively becomes a landscaped buffer between housing and office uses.

Office Development. The block at 3rd and Wagensen Avenue was planned for residential development, but the market has not supported its construction. New office buildings that exhibit qualities of housing, such as pitched roofs, brick, modest signage, and landscaped yards will blend the development and residential homes.
Campbell County Memorial Hospital’s (CCMH) mission is to serve the community by providing a lifetime of care with dedication, skill and compassion. Pioneer Manor is a 150-bed long-term care facility that was built in 1965. The condition of the building and rising health care needs warrant replacing the 47-year-old building. A new Pioneer Manor is expected to be constructed off site, creating an opportunity to reuse and replace portions of the existing building.

Elements of the development concept include:

- **East Building.** The development plan retains the east building of Pioneer Manor to become medical offices for CCMH, while the remaining sections of the building will be replaced with green space and parking. The east building will likely be replaced, eventually.

- **New Construction of** multi-family housing and offices. The structures are two to three stories surrounding a common area with connections to Citizens Park. The scale of the project is limited by the amount of parking that can be made available. The mix of office and residential uses allows for constant activity on the site.

- **Common Space, Plaza, and Citizens Park.** The proposed Citizens Park unites the Pioneer Manor redevelopment project to the Senior Center and reconstructed Stocktrail Elementary School. The series of public spaces provides opportunities to be outdoors, exercise, and to interact with people of all ages.

- **Parking.** The parking needs for the current Pioneer Manor are low. Reuse of this site for housing or offices will significantly increase parking demand. The project includes parking beneath the first level and shared parking in the center. Parking demands for office peak during the day, while parking demands for housing peak during the evening.
The Crazy Woman Campground is the only in-town campground in the City of Gillette, and is expected to remain in operation for the foreseeable future. As markets change, the ownership of the property will likely transfer to be redeveloped for commercial use, yet the marketability of the site is challenged because access is limited to only 2nd Street.

Extending 3rd Street through the site to split the property in half improves its development options and allows the property to be developed in phases rather than all at once.

Elements of the development concept include:

- **2nd Street Commercial.** The land north of 3rd Street could redevelop as a commercial project oriented to 2nd Street, and could be split into several bays with parking available from either 2nd or 3rd Streets.

- **3rd Street South Development.** The land south of 3rd Street could redevelop as offices or apartments with surface and underground parking. The surface lot could be shared among the two development projects, allowing flexibility in parking requirements.

- **Wellness Walk and Healing Gardens.** Development of the site must consider pedestrian movements and connections to the hospital and the Stocktrail Greenway. Pocket parks should be designed in locations that allow for meditating and learning.

Permitting the owner to split the property to create two distinct project sites allows phased construction. Expanding the hospital with another addition was explored as part of this study. However, the hospital is planning to build up rather than out, and the parking garage obstructs continued construction to the north.
The 2nd Street Corridor is a major arterial that connects the Stocktrail Neighborhood to Downtown and I-90. The quality of the street, its edges, and the businesses fronting the corridor establishes the image of the community and Stocktrail Neighborhood.

Several lots along the corridor are vacant or could support a more optimal use. The concept identifies access points, probable use type, and test fits for each of the sites. Concepts for development include:

- **Uniform Landscaping.** The 2nd Street corridor should have a unified theme. Lighting, plantings, graphics, and materials should establish a rhythm that connects the Stocktrail to Downtown and beyond.

- **Stocktrail Apartments.** The properties on this block are all owned by a single-owner, who intends to build apartments on the site. The development project should be adapted to include the extension of the Stocktrail greenway. The amenity should be leveraged as a marketing tool for attracting tenants.

- **3rd Street Townhouses.** The series of mobile homes along 3rd Street between Hunt Avenue and 4-J Road are candidates for redevelopment. The lots could be used for medium-density housing, such as townhouses, duplexes, or bi-attached.
The Wellness Extension grows from the 4th Street Wellness Corridor, which is a cluster of medical-oriented services. The property south of the funeral home and walk-in clinic is public right-of-way, owned by the Wyoming Department of Transportation. The amount of public right-of-way is extensive, considering that Burma Avenue will not likely ever be an interchange. Transitioning this land from publicly owned vacant land to productive use adds real estate for more medical-oriented services.

