

Approved as to
form only

P. White

Date: *April 6, 2010*

RESOLUTION NO. 5270

ENTITLED: "A RESOLUTION APPROVING THE CHEYENNE DOWNTOWN DEVELOPMENT AUTHORITY'S 2006 MARKET-BASED DOWNTOWN PLAN (PLAN OF DEVELOPMENT) PURSUANT TO WYO. STAT. § 15-9-208."

WHEREAS, in 2005 the Cheyenne Downtown Development Authority (DDA) commissioned a market-based downtown study to formulate recommendations to update the DDA's plan of development within the DDA District; and

WHEREAS, the resulting Cheyenne Downtown Development Authority's 2006 Market-Based Downtown Plan, hereafter referred to as Plan of Development, attached to this Resolution, was prepared but never submitted to the Governing Body of the City of Cheyenne for approval as required by Wyo. Stat. § 15-9-208; and

WHEREAS, the DDA has requested that the Governing Body of the City of Cheyenne approve its Plan of Development; and

WHEREAS, a public notice was published on March 29, 2011 and April 4, 2011 in the Wyoming Tribune-Eagle newspaper, announcing that the Plan of Development would be considered by the City Planning Commission at its April 4, 2011 meeting and that a public hearing on the Plan of Development would be conducted by the Governing Body of the City of Cheyenne at its April 11, 2011 meeting; and

WHEREAS, as required by Wyo. Stat. § 15-9-208, the Plan of Development was reviewed by the City Planning Commission at its April 4, 2011 regular meeting, and the Commission has recommended approval of the updated plan; and

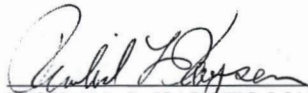
WHEREAS, as required by Wyo. Stat. § 15-9-208, a public hearing to receive public input and comments on the Plan of Development was held before the Governing Body of the City of Cheyenne at its regularly scheduled April 11, 2011; and

WHEREAS, the governing body wishes to take official action on the DDA's updated Plan of Development.

NOW, THEREFORE, BE IT RESOLVED BY THE GOVERNING BODY OF THE CITY OF CHEYENNE, WYOMING, that the Cheyenne Downtown Development Authority's 2006 Market-Based Downtown Plan is hereby approved as the DDA's updated Plan of Development pursuant to provisions of Wyo. Stat. § 15-9-208.

PRESENTED AND ADOPTED this 25th day of April _____, 2011.

(S E A L)


RICHARD L. KAYSEN, MAYOR

ATTEST:


CAROL INTLEKOFER, CITY CLERK



DOWNTOWN DEVELOPMENT AUTHORITY'S
Development Plan
For the
DDA District
In DOWNTOWN CHEYENNE

Development Plan
For the
Downtown Development Authority's District
2011

Prepared for the
Cheyenne Downtown Development Authority
By
Christie DePoorter
Executive Director
Downtown Development Authority

***Cheyenne Downtown Development Authority
2010/2011 Board of Directors***

Bret Jones, President
Harvey Deselms, Vice-President
Mathew Pope, Treasurer
Dick O'Gara, Secretary
Barbara Bonds - Member
Robert Clary - Member
Paul Howard - Member
Sue Miller – Member
Edward Murray – Member
John Sundahl – Member
Dr. Mark Rinne – City Council Appointee
Matt Ashby, City Planner – Ex-officio
Gary Kranse, Laramie County – Ex-officio

***Governing Body - Cheyenne City Council
As of January 2011***

Amber Ash – Ward I

Sean Allen – Ward I

Jimmy Valdez – Ward I

Patrick Collins – Ward II

Dr. Mark Rinne – Ward II
President

Jack Spiker – Ward II

Jim Brown – Ward III
Vice-President

Georgia Adams Broyles – Ward III

Don Pierson – Ward III

Introduction

Cheyenne - Magic City on the Plains!



Cheyenne - Cheyenne has a cultural diversity and variety unlike most communities. By mixing tradition with innovation, the community offers something for everyone to provide a great place to live and work. Cheyenne has a population of 55,314, the county has a population of 88,854, and our trade area has over 130,000.

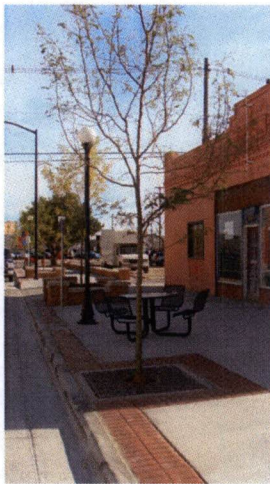
Downtown Cheyenne - Downtown Cheyenne offers a multitude of restaurants, shops, bars, hotels, recreational activities and cultural events. Downtown Cheyenne offers wonderful historic buildings, many of which have been renovated, and a unique sense of place. The largest number of individuals in the area is employed in the downtown core. Downtown Cheyenne offers a wide variety of businesses offering professional and personal services. Specialty retailers and restaurants are also finding success by locating in downtown. Several renovation and development projects are in progress or are planned for downtown Cheyenne. Several buildings are vacant and require significant rehabilitation. A number of downtown locations are available for rent or purchase.

Cultural organizations residing in downtown Cheyenne include the Cheyenne Civic Center, which hosts a theater season, numerous musical productions, and the outstanding performances of the Cheyenne Symphony Orchestra. The Cheyenne Symphony Orchestra performs 5 major concerts per year, and a wide variety of smaller classical performances. The Cheyenne Little Theater Players present plays and melodramas throughout the year in the Atlas Theater in downtown Cheyenne, including the melodrama during Cheyenne Frontier Days™. The Nelson Museum is located at 1714 Carey Avenue in downtown Cheyenne. The Museum building has been totally remodeled and is fully handicapped accessible. A climate controlled 2,500 square foot vault is home to the Museum's collection.

The Cowgirls of the West Museum & Gift Shop was founded in 2002 as one of the only museums in America that is fully dedicated to the history of western women. Cowgirls of the West & Gift Shop is a non-profit museum that is run solely by volunteers. It is located on 17th Street in downtown Cheyenne. The museum is about the contribution that women made to the settlement of the old west and the contributions still being made by women today.

The Cheyenne Depot Museum is housed in the Union Pacific Depot, a National Historic Landmark, in downtown Cheyenne. The museum tells the story about the establishment of Cheyenne during the construction of the Transcontinental Railroad, the operation of the Union Pacific Railroad and the history of the construction of the Union Pacific Depot. The Union Pacific Main Yard resides behind the Cheyenne Depot. The Depot is prominently placed at one end of Capital Avenue, opposite the Wyoming State Capitol; Cheyenne's other National Historic Landmark.

The Downtown Cheyenne Mercantile Association (DCMA) is an autonomous membership organization, which the Cheyenne DDA partially funds, to support the needs and interests of the business community throughout the downtown area. Currently, the DCMA has approximately 45 members and facilitates three annual downtown events.



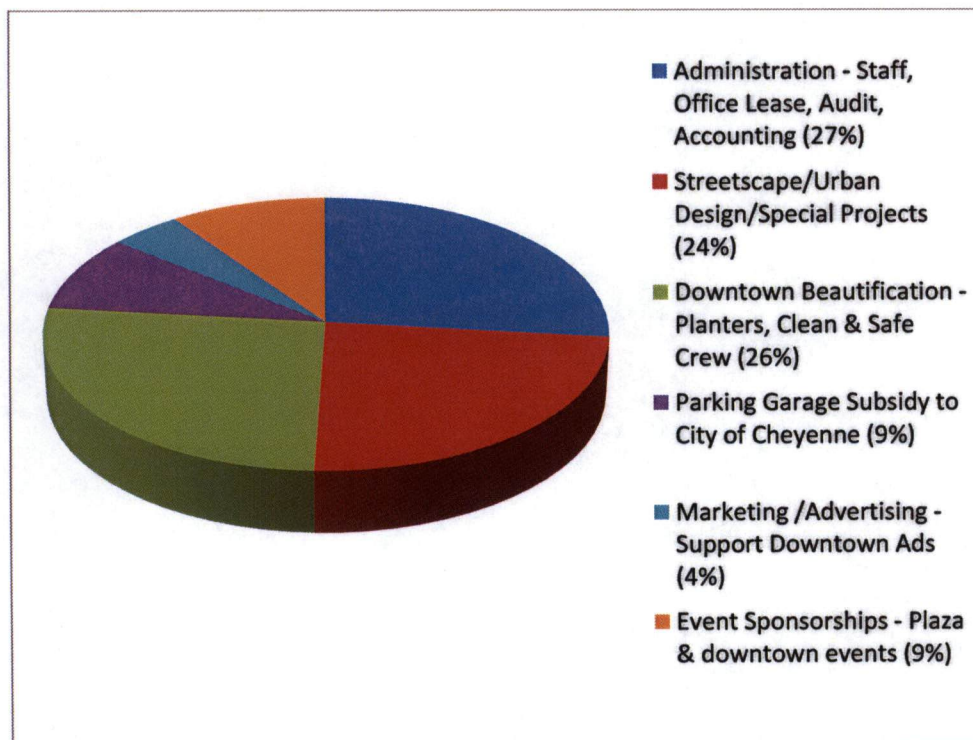
Downtown Cheyenne Events - Events sponsored by downtown organizations keep residents and visitors entertained throughout the year. Yearly festivals include the Hispanic Festival, Peppers on the Plaza (Chili Cook-off), Wyoming Brewers Festival, and the Celtic Musical Arts Festival. Every Friday night, *Fridays on the Plaza* features a free band performing on the Depot Plaza to gatherings of 3,000 or more. Art activities bring dozens of artists to downtown Cheyenne to share their talent in August. Overall, more than 80,000 individuals attend festivals, events, and activities on the Cheyenne Depot Plaza during the summer season.

Cheyenne Downtown Development Authority

The Cheyenne Downtown Development Authority (DDA) was established in 1984 and is a quasi-governmental agency affiliated with the City of Cheyenne. The DDA is comprised of a Board of Directors, appointed by the Mayor of Cheyenne, who is committed to the improvement and revitalization of the downtown area. The mission of the DDA is *“as visionary stewards, we provide enthusiastic leadership for the economic and physical improvement of downtown Cheyenne.”*

A successful mill levy election in 1993 enabled the DDA to collect property taxes on non-residential downtown properties to be used for downtown enhancements. In an effort to have a more significant impact on the future of downtown Cheyenne, the DDA decided in 2000 that they wanted to utilize the “entrepreneurial holding company” model used universally in downtown management, locate in closer proximity to the core area, and hire an experienced downtown manager to further the downtown development agenda. The ultimate goals of this transition were to boost downtown’s profile on the political agenda, encourage investment in downtown, and redefine the DDA’s business recruitment and retention roles.

Today, the DDA offers a wide variety of projects and programs to preserve Cheyenne’s colorful history and to enhance historic Downtown Cheyenne, as the region’s top commercial center with more than \$100 million in recent and proposed public and private investment. There are two main funding sources for the DDA – tax increment financing and a mill levy. The total 2011 budget for the DDA is \$696,000. A breakdown of the DDA FY2011 Budget is as follows:



Tax Increment Financing - Tax Increment Financing is based on sales tax generated within the designated DDA district—the increment of sales tax between the “current” (which is always one year in arrears by nature) fiscal year and the base year sales tax amount (1993). The projected annual TIF is approximately \$500,000 per year.

Property Owner Phone Survey - The Downtown Development Authority commissioned the Wyoming Survey & Analysis Center to conduct a survey of the Downtown Property Owners in early 2010. The purpose of the survey was to seek feedback from individuals owning property in downtown Cheyenne.

Key findings from the phone survey included the following:

- Respondents were asked to rate how the DDA had performed in recent years regarding key programs and services. Event sponsorships were rated *very high*, followed by Downtown Beautification, Clean & Safe, and Capital Improvements as *Very Good* or *Good*.
- Business Recruitment and Retention is considered to be the most important service to offer.
- If voter turnout had been better, the 2009 election for the mill levy would probably have passed.
- The majority of the respondents feel that the downtown “hole” should be redeveloped with a new building.
- Respondents believe that the DDA should continue to exist as an organization.

The DDA has continued to provide significant funding for downtown event sponsorships, and have maintained those programs for Downtown Beautification, Clean & Safe, and the Capital Improvement Program. The Economic Development Committee has been meeting in 2010 to discuss plans for additional business recruitment and retention. In addition, grant resources from the Wyoming Business Council and other organizations are being researched. An update on the “hole” is provided below.

The DDA is governed by a Board of Directors appointed by the Mayor and ratified by City Council. The number of board members is 11 members, allowing for broader representation of downtown property and business owners. This is the maximum allowable by state statute. City Councilman Dr. Mark Rinne is the City Council representative. Matt Ashby, City Planning and Gary Kranse, Laramie County Planning Director are Ex-Officio members.

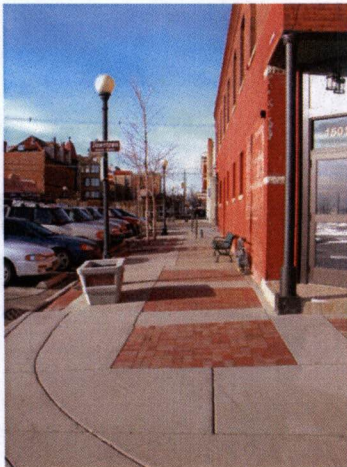
Many DDA activities are initially addressed and administered by various committees with members coming from the Board Of Directors, the City and County, Downtown employees and the Cheyenne community. The role of each committee is reflected in the summary of DDA Programs and Projects below.

DDA Programs and Projects

Economic Development - The DDA often partners with City and State government to assist in developing major projects such as the Union Pacific Depot, Parking Garage, Depot Plaza, skywalk, downtown restrooms, the 15th St. parking lot, and various road and utility projects. The DDA works with the City of Cheyenne to explore possible grant funding for downtown improvements. The DDA is working to attract new development and industry to the downtown district. The DDA communicates with property owners to maintain a list of downtown vacancies to use in recruiting downtown businesses. The new DDA website will allow property owners and realtors to post information about available downtown properties for sale or lease.

Parking - The DDA contributes annually to downtown parking by leasing an entire floor of the parking structure to provide subsidized parking to new users of the parking structure for 1 year. The subsidized parking is an economic development tool used to attract new investors to downtown and for existing downtown businesses and property owners to encourage downtown employees who do not currently use the structure to do so. The parking lot at Warren and 17th Street has helped to alleviate the parking pressure due to the success of many businesses between Central and Warren Avenues. The DDA continues to develop parking strategies for downtown.

Downtown Beautification - The DDA pays a contractor to plant and maintain more than 400 planters in the DDA district. The planter program requires an investment of \$38,000. In addition, the DDA hangs attractive banners from downtown light poles adding vibrancy and a unique visual identity to the district. The DDA spent more than \$20,000 over the past few years to purchase the large holiday lighting displays seen in the Depot Plaza and around the parking structure during the holiday season.