The development of the Wellness Extension is dependent on having the Wyoming Department of Transportation deed the land to the City of Gillette. Components of the concept include:

- **Medical Arts Loop.** Medical Arts Court branches off of 4th Street to provide access to a pharmacy, funeral home, and walk-in clinic. Extending the street to loop on itself opens more land to future development.

- **New Medical Offices.** The area could support a series of small medical office buildings ranging in about 10,000 square feet or a set of larger spaces at about 20,000-30,000 square feet. The buildings could support one to two providers in the 10,000 SF space.

- **Expanded Parking.** Parking becomes significantly competitive surrounding the funeral home during services and visitations. To offset this demand, the plan shows a new parking lot immediately south of the funeral home, which doubles the amount of available parking and relieves the pressure on surrounding businesses.

- **Wagensen 200 Block.** The 200 block of Wagensen Avenue is mostly undeveloped and represents a gap in the development of 4th Street. Offices or service-oriented businesses could be built on the site with shared parking in the middle. Parking should have significant landscaping with landscaped islands and trees. Landscaping along the south side of the block should prevent light trespass from vehicles in the lot.

- **Right-in Right-out.** Access to the offices from Burma Avenue can be possible by providing a right-in right-out only connection.
The Westwood High School will be closed in 2013, at which point it will likely be demolished. Redeveloping the site is challenged by the significant grade difference from 4-J Road and limited access. This study explores possible redevelopment scenarios based on market demands and public comments.

The site's surrounding area has a significant concentration of senior housing, a nearby senior center, and a readily available transit station. All property immediately surrounding the site is residential. Redeveloping the property for duplexes, four-plexes, or apartments would be consistent with the pattern of development. Orienting the housing to seniors would reinforce future investments in the neighborhood to serve the aging population.

The redevelopment of the Westwood School Site includes:

- **Connection to Senior Center.** Establishing a continuous path from the housing project to the front door of the senior center will improve the marketability of attracting seniors.

- **Scenario 1: Apartments** - a three-story apartment building overlooking 4-J Road with underground parking. Higher-density housing, such as multi-story apartments, warrants more parking stalls than medium density housing, such as a four-plex. Maximizing the development yield for the site and accommodating parking needs can be met by providing covered parking on the first level of the building adjacent to the hill. Apartments would stack on top of the parking garage and overlook 4-J Road.

- **Scenario 2: Four-plexes** - six four-plexes with direct access to covered parking and a common courtyard. Providing housing options attracts various target markets among the senior population. The slow occupancy of recent senior apartments indicates that there may not be an immediate demand for a similar project.

- **Common space.** Depending on the scenario, interior or exterior common space should be part of the project’s design.
The West Gateway marks the arrival for travelers from I-90 to Gillette and the Stocktrail Neighborhood. The corner of 2nd Street and Skyline Drive has remained undeveloped and is a prime, 3-acre site for major commercial development. The businesses in this area are exclusively designed for automobiles, despite a sidewalk along 2nd Street.

Elements of the concept include:

- **Commercial Development Site.** The undeveloped corner of 2nd Street and Skyline Drive is a prime location for a future commercial project, particularly with its proximity to Interstate 90. The concept includes a building oriented to both major streets with access off of 2nd Street. The size of the property limits its marketability, making it more appealing for small tenant development rather than a large retail operator. The exposure to traffic makes the site appealing to a restaurant or hotel.

- **3rd Street Extension.** Establishing a continuous 3rd Street from downtown to the west gateway unites the neighborhood and builds an internal network of paths for people to travel. The city should allow area property owners to design and develop the street extension.