Clean and Safe Crew - The DDA and City each fund a portion of the Clean & Safe program to improve the visual appearance of Downtown. A full-time crew is employed year 'round and with one additional employee for the summer months. The work force is on duty six days a week performing tasks such as picking up trash from the sidewalks, alleys and designated parking lots, maintenance of the parking garage and Depot Square Plaza, keeping the public trash receptacles and furniture clean and free of graffiti, snow removal at intersections and power washing sidewalks. The work force has also been trained in community safety and about local attractions, allowing them to serve as "ambassadors" for the district. The DDA budgeted a total of \$135,000 for the Clean and Safe program in FY 2010. On the City of Cheyenne website, you can **Report a Concern** to the Clean & Safe crew to help them keep downtown clean and attractive.



Property Owner Communications - In an effort to increase communications with our property owners, the DDA has instituted a number of initiatives to achieve this goal. Property owner meetings have been scheduled and numerous mailings have been sent. The staff is also visiting downtown businesses and property owners.

Event Sponsorships - One of the goals of the DDA is to "activate" Downtown Cheyenne and to have area residents reconnect to downtown Cheyenne—to ensure that we provide numerous activities that will drive traffic to our downtown. Fueled by the success of past events, the DDA provides over \$60,000 annually in sponsorship funding to event organizations.



Marketing - The Cheyenne DDA actively markets the downtown area locally, regionally and nationally through its consumer advertising. The DDA promotes local events and holiday promotions through our local and regional advertisements and often partner with other organizations to cooperative advertising in national publications. The DDA participates in joint marketing efforts with Visit Cheyenne, the Greater Cheyenne Chamber of Commerce, City of Cheyenne, and Cheyenne LEADS to promote the positive attributes of Cheyenne to increase our exposure nationally and regionally. The DDA also markets Downtown Cheyenne as a destination for visitors in Cheyenne and Front Range media. The Boots Walker marketing program was recently awarded the *Award of Distinction* from the International Downtown Association.

Downtown Directories & Brochures - Downtown Shopping, Lodging and Dining guide is created each year for distribution throughout the city, region and by request through the DDA office. All retail establishments within the DDA district are listed. We also produce the popular "Downtown Historic Walking Tour" brochure.

Website - The DDA's website is **www.downtowncheyenne.com**. The web site offers information devoted to Visitors, Constituents, and Economic Development. The site includes an interactive Downtown map, pertinent market data for potential developers, event listings, and information about the DDA's programs and services. Members of the community will also find information about DDA Board Meetings, Property Owner meetings, and current issues and DDA projects.

Urban Design - In recent years, the DDA has partnered with local, county, and state government to make streetscape improvements on 15th Street, Lincolnway, Capitol Avenue, Central Avenue, Carey Avenue, the improvements to the South Greeley Highway viaduct and at intersections along Pioneer Avenue. The DDA partners with the City of Cheyenne to replace curbs and sidewalks in downtown. Many of the brick paver bands in the downtown streetscape designs were replaced with stamped concrete to reduce tripping hazards. The DDA pays to subsidize the cost incurred by the City of Cheyenne for this project and will continue to replace the bricks over the next few years.

Capital Improvement Grants and Architectural Assistance - The DDA partners with downtown property and business owners to provide financial assistance for property improvements in the public right-of-way to the outside of buildings. The *Capital Improvement Grant* (CIG) program partially funds enhancements such as streetscape improvements, curb and gutter repair, sidewalk repair, signage, and awnings. In addition, the DDA provides architectural assistance to downtown property owners for the use of an approved architect of up to 8 hours.

Downtown Design Review - The DDA has voluntary Downtown Design Guidelines. Applications for CIG grants are typically limited to projects that comply with the Design Guidelines. The Committee also works with public entities to encourage the usage of Streetscape elements in Downtown projects.

Depot Plaza Improvements - The DDA maintains its commitment to what has become the “living room” of Cheyenne’s Downtown, the Depot Plaza. The DDA has contributed to plaza improvements including sound equipment, picnic tables and the large striped event and performance tents on the plaza. The City of Cheyenne’s new building on the Depot Plaza offers a second stage, sound room, equipment storage, and public restrooms.



DDA Partners

The DDA works with several partners on our revitalization efforts for downtown Cheyenne. Some of these partners include:

City of Cheyenne - The City of Cheyenne provides the tax increment financing to the DDA. A City Planner is an Ex-officio member of the DDA’s Board of Directors. The DDA partners with the City of Cheyenne on the Clean & Safe program, parking programs, downtown planning, and Depot Plaza events. While the City of Cheyenne parking facilities offer improved parking in the parking garage and 17th Street Parking lot, parking remains a barrier to new businesses that need a number of parking spaces for employees and/or for customers.

Downtown Development Foundation - The purpose of the Downtown Development Foundation is to solicit funds from the public, apply for grants and other funding, to provide financing for the improvement of the downtown of Cheyenne, Wyoming, and to do acts causing the improvement of the downtown area of Cheyenne, Wyoming.

Visit Cheyenne – Visit Cheyenne is the official tourism organization for the Cheyenne area. The organization's mission is to promote the Cheyenne area as a travel destination to both leisure and business travelers. Visit Cheyenne partners with the DDA on projects and programs that encourage visitors to come, eat, shop and stay in downtown Cheyenne.

Greater Cheyenne Chamber of Commerce - The mission of the Greater Cheyenne Chamber of Commerce is to make the greater Cheyenne area a more prosperous and quality community by being the voice of business; by advocating and promoting the Cheyenne area as a regional business center and by serving as a leader for community and economic growth.

Cheyenne LEADS - Cheyenne LEADS is a member-supported private non-profit corporation devoted to bringing jobs and economic opportunity to Laramie County. LEADS serves as the Economic Development entity for the City of Cheyenne and for Laramie County, Wyoming. LEADS can assist non-retail businesses in all phases of relocation or expansion in the area.

Cheyenne Depot Museum - The Cheyenne Depot Museum manages the Union Pacific Depot, and is the landlord for the Downtown Development Authority. The Cheyenne Depot Museum works with the City of Cheyenne and Downtown Development Authority on downtown events – both in the Union Pacific Depot lobby and on the Depot Plaza.

South Cheyenne - The South Cheyenne Community Development Association has worked with the citizens of South Cheyenne to beautify, improve, and develop south side Cheyenne. South Cheyenne has attracted many businesses and homes.

Laramie County – Laramie County provides some funding for economic development to the Downtown Development Authority. A Laramie County Planner is an Ex-officio member of the DDA's Board of Directors.

2006 Development Plan for the DDA District

In June of 2006, the DDA commissioned Progressive Urban Management Associates, Inc. (PUMA) and others to prepare a Cheyenne, Wyoming Market-Based Downtown Plan. This plan was “to assess downtown's role in the changing Cheyenne marketplace and create tangible action-oriented improvements to attract new investment.” Several observations were made in this plan:

- Downtown Cheyenne is being rediscovered.
- Downtown's heritage and sense of place are key advantages.
- There are several short-term opportunities for new investment.
- Resident and employee surveys reveal opportunities to tap in-place markets.
- Downtown stakeholders are in alignment on new priorities for the future.

The market-based plan recommended the following niche strategy for downtown:
“Downtown Cheyenne should position itself as a unique, vibrant urban experience that celebrates its western heritage and advances as a New West future. Downtown can accomplish this vision by becoming a central gathering place for the community that is attractive, inviting, fun, and livable.”

The 2006 Downtown Plan recommended a strong economic development approach, including strategies to promote a Dining and Entertainment District, housing and retail development and improve marketing to area residents. Physical improvements to 17th Street and Lincolnway are recommended, along with a review of the design guidelines, zoning revisions and expedited development review to create a positive investment environment.

Focus groups were held to get feedback about downtown from business and property owners. Several downtown positives were identified including the Cheyenne Depot, the Depot Plaza and the events held there, the renovation of the Historic Plains Hotel, the library, the historic architecture, the streetscape, and landscaping, low rents, local independent businesses and the programs and services of the DDA. Several negatives were also identified including parking issues, underutilized buildings (especially the Hynds Building), lack of pedestrian traffic, nighttime bar crowd, buildings needing rehabilitation and repairs, retail turnover and inconsistent information/policies at the City.

The 2006 Plan identified the top six issues facing the Downtown Development Authority as follows:

- 1) Business Attraction and Retention
- 2) Retail Support Programs
- 3) Community Relations & Education
- 4) Marketing & Image Programs
- 5) Special Events
- 6) Streetscape Beautification

Several suggestions or opportunities identified in the 2006 Downtown Plan have been addressed or are in process of being addressed:

1) *Additional parking for 17th Street businesses* – The new 17th Street/Warren Avenue parking lot provides 50 parking spaces for 17th Street businesses and those business in close proximity on adjacent streets. This parking lot has provided much needed parking in this area of the downtown core.

2) *Hynds Building* – The Hynds Building, located at the corner of Lincolnway and Capitol Avenue, has been empty for the past 25 years. Bringing activity back to this building is a long term goal for all individuals concerned with the revitalization of downtown. The LightsOn! Corporation and the Cheyenne Arts Council are working to put in an Arts & Educational Center in the main level of the Hynds Building. The Wyoming Cultural Trust Fund has provided \$49,500 in funding, and the DDA is matching these funds.

3) *Dinneen Project* – The historic building in the Dinneen Project is being renovated for tenant space. Tenants and additional financing are being sought for the development. The DDA is in full support of the Dinneen development and has been willing to provide additional parking resources to help promote the success of this downtown development.

4) *Carey & Pioneer Project* – The 2006 Downtown Plan advocated the opening of Carey between 16th Street and 15th Street. The City of Cheyenne has completed this project in 2010. The DDA provided \$50,000 for streetscape improvements for this project. As part of this project, the City of Cheyenne built a new home for the Cheyenne Gunslingers on 15th Street.

5) *Depot Plaza* – The 2006 Downtown Plan recommended that the City of Cheyenne prepare a gathering place for special events. At the time the plan was written, the Cheyenne Depot Plaza was being built. During the past four years, the special events held on the Cheyenne Depot Plaza have been very successful. An estimated 80,000 individuals attend the cultural festivals, the *Fridays on the Plaza* and other events throughout the event season from May to September. The DDA has invested an average of \$60,000 per year as one of the primary sponsors of these events throughout the past four years.

6) *Discontinue DDA's financial subsidy of the existing municipal parking garage* – While the DDA has not been willing to terminate the subsidy of the parking garage, a new Memorandum of Understanding is being negotiated with the City of Cheyenne. The new agreement will reduce the number of parking spaces currently “rented” by the DDA. The largest share of DDA parking spaces are offered to downtown property owners and business owners who are not current permit customers of the City of Cheyenne. These DDA parking spaces are offered at a discounted rate to encourage owners and employees to park in the garage, leaving on-street parking for downtown patrons.

7) *The “Hole” on Lincolnway between Carey Avenue and Capitol Avenue* – The DDA initiated an effort to erect a fence in front of the hole. The fence was intended to remove the hole from the sight of downtown patrons and visitors and created an arts and history attraction for downtown visitors. Due to liability issues, the fence project was terminated by the DDA. Other solutions for the “hole” project will be researched. Capital Management continues to indicate an interest in building a Marriott at this location, but requires pedestrian access to the parking garage without crossing a major thoroughfare.

8) *Outdoor Dining* – The 2006 Plan recommended that restaurants be encouraged to offer outdoor dining. Suite 1901 offers outdoor dining. Pizza Venti added outdoor dining in 2009, and Mondello's on Central Avenue has renovated to support adding outdoor dining with funding from a DDA's Capital Improvement Grant.

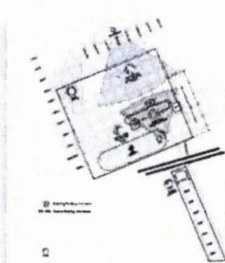
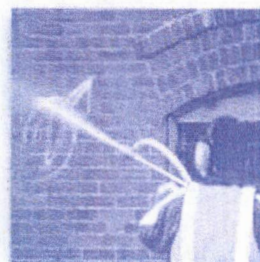
9) *Boots Walker* – The DDA created a fictitious cowboy character who sang a song about downtown Cheyenne and who invited individuals to come to downtown Cheyenne as a patron or as a visitor. This marketing campaign received a recognition reward from International Downtown Agencies. Boots Walker will be used in future DDA marketing campaigns.

Conclusion

The DDA will continue to work from the 2006 Plan and other projects as identified by the governing body, the property and business owners of downtown Cheyenne, and the Board of Directors of the DDA.

The City of Cheyenne's Planning Department submitted a grant request to the State Historic Preservation Office to create a *Downtown Cheyenne Actionable Plan*. This *Actionable Plan* will be incorporating recommendations from the DDA 2006 Plan, as well as, the City of Cheyenne's *Plan Cheyenne* and other plans referring the downtown area. The Downtown Development Authority's Board of Directors voted to support the grant request to the State Historic Preservation Office, and is listed as a partner on this project. The *Downtown Cheyenne Actionable Plan* will be submitted to the Cheyenne City Council when completed.

CHEYENNE, WYOMING MARKET-BASED DOWNTOWN PLAN



**PREPARED FOR THE
CHEYENNE DOWNTOWN DEVELOPMENT AUTHORITY**

**BY
PROGRESSIVE URBAN MANAGEMENT ASSOCIATES, INC.
RAY REAL ESTATE SERVICES, INC.
THE LARAMIE COMPANY
CARL WALKER, INC.
CIVITAS**

June 2006

Cheyenne Market-Based Downtown Plan

Final Draft May 23, 2006

Contents

I.	Executive Summary	1
II.	Market Conditions and Implications	3
	a. Economic Profile and Retail Leakage Analysis	
	b. Stakeholder Perspectives	
	c. Community Attitudes Surveys	
	d. Implications	
III.	Development Districts and Opportunity Sites	9
IV.	Action Plan for Downtown	19
	a. Economic Development	
	b. Physical Improvements and Parking	
	c. Regulatory Adjustments and Incentives	
V.	DDA Business Plan	34
VI.	Sequencing and Responsibility Centers	38

Appendices

1. Economic Profile and Retail Leakage Analysis
2. Stakeholder Roundtable Summaries
3. Survey Results from Downtown Property and Business Owners, Downtown Employees and Cheyenne Residents
4. Retail Strategies from The Laramie Company
5. Parking Management Recommendations from Carl Walker Inc.
6. Urban Design Recommendations from Civitas

*prepared for the
Cheyenne Downtown Development Authority*

by

Progressive Urban Management Associates, Inc.

Ray Real Estate Services

The Laramie Company

Carl Walker, Inc.