- **Shared Parking and Stormwater Management.** Reconfiguring the existing parking lots allows for a greater yield of parking for all businesses, and allows for opportunities to create pockets of drainage areas to manage stormwater on site, rather than pipe the water out of the area. Creating logical connections between the parking areas is the most significant obstacle to extending 3rd Street past Fir Avenue.
ACCESS & MOBILITY

The Stocktrail Neighborhood should be linked by a balanced transportation network that integrates motor vehicles, pedestrians, bicycles, and motorized wheelchairs. An active transportation network (including pedestrian, bicycle, and potentially public transportation) connected to land use and development, both increases mobility and helps create a sustainable and healthy city.

From a development perspective, a system that encourages multi-modal transportation includes (1) infrastructure that connects destinations; (2) elimination of barriers that discourage or obstruct pedestrians and cyclists; and (3) project designs that provide safe and pleasant passage.

Gateway Streets. Skyline Drive, 2nd Street and 4-J Road are “front doors” to visitors and define the image of the neighborhood to investors, businesses, and residents. These streets function beyond being a conduit for traffic to flow; they make a statement about what values are held in the neighborhood. A corridor that has a personality creates an impression on passersby. The corridors need to create a positive and memorable experience for everyone to attract visitors. Clean streets, trees, lighting, appealing business fronts, unified landscaping, community graphics, art, and a strong pedestrian environment help influence the perception of the corridor, and thus the overall perception of the community.

Accommodate active transportation modes. The City should continue to encourage alternative modes of transportation for short-distance trips that do not require auto-mobile travel. Street standards should include reasonable accommodations for non-motorized users. The concept of “complete streets” that serve vehicles, bicycles, and pedestrians in an attractive environment should be integrated. 3rd Street should be designated as a bike route from West Gateway to Downtown.

3rd Street West Extension. Access from 2nd Street to Hampton Inn, Super 8, EconoLodge, Pizza Hut, and Subway is designed exclusively for automobiles. Patrons going from one site to another, such as from a hotel to a restaurant, are committed to entering 2nd Street when they could otherwise have a more direct route. Extending 3rd Street to connect the individual parking lots improves accessibility among the uses and provides an alternative path.

3rd Street Campground Extension. The flow of 3rd Street is interrupted between Burma and Stocktrail Avenue. The lack of accessibility through Crazy Woman Campgrounds limits the site’s marketability for redevelopment. A continuous 3rd Street, running parallel to 2nd Street, creates better access, increases options for redevelopment, and restores the neighborhood’s original block design.

Intersection Improvements at 4-J and 6th Street. Vehicles traveling on 6th Street approach a steep slope at 4-J Road. During inclement weather, motorists traveling down 6th Street can slide through the intersection, while motorists traveling uphill have some difficulty with ice and snow. Redesigning the intersection for softer grades will be a significant project, and require reconstructing portions of both 4-J Road and 6th Street. The reconstruction of this project could coincide with redevelopment efforts on the Westwood High School Site.

Tyler Avenue Realignment. The possible relocation of the bus barn and the school district’s administration office presents an opportunity to improve mobility between patient-services at the hospital and medical-services near 4-J Road. Realigning Tyler Street to run parallel with the interstate and connect into 12th Street provides an additional means for travel. It also improves the access to several residential lots and enables a non-conforming lot, which currently has no street access, to become a developable site.

Medical Arts Court Loop. Medical Arts Court is currently a cul-de-sac that spurs off of 4th Street, and provides access to the funeral home and walk-in clinic. The land between these buildings and I-90 is reserved as public right-of-way for WYDOT, yet the land does not appear to have any foreseeable use. Shifting ownership from WYDOT for private development may be possible, and would allow the street to loop around developable sites.
Transportation Modes

2nd Street

Funded by property owners.
HEALTH & RECREATION

The trees, shrubs and grasses create the invisible fabric that hems the landscape and built environment, establishing a more beautiful and people-friendly neighborhood. Building a network of green infrastructure throughout the neighborhood promotes a sense of place, fosters social interactions and subtly calms the neighborhood. Embracing green infrastructure reinforces the relationship between people, buildings and nature. This plan identifies a series of physical improvements for increasing the health of the neighborhood that can be shared between the public and private sectors, including:

1. **Stocktrail Greenway.** The green space along Stocktrail Avenue from 4th to 6th Streets provides a buffer to a residential alley. The band of green space is unused, and begs to be a linear park with trees, landscaping, irrigation and a meandering path that flows through the space. Spots along the pathway could have fitness stations that are oriented to both adults and children.

   Extending the greenway north to the proposed Stocktrail Apartments would improve the marketability and occupancy of the project, adding desirable and convenient green space. Likewise, extending the greenway to the south into Citizens Park creates a nexus of green in the center of the neighborhood.

2. **Green Alley.** Redeveloping the alley next to the Stocktrail Greenway to “green alley” standards, using techniques such as bio-retention basins and permeable pavers to reduce the rate and quantity of stormwater runoff, will virtually increase the size of the Stocktrail Greenway by an additional 20 feet. The “green alley” concept could be part of the identity of this area, acting as a demonstration of sustainability practices.

3. **Citizens Park.** The Senior Center is a premier destination for seniors in the Gillette community, yet there is little convenient green space adjacent to the facility or nearby senior housing. The park offers views to the north with sloping scenery and hills off in the distance. The proposed Citizens Park binds the Senior Center with the redevelopment of the former Pioneer Manor site, and provides additional green space for the Stocktrail Elementary School, effectively uniting generations in a single space.

4. **2nd Street Underpass.** Crossing the five lanes of 2nd Street as a pedestrian or cyclist can be challenging for seniors and students, even when crossing at Burma Avenue or 4-J Road, which are signalized intersections. Providing a dedicated pathway for non-motorized vehicles to cross 2nd Street is possible by tunneling under the road near Stocktrail Avenue. The drainageway could be widened to allow for an unobstructed path. Dell Range Boulevard in Cheyenne has a similar underpass between Windmill Road and Hilltop Avenue.

5. **Stocktrail Wellness Walk and Healing Gardens.** Restoring the wellness walk near the Hospital and placing intermittent healing gardens offers patients and guests an oasis for meditating while recovering or visiting the hospital. Installing signage along the path could include information about geology, faith, history, and science – subjects that stimulate interest.

6. **3rd Street Complete Street.** The neighborhood lacks dedicated bicycle lanes going east-west. The completion of 3rd Street from downtown to the West Gateway should be built to a “complete street” standard, which includes adequate sidewalks, parking, and bicycle lanes. Figure 3 (page 18) shows a possible street section for the reconstruction of 3rd Street.

7. **Restore Tree Canopy.** A good tree canopy provides aesthetic, economical, and environmental benefits to a neighborhood. It creates attractive streets and an appealing community to future residents and businesses, while slowing the speed of traffic and offering color to a space dominated by gray concrete. The canopy helps manage stormwater runoff, shades homes in the summer and serves as a wind break in the winter.

Through the City Parks Division, residents can request that the city plant a tree within the public right-of-way, typically placed between the sidewalk and curb. Residents must commit to watering and caring for the tree.
Stocktrail Greenway & Green Alley

2nd Street Underpass
RETAIL MARKETS

This section reviews consumer spending data, retail sales, and assumed retail sales based on population for the City of Gillette. Detailed data is unavailable for the Stocktrail Neighborhood because of its limited geographic area.

Consumer spending data in Table 3 compares annual consumer expenditures by product type in each trade area to the national average. National average per capita expenditures are equal to a market index of one, which is the ratio of the Annual Average Household Expenditure (AAHE) in each trade area compared to the AAHE for the United States. Therefore, scores greater than 100 indicate that consumers spend more on a good or service than the rest of the nation. Overall, residents in Gillette score 117. Consumers in Gillette are spending more on goods than the national average.

Total retail sales for the City of Gillette and the Stocktrail Neighborhood’s proportion of overall retail sales are reported in Table 3. The City reports about $602 million in retail sales, while the Stocktrail Neighborhood’s proportion is about 3% of sales, or $15.6 million.