Civitas

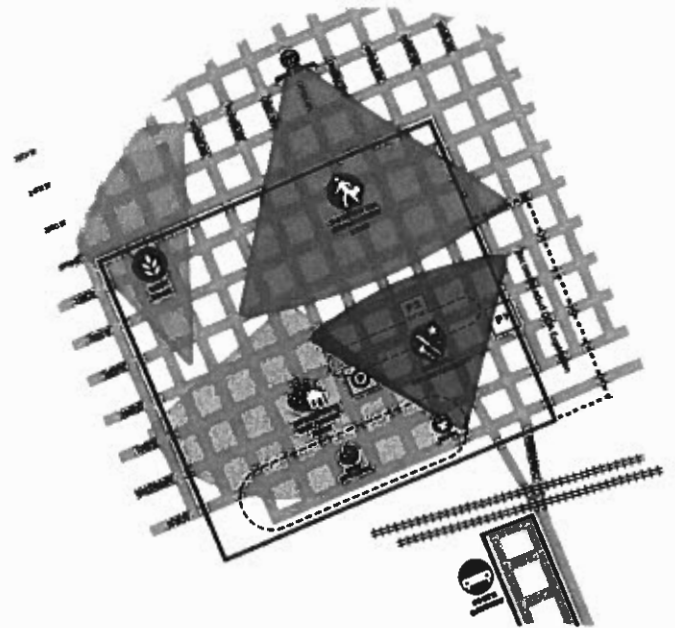
To capitalize on downtown's opportunities, the Market-Based Plan recommends the following niche strategy for downtown:

Downtown Cheyenne should position itself as a unique, vibrant urban experience that celebrates its western heritage and advances its ~~the~~ future. Downtown can accomplish this vision by becoming a central gathering place for the community that is attractive, inviting, fun and livable.

Five logical development districts are identified for downtown, with recommendations for strengthening each district's sense of place, uses and activities and linkages to other districts. These districts include:

- Downtown Employment Zone
- Dining & Entertainment District
- Downtown Live/Work Zone
- West Edge
- South Gateway

The **Action Plan for Downtown** builds upon the market assessment, niche and sub-districts to provide the tools and strategies to guide downtown development over the next five to ten years. The overall implementation game plan is one of "product development" – creating an environment that will nurture a use and activity mix to strengthen the "downtown experience" as a regional destination. Actions are clustered in four categories:



Downtown Development Districts

- **Economic Development**, including strategies to promote a Dining & Entertainment District, housing and retail development, position the DDA as a business and investment support office and improve marketing to in-place markets.
- **Physical Improvements and Parking**, including design improvements to 17th Street, Lincolnway and several public spaces, conversion of one-way to two-way streets and downtown parking strategies that include expanding supply and improving management of parking resources.
- **Regulatory Adjustments** to create an investment environment that is more predictable and expedient, including design guidelines, zoning revisions and expedited development review.
- **DDA Business Plan** that suggests adjustments to organizational structure, staffing and budgets.

II. Market Conditions & Implications

To determine the economic context for downtown Cheyenne, the consultant team undertook a comprehensive market analysis during the fall of 2005 that included an economic profile, retail leakage analysis, surveys of residents, employees and downtown property and business owners, and extensive interviews and forums with downtown stakeholders.

Economic Profile & Retail Leakage Analysis

The economic profile provides a snapshot of current market conditions and recent trends that affect Cheyenne's downtown market. In addition to helping to define the economic context for the Market-Based Downtown Plan, the economic profile can be used by existing and/or new businesses to help guide individual merchandising and growth strategies. Current market information is provided for the following:

- Demographic summary and trends, including population, income, education and racial characteristics;
- Building permit and housing activity;
- Employment and retail sales;
- Traffic counts;
- Overview of public transportation, amenities, attractions and events;
- Crime statistics;
- A downtown retail profile identifying the current store mix by type and size;
- Competitive analysis of the retail environment, evaluating five existing retail destinations;
- Retail leakage analysis to identify dollars that are leaving the community for specific product types.

Highlights from the economic profile reveal the following characteristics about Cheyenne and its downtown:

Cheyenne

- Cheyenne has experienced steady growth through the past 15 years, with a municipal population of 55,362 in 2004. Cheyenne is the established hub of a trade area that includes southeast Wyoming and southwest Nebraska and is populated by more than 100,000 residents.
- Rapid growth along Colorado's Front Range is moving north toward Cheyenne. Colorado's Weld County, adjacent to Cheyenne's Laramie County, is one of the fastest growing counties in the nation. Building permit activity in Cheyenne has steadily increased since the year 2000.
- Cheyenne is a regional attraction for retail spending, evidenced by a "trade pull factor" estimated at 1.41. The "pull factor" suggests that Cheyenne is capturing local spending plus an additional 41% net sales from beyond its borders.

- The retail leakage analysis found evidence of substantial outflows of consumer dollars in several categories, topped by restaurants and also including women's and children's apparel, personal care and pet, hobby and craft stores.

Downtown

- Many of Cheyenne's major employers are located downtown, including the State of Wyoming, federal government, United Medical Centers and the Union Pacific Railroad. Eight of Cheyenne's largest 20 employers with a significant downtown presence account for more than 10,000 jobs in the community.
- Anchored by the state capitol and blessed by a rich history, downtown Cheyenne has several museums, galleries, cultural facilities and special events.
- Downtown, as defined by the Downtown Development Authority boundaries, accounts for more than 8% of retail sales in Laramie County.
- Downtown's existing 400,000 square foot of retail space is the second largest retail center in the region, following the regional mall and "big box" formats concentrated along Dell Range Boulevard.
- Downtown's existing retail strengths include its restaurant, home furnishing and apparel niches.

Stakeholder Perspectives

During the entire process of the Market-Based Downtown Plan, the consultant team conducted a series of interviews and forums with downtown stakeholders. More than 30 property owners, businesses and civic leaders attended roundtable forums that sought impressions and creative input at the beginning of the process in November of 2005. Nearly 80 property and business owners responded to DDA service and satisfaction surveys distributed in early 2006. 191 employees responded to a survey also distributed during the winter of 2006. Stakeholder input was valued as part of the market analysis process to absorb the market knowledge and "savvy" from stakeholders that had been active in the Cheyenne market for many decades.

Roundtable Forums: In November, 2005, six roundtable forums were held to get feedback about downtown from business and property owners. Participants were asked to summarize their thoughts about downtown Cheyenne's strengths and weaknesses, and to identify and prioritize changes they'd like to see in downtown. Each group was asked to vote on the improvements they felt were most important for Downtown.

Downtown Positives	Downtown Negatives
Depot, Plaza and events	Parking: supply and management
Momentum: Plains, Atlas Theater, library	Underutilized buildings (especially Hynds)
Historic architecture, heritage	Lack of pedestrian traffic
Landscaping and streetscaping	Nighttime bar crowd: can be intimidating
Employment center	Buildings in disrepair
Local independent businesses	Retail turnover
DDA	Underutilized: Empties out at 5:00
Low rents	Inconsistent information and policies at City

Desired Downtown Improvements (from Stakeholder roundtables, Nov. 2005)

- Parking Management: Get employees off street; Add parking structure on east side of downtown; Explore shuttle options
- Hynds & Dineen building renovations
- Strengthen 15th and 17th Streets: capitalize on density and unique storefronts
- Encourage more local, independent retail, restaurants and entertainment
- Encourage better pedestrian environment; expand streetscape improvements
- Celebrate cultural and ethnic heritage of Cheyenne
- Improve facades, curb appeal
- Encourage collaborative marketing and promotions, consistent shop hours
- Encourage more residential development
- Build stronger relationship between DDA and DCMA
- Reduce turnover and fill vacant storefronts (esp. on 15th and 17th)
- Consider nighttime walking police patrols