Retail categories are broken down by category in Table 5. The table identifies the gap between consumer demand (expenditures) and retail sales within each retail sector. A positive value results from demand exceeding supply, indicating a leakage of consumer dollars to outside markets. In other words, residents have dollars to spend but they are spending them outside of their respective market area. A negative value results from sales exceeding demand and indicates a flow of regional dollars into the city’s retail market. According to the available data, retail sales exceed demand in nearly all categories, representing a positive trade to the City.

The Stocktrail Neighborhood experiences very little vacancy of retail tenant space, suggesting a healthy market. Yet, the condition and connectivity among the properties along the 2nd Street Corridor limits its development opportunity. Sites, including West Gateway Area and Crazy Woman Campgrounds, have excellent exposure and possible access to be used for infill development.

<table>
<thead>
<tr>
<th>Table 3: Consumer Spending, 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TOTAL SPECIFIED CONSUMER EXPENDITURES (AREA)</strong></td>
</tr>
<tr>
<td>Food at Home</td>
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<tr>
<td>Food Away from Home and Alcohol</td>
</tr>
<tr>
<td>Day Care, Education, and Contributions</td>
</tr>
<tr>
<td>Healthcare</td>
</tr>
<tr>
<td>Household Furnishings and Appliances</td>
</tr>
<tr>
<td>Housing Related and Personal</td>
</tr>
<tr>
<td>Personal Care and Smoking Products</td>
</tr>
<tr>
<td>Pet Services</td>
</tr>
<tr>
<td>Sports &amp; Entertainment</td>
</tr>
<tr>
<td>Transportation &amp; Auto Expenses</td>
</tr>
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<td><strong>Total Apparel</strong></td>
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<thead>
<tr>
<th>Table 4: Total Retail Sales, 2012</th>
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<tbody>
<tr>
<td><strong>Retail Sales</strong></td>
</tr>
<tr>
<td>Neighborhood</td>
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<td>Gillette, outside Neighborhood</td>
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<td><strong>Gillette, in Total</strong></td>
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</table>

<table>
<thead>
<tr>
<th>Table 5: Retail Expenditures and Sale, 2012</th>
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<tbody>
<tr>
<td><strong>Retail Store</strong></td>
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<td>-----------------</td>
</tr>
<tr>
<td>Total Retail Sales</td>
</tr>
<tr>
<td>Motor Vehicle and Parts Dealers</td>
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<tr>
<td>Furniture and Home Furnishings</td>
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<tr>
<td>Electronics and Appliances</td>
</tr>
<tr>
<td>Building Material &amp; Garden Equipment</td>
</tr>
<tr>
<td>Food and Beverage</td>
</tr>
<tr>
<td>Health and Personal Care</td>
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<tr>
<td>Gasoline Stations</td>
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<tr>
<td>Clothing &amp; Clothing Accessories</td>
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<tr>
<td>Sporting Goods, Hobby, Book, Music</td>
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<tr>
<td>General Merchandise</td>
</tr>
<tr>
<td>Miscellaneous Retailers</td>
</tr>
<tr>
<td>Non-Store Retailers</td>
</tr>
<tr>
<td>Food Service and Drinking Places</td>
</tr>
</tbody>
</table>

Source: Claritas, Inc.
IMPLEMENTATION SCENARIOS
This section reviews the major development projects and possible sequences for their implementation. The implementation of the Stocktrail Neighborhood Plan assumes extensive private and public partnerships with the private sector leading implementation. Costs for calculating development derives from RS Mean Estimating Guide.

West Gateway
Developing the West Gateway requires additional study for transportation access and infrastructure. Its development should be initiated by the private market with support from the City. Connecting the individual parcels with the extension of 3rd Street is mutually beneficial to all businesses along the corridor. Cost for the extension would be supported by adjacent property owners, while the city would provide ongoing maintenance. The City could facilitate the extension of the street, coordinating easements and preparing construction design.

Crazy Woman Campgrounds Redevelopment
The Crazy Woman Campgrounds site needs to develop in phases. Subdividing the property into two and granting an easement for 3rd Street would improve the marketability of the southern portion of the site. Subdividing parcels and reconstructing the street would be led by the property owner, while the city would assist in the establishing permanent easements.