Property & Business Owner Survey: In January of 2006, a service satisfaction and priority survey was mailed to property owners located within the boundaries of the Downtown Development Authority (DDA). 77 property and business owners responded to the survey, including 50% that indicated that they were business owners, 34% property owners and 16% "others". Highlights from the survey included:

- Respondents indicated that downtown has become cleaner, more attractive with improved parking availability over the past five years.
- Most DDA services were rated as "good", with higher ratings for sidewalk beautification and parking availability, somewhat lower ratings for banners/billboards/signage, advocacy and marketing. Overall, the DDA rates a "B-minus" grade, about average for downtown organizations that have been surveyed by the consultant team in other American downtowns.
- For future priorities and services, there was strong agreement that business attraction & retention and retail support should be top priorities. Overall top priorities for future DDA services:

Service Area	% responding "more emphasis"
Business Attraction & Retention	80%
Retail Support Programs	72%
Community Relations & Education	69%
Marketing & Image Programs	65%
Special Events	59%
Streetscape Beautification	51%
Parking Availability	48%
Sidewalk Cleaning	43%
Signage/Wayfinding	42%
Transportation & Access	39%
Public Safety	38%
Shuttle Bus	28%

Employee Survey: In February and March of 2006, a survey was distributed to downtown employees through a variety of major employers. 191 surveys were returned, with the majority from city government employees. Other sectors represented include finance, legal, services and retail. Survey respondents represented a balanced cross-section of gender, age and income that is generally consistent with Cheyenne's overall demographics. Highlights from the survey include:

- Employee usage rates of downtown are relatively low. During the workday, 39% of respondents shop, dine or spend money downtown once each week or more, while an additional 41% shop, dine or spend money less than once a month or never.
- Food and beverages are the top purchases downtown – 75% frequent restaurants with table service and 71% frequent fast food. The next items purchased downtown are gifts (27%), music and books (20%) and clothing and accessories (20%).
- Non-work return visitation to downtown is very low. Dining is the top return attraction capturing 50% of respondents once a month or more. Other non-work visits reported once a month or more include movies (27%), entertainment (26%), shopping (24%), Farmer's Market (24%) and cultural events (14%).
- 77% of respondents indicated that restaurants are the top improvement that might encourage more frequent visitation. Other top improvements included special events (70%), better information on what exists (69%), live entertainment (68%) and unique, one-of-a-kind shops (67%). Notably, only 49% of respondents indicated that more arts and cultural venues would encourage additional visitation.
- 19% of employee respondents indicated that they would be interested in living downtown. Of these respondents, 57% would prefer a loft-style condo and 34% prefer a single family home.
- 96% of respondents indicated that they never use the downtown shuttle service and 73% are unlikely to ever use it.

Community Attitudes Survey

As part of the Cheyenne Market-Based Plan, a direct mail survey was distributed to 2,000 Cheyenne households as an insert in the February and March municipal utility bills. Surveys were widely distributed to households throughout the City in random billing routes. 386 surveys were returned, representing a return rate of 19.2%.

The community attitudes survey focused on downtown. It sought to determine current downtown use patterns by Cheyenne residents, plus identify improvements that would increase future visitation to downtown. Similar to the economic profile, the community attitudes survey is both an important economic analysis component of the Market-Based Plan and a useful tool that can help guide merchandising and growth decisions by existing and/or new businesses.

Highlights from the survey results include:

- Downtown is relevant and familiar to the respondents of the community attitudes survey. 60% visit downtown twice a month or more.
- Top downtown attractions are restaurants (60%), government offices (56%), personal business (53%) and the Farmer's Market (50%). Our experience finds that the visitation rate for the Farmer's Market is unusually high.
- Top reasons for avoiding downtown are the lack of diverse retail (47%), limited parking (44%) and a lack of restaurant options (30%). Downtown is perceived as safe, with only 6% citing safety as a disincentive to visiting.
- The Frontier Mall/Dell Range corridor dominates Cheyenne shopping, visited at least monthly by 95% of respondents. Fort Collins is a notable business district destination (29%) and 33% of respondents shop on the Internet or catalogues.
- Top improvements that would encourage downtown visitation include more restaurants, both brand name and local independent retail, special events and better information on what exists. Several hundred open response suggestions for improving downtown were provided by survey respondents.
- Better information on what exists is the top improvement for encouraging visitation among respondents who work downtown (93%) and those in the 25 to 34 age group (100%).
- Top improvements for encouraging visitation among the 25 to 49 age group are more/different restaurants, better information on what exists and special events. Younger respondents (i.e. under 49) are also more predisposed to visiting downtown than older respondents (i.e. over 69).

Implications from the Market Assessment

Findings from the economic profile, retail leakage analysis, stakeholder interviews and surveys from Cheyenne residents, downtown employees and property owners, reveal the following implications:

- **Downtown Cheyenne is being rediscovered.** Cheyenne is benefiting from more than a decade of slow and steady growth, plus growth from the south is placing Cheyenne on the Front Range investment map. Downtown is on the cusp of being discovered by local and out-of-state investors that are seeking alternatives from historic business districts that are becoming over-specified, such as Fort Collins or Greeley.
- **Downtown's heritage and sense of place are key advantages.** Investors are intrigued by downtown's history and strong sense of place. Downtown Cheyenne has a remarkable collection of historic buildings. Newcomers are surprised by the depth of the town's heritage and that Cheyenne emerged as a regional center for trade and commerce well before Denver.
- **There are several short-term opportunities for new investment.** Most of downtown's historic buildings and development sites are relatively small in scale, inviting entrepreneurial and boutique investors to pioneer mixed-use concepts that include housing, live/work and creative light industrial.
- **Resident and employee surveys reveal opportunities to tap in-place markets:** To the nearly 600 persons who responded to resident and employee surveys, downtown appears to be an under-utilized civic asset. Visitation frequencies among residents are modest and relatively low among employees. However, these in-place markets share priorities for improving downtown, including adding restaurants, interesting retail, special events and entertainment. The survey responses also suggested that some DDA activities are extremely popular (i.e. Farmer's Market) while others are not (i.e. free shuttle). Improving ways to inform these in-place markets on existing businesses, services and events could also generate increased visitation and spending.
- **Downtown stakeholders agree on new priorities for the future.** Roundtable discussions and surveys among property and business owners find agreement on future downtown services. Business development is viewed as a priority to help attract new and unique enterprises that can advance downtown's profile beyond a one dimensional business and government center to also include dining, entertainment and living.
- **The City and DDA are open to new approaches.** Downtown is fortunate in that both the DDA and the City of Cheyenne are receptive to new service delivery methods, incentives and policies.

III. Development Districts & Opportunity Sites

The preceding evaluation of market conditions concluded that most of the raw materials for the revitalization of Downtown Cheyenne are in place. Downtown is blessed by a strong employment base, exceptional historic building stock and a strong sense of place, a core group of successful unique retailers and restaurants, cultural facilities and special events. The resulting recommended niche strategy for downtown can be summarized as:

Downtown Cheyenne should position itself as a unique, vibrant urban experience that celebrates its western heritage and advances its ~~Nw~~ West future.
Downtown can accomplish this vision by becoming a central gathering place for the community that is attractive, inviting, fun and livable.