The property owner would manage the private sale of the subdivided parcels. The possible yield for development in the presented scenario includes:

- **Housing.** The housing development has about 48 units, adding between 72 to 110 new residents to the area. Each building has about 30,000 SF over three levels. Assuming 1,250 SF per unit, the total yield of housing units is 24. The two buildings combined is 48 units. Population is calculated by assuming 1.5 to 2.3 persons per household. Projected development cost at $170/SF is about $5.1 million, not including site improvements.

- **Office.** The office development has about 45,000 SF over three levels, or 15,000 SF per level. For comparison, the First Interstate Bank Tower has about 7,200 SF per level. Projected development cost at $185/SF to $250/SF is about $8.3 million to $11.3 million, not including site improvements.

- **Commercial Development.** The commercial property has about 6 tenants in individual 4,500 SF bays. Projected development cost at $130/SF is about $3.5 million, not including site improvements.

Westwood School Redevelopment Scenarios
This site is owned by the Campbell County School District. For the site to redevelop as presented in this plan, control of the property is best left with a governmental agency. Redevelopment of the site should consider improvements to the intersection of 4-J Road and 6th Street.

- **Land Swap with County.** The site could be offered to the County in exchange for a site on the property north of the City that the County recently acquired from the State. That site could be used to construct a new Administrative Office building for the School District. The County could redevelop the site for senior housing.

- **City Sale.** The City could acquire the site, and offer the land for development of senior housing through a public/private partnership, provided that the development complied with a pre-approved development concept.

- **Private Sale.** The school district could sell the land with deed restrictions that would limit development to specific types of development uses. A portion of the site should remain undeveloped for the possible reconstruction of the 4-J Road and 6th Street intersection.

- **Intersection Improvements.** Improving the grade and safety of the intersection of 4-J Road and 6th Street should be completed prior to, or in tandem with, improvements to the redevelopment site.

- **School Development.** This site could become the location of the new School Administrative office building.

- **Housing Development.** Depending on the design of the development,
  - **4-Plex Scenario.** Concept produces about 24 units at 1,500 SF each. Projected development cost at $170/SF amounts to a unit cost of about $255,000 or total development of $6.1 million, not including site improvements.
  - **Apartments and Mixed Use Building Scenario.** The apartment development produces about 50 units at 1,200 SF each on two floors built above parking and common space. Each floor has about 21,000 SF. Projected development cost at $170/SF for the two levels of residential space ($3.6 million) and $80/SF for the parking space ($1.7 million) is about $5.3 million, not including site improvements.

  - The housing development has about 48 units, adding between 72 to 110 new residents to the area. Each building has about 30,000 SF over three levels. Assuming 1,250 SF per unit, the total yield of housing units is 24. The two buildings combined yield 48 units. Population is calculated by assuming 1.5 to 2.3 persons per household. Projected development costs at $170/SF is about $5.1 million, not including any site improvements.

Wellness Corridor
The Medical Arts Loop and associated buildings present a significant private/public development project. The City would have to begin with the acquisition of property and establishing agreements with the Walker Funeral Home.

- **Land Purchase from the Department of Transportation.** The right-of-way owned by the Department of Transportation could be purchased by the City to allow for redevelopment.

- **Create Medical Arts Loop Master Plan.** The overall site is about 5.5 acres of land. The project includes a common drive that loops back on itself that would become a public street. The design of the parcels should be laid out to allow developers to assemble spaces for development.

- **Land Swap with Walker Funeral Home.** The existing parking lot of the funeral home could be offered to the City in exchange for property to the south of the building. The funeral home would have a larger, surface lot with the opportunity to have overflow parking in the medical office’s parking spaces.

- **Medical Office Buildings.** The small medical office development has four 11,500 SF units. Projected development cost at $250/SF is about $2.9 million, not including site improvements. Some of the building sites could be combined to create larger building footprints. The facilities will likely be developed by the public.

Tyler Avenue Realignment
Realigning and extending Tyler Avenue around the future elementary school site to connect with 4-J Road should be deferred until the school district has resolved the possible relocation of the bus parking and considered the site plan for the new elementary school.
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