There are several key phrases within this strategy that differentiate downtown:

- ***Unique:*** Downtown will offer unique one-of-a-kind attractions, ranging from its myriad of arts and cultural venues to shops and restaurants that are primarily locally-owned, independent and distinctive to Cheyenne.
- ***Vibrant Urban Experience:*** Downtown is a collection of activities that together create a multi-dimensional “vibrant urban experience” – a place to walk, see and participate in a variety of activities.
- ***Celebrates its Western Heritage:*** Downtown should embrace its roots as a cosmopolitan trade center of the west. First and foremost downtown should focus on the preservation and re-use of its historic buildings. There are also ways to creatively embrace a variety of downtown’s assets, from the active rail yard to the persistent prairie breezes.
- ***Advances its New West Future:*** Downtown is ready to become a mixed-use multi-dimensional urban center that is a regional hub for business, government, culture, entertainment and living. A vital downtown business district will enhance Cheyenne’s regional economic development efforts, providing a critical quality of life amenity that is key to attracting a diverse and skilled workforce. The DDA’s investor marketing message “the Next West” embodies this future potential for downtown.
- ***Central Gathering Place:*** Depot Square provides a central gathering space or “town square” for Cheyenne. Downtown must continue to enhance its public realm and expand upon the Depot Square space to create dining, entertainment and other amenities that are readily identifiable and inviting to the community.
- ***Attractive, Inviting, Fun and Livable:*** These words are the guiding principles for improving downtown Cheyenne over the next five to ten years. In order for downtown to capitalize on its core niche strategy as a unique, vibrant urban experience, new public and private investment should be channeled to help make it more attractive, inviting, fun and livable.

Downtown Development Districts

Downtown includes a large geographic area, broadly defined for the purposes of this Plan beyond the boundaries of the Downtown Development Authority from the State Capitol and 25th Street to the north, Snyder Avenue to the west, the downtown gateway business district south of the Union Pacific rail yard to the south and Evans Avenue to the east. This area encompasses more than 120 square blocks and a variety of uses.

Downtown development districts are recommended to help guide the methodical and sequential clustering of downtown uses. In order to be successful, many complementary uses require a “critical mass” of activity to convey a sense of place and provide a suitable destination to attract patrons.

For downtown Cheyenne, we are recommending five logical development districts, including: (1) Downtown Employment Zone, (2) Dining/Entertainment District, (3) Downtown Live/Work Zone, (4) West Edge and (5) South Gateway. Development strategies for each of the districts are provided in the following pages and a map illustrating the physical layout of the districts is provided on page 18.

Overall Downtown Development Framework: The proposed downtown development districts are intended to contribute to and create an overall physical framework that is founded on the following principles:

- **Build on inherent strengths:** Downtown’s history, distinctive scale, cultural infrastructure and State Capitol campus enhance its overall ability to deliver a unique urban experience. We aim to build upon existing strengths as opposed to creating a manufactured theme.
- **Capitalize on “anchors” and connect attractions:** Downtown’s anchor attractions include the State Capitol, Depot Square, shops and restaurants, government offices, personal services and special events, such as the Farmer’s Market. The development strategy aims to capitalize on the activity generated by these anchors and to connect them to attractions in between.
- **Make downtown functional and easy to use:** The development strategy recognizes the physical and psychological constraints of downtown development – downtown must be a manageable scale and easy to use. Development districts will aim to take advantage of existing infrastructure -- particularly parking – and suggest additional public improvements that will make downtown more attractive and inviting.
- **Respect the scale and expectations of the marketplace:** Development districts are tailored to meet reasonable expectations of the Cheyenne marketplace. Downtown can become more vital, but change will occur in an incremental and methodical pattern – not an overnight transformation.

1. DOWNTOWN EMPLOYMENT ZONE

Location: The Employment Zone encompasses most of downtown north of 18th Street to the State Capitol at 25th Street, west to Bent Avenue and east to House Avenue.

Role and Relation to the Niche Strategy: The Employment Zone provides the primary job base that is central to the long-term stability of downtown.

Sense of Place: The Employment District provides the opportunity to cultivate a pedestrian-oriented work environment that is unique to Cheyenne. Businesses located in the Employment District are within walking distance of a variety of key amenities, including:

- The retail, dining, arts and entertainment experience of the proposed 17th Street Dining & Entertainment District.
- Downtown anchors, including the State Capitol, city/county/federal government complexes, financial institutions and legal offices, and the United Medical Center.
- Residential living options in the historic neighborhoods located to the east and north.

Suggested Uses and Activities: There are several business types that can thrive in the downtown Employment Zone including:

- Primary office employment, including large (more than 25 employees) businesses.
- Support businesses for downtown's anchors, including government related support to the north and health services to the east.
- Professional office and personal service businesses that currently comprise much of downtown's employment base.
- Entrepreneurs that choose to locate their business downtown for the unique environment and lifestyle that the area affords.

Linkages to Other Districts:

- Area of primary and secondary employment providing a stabilizing job base for downtown.
- Support services and businesses for downtown's key government and health anchors.
- Daytime market to support retail, dining and entertainment uses proposed for the Dining and Entertainment District.

2. DINING & ENTERTAINMENT DISTRICT

Location: Centered along 17th Street initially from Pioneer Avenue to the west and Warren Avenue to the east, connecting to the Cheyenne Depot Square plaza to the south.

Role and Relation to the Niche Strategy: The Dining & Entertainment District is the heart of the “downtown experience”. Our goal is to create a four-block stretch of shopping, dining, arts and entertainment. If the heart is strong, the rest of downtown will function well.

Sense of Place: The Dining & Entertainment District provides historic architecture and a sense of scale that is ideal for Cheyenne’s pedestrian experience. Policies in this area should concentrate incentives for the restoration of facades, illumination of traditional signs and attraction of businesses that make downtown a unique not-to-be-missed attraction. We want “transparency” along the street – storefronts with inviting windows and visible displays, opportunities for sidewalk cafes and public art that brings whimsy and fun to downtown. Upper floors of buildings are ideal for office and residential loft uses. The Dining & Entertainment District, which includes Cheyenne Depot Square plaza should be the primary venue hosting periodic special events and festivals.

The sum of the parts within the Dining & Entertainment District can be a memorable experience to draw tourism and other visitors. In the short term, the draw of the area could be enhanced by completing the connection to the historic Union Pacific roundhouse facility, a significant historic attraction that would elevate the existing Depot and museum to become a true regional visitor destination.

Suggested Uses and Activities: 17th Street and the Dining & Entertainment District is our initial focus for downtown shopping, dining, arts and entertainment:

- **Retail:** Adjusted for Cheyenne’s significant regional “pull factor” our leakage analysis finds a genuine gap for several product niches. A variety of retail concepts are suggested, including apparel and accessories (women, children – all types), home furnishings and personal care. The only prerequisite is that retail be local, independent and unique, offering a high level of quality and customer service.
Suggested prototypes: Ben Appetit, Wyoming Home, City News, Just Dandy
- **Restaurants** are a natural for 17th Avenue and the Dining & Entertainment District, particularly with traffic already generated by downtown employers, cultural attractions and seasonal tourists. Seasonal outdoor dining and street cafes should be encouraged to promote activity on the street. A variety of restaurant concepts were supported by the community attitude survey, ranging from an Olive Garden Italian restaurant to a variety of “ethnic” concepts, including Mexican, Thai and Indian. The Laramie Company, retail advisor to the Market-Based Downtown Plan, suggests that “quick-service-restaurants” such as Chipotle or Noodles & Co. might be strong prospects for downtown. New restaurants should provide a quality dining experience in a sophisticated environment, while offering value to consumers.
Suggested prototypes: Pizzeria Venti, Snake River Pub & Grill, Capitol Grill
- **Entertainment**, including live music and dancing, with dining is also recommended; however, “good neighbor” policies should be adopted to ensure that new

entertainment uses will be compatible with future residential uses in upper floors and adjoining districts.

Development Challenges and Opportunity Sites: The most significant development challenge for the Dining & Entertainment District is to recruit tenant prospects and guide the restoration of a variety of small buildings with a diverse, entrepreneurial and independent ownership profile. There is no central site and few large ownership assemblages to advance development. Promoting development in this environment will require a repositioning of services offered by the Downtown Development Authority and the City of Cheyenne. These agencies will need to work cooperatively to create an environment to attract and incent new investment.

State and local liquor license policies constrain development within the Dining & Entertainment District. The Wyoming legislature recently created a bar and grill liquor license classification for establishments with a minimum of 60% food sales. This license class augments the existing liquor category for up to 100% liquor sales. Currently (Spring 2006), there is one liquor license and five new bar and grill licenses available for the entire city. Additional licenses will need to be secured to encourage dining and entertainment uses within downtown.

A key challenge to creating a Dining & Entertainment District identity is overcoming Lincolnway as a real and perceived barrier between Cheyenne Depot Square and 17th Street. Currently, the wide busy street and lack of inviting design elements discourages pedestrian movement between these two destinations. Several urban design concepts to narrow this gap are offered in the physical enhancement section of this plan.

As the district is energized, parking will become a more significant issue and a potential development constraint, particularly at the eastern end. A parking management plan should be developed to address on-street parking, including rigid enforcement of 2-hour zones as the area develops. The Dining & Entertainment District's employee and long term parking challenges will be addressed by the expansion of parking supply to the east and north.

Opportunity Sites: Corner buildings are particularly important to the development of the Dining & Entertainment District and establishing a visual connection from Cheyenne Depot Square to 17th Street. Key corners range from Carey to Warren Streets along both 17th Street and Lincolnway. Corner buildings benefit from high visibility and traffic counts, ideal for high visibility restaurants and retail, and creating a catalyst for encouraging mid-block investment (including the "quick-service-restaurant" niche).

Linkages to Other Districts:

- Become an interesting destination and attraction to capture patrons from the downtown "anchors" found in the Employment District to the north.
- Become an active retail, dining, arts and entertainment center, creating a value-added amenity to enhance the market for residential development throughout downtown and attract new businesses and office tenants in the Employment District.
- Share parking resources with the Employment District – daytime parking reservoir for employees, nighttime supply for consumers.

3. DOWNTOWN LIVE/WORK ZONE

Location: The Downtown Live/Work Zone is centered along the 15th Street corridor from the Depot east to Bent Avenue, and north in this general area to 18th Street.

Role and Relation to the Niche Strategy: The Downtown Live/Work Zone is the one area of downtown Cheyenne that has the most potential to fit the “livable” qualities of the niche strategy. We envision the evolution of a mixed-use neighborhood targeted to young professionals in the 25 to 49 age demographic plus empty nesters looking for a more walkable, urban lifestyle.

Sense of Place: The Downtown Live/Work Zone vision is for the feel of an urban neighborhood. We envision mixed-use buildings of two to five stories with ground level service retail at key locations. Buildings would be constructed at the street with parking below and/or behind. Ground floor retail should be encouraged intermittently to serve new residents and keep the street experience interesting, but there should be care to not dilute or cannibalize active retail uses that could better fit in the Dining & Entertainment District. Lincolnway needs to be interesting and inviting as the key entryway into downtown from the west – the “billboard” for both the live/work and dining & entertainment zones.

Within the Downtown Live/Work Zone, the “15th Street Arts Corridor” offers an opportunity to create an environment for the arts and crafts. The historic building stock, proximity to the rail yard and wide alley invite creative pursuits – we envision options for living in second floor space above active studios. Other uses that could complement this area include creative pursuits such as graphic arts, advertising and marketing, architecture, dance and recording studios.

To spread energy from the 15th Street Arts Corridor to the north and enhance the visual appeal and pedestrian compatibility of the Live/Work Zone, we suggest that the conversion of one-way streets to two-way with angle parking be explored on Pioneer and Carey Avenues, particularly south of 19th Street. The Old Town Mall at the southern end of Carey Avenue should be removed and replaced with a narrow street and angle parking. The new street segment could be designed to accommodate occasional closures for special events and festivals. Removal of the Mall will create stronger connections within the Live/Work Zone plus help the marketability of buildings along Carey.

Suggested Uses and Activities: The uses within the Downtown Live/Work Zone would include:

- Housing, including two to five story mixed-use, flats, live/work and loft-style units, with ground floor retail and dining at strategic and limited locations.
- Conversion of existing upper floor space to residential uses.
- Bed and breakfast inn(s)

Development Challenges and Opportunity Sites: The Downtown Live/Work Zone creates an exciting opportunity for new investment in downtown. Given the area’s existing attributes, including proximity to downtown employment, and existing and potential restaurants and entertainment, we suspect that there is market demand for a mixed-use housing product that can be immediately realized.

Challenges include assembling development sites, attracting appropriate and innovative development models and investors, creating design standards for a development type that will be new to Cheyenne and ensuring that the regulatory system is prepared to encourage new mixed-use development.

Opportunity Sites: Several buildings are suitable for conversion to residential and/or live/work space, including:

- Dinneen site bounded by Lincolnway, 18th Street, Pioneer and Thomas Avenues
- All properties along the 15th Street Arts Corridor
- Steam plant site at 17th Street and Snyder Avenue
- Wortham Machinery building at 17th Street and O'Neill Avenue
- Idleman Hotel at Lincolnway and Carey Avenue
- I.L. Davis building, which currently houses the Frontier Correctional Center, at 17th Street and Pioneer Avenue

Linkages to Other Districts:

- The Downtown Live/Work Zone has the potential to create a 24-hour year-round population base that helps to support downtown retail, dining and entertainment. It is the area that could appeal to Cheyenne's 25 to 49 age demographic – a market critical to Cheyenne's continued overall economic prosperity.

4. WEST EDGE



Location: The historic agricultural storage and warehouse area located in the western part of the central business district, bounded roughly by 19th Street to the south, Bent Avenue to the east, Snyder Avenue to the west and beyond 24th Street to the north.

Role and Relation to the Niche Strategy: The West Edge embodies the agricultural heritage of Cheyenne. The district's collection of agricultural businesses and brick warehouses provide visible and enduring landmarks and icons for downtown. Bisected by an active railroad, it is a different part of the downtown experience, more adventurous and "edgy" than the rest of the central business district.

Sense of Place: While agricultural stores and warehouses may be common in communities throughout the mid-west, it is rare to find such a large assemblage of these structures along the Front Range. We suggest that this area retain much of the "grittiness" that makes it a unique area – including railroad tracks, rough or non-existent sidewalks – a living museum, of sorts. New signage and environmental improvements should be subtle and not overshadow the authenticity of the area.

Suggested Uses and Activities: We recommend that the West Edge become downtown's area for innovation and creativity. We see a myriad of use types, including the retention of existing warehousing and manufacturing functions, plus many new creative use types including:

- Artist studios and lofts;
- "Creative light industrial" that supports crafts and customized fabrication;
- Live/work environments.

The West Edge, with lower real estate costs, could become an "incubator" for business concepts that later expand and/or move to the more mainstream Dining & Entertainment District.

Development Challenges and Opportunity Sites: To preserve many of the significant agricultural and warehouse structures in the West Edge, incentives should be developed to encourage property owners to stabilize and improve historic properties, including the restoration of original facades and historic painted business signs. Zoning in the area should be amended to allow a multitude of uses, ranging from existing manufacturing to live/work residential.

Linkages to Other Districts:

- West Edge becomes an incubator for unique retail and other business concepts that could later expand and/or relocate to the Dining & Entertainment District.
- West Edge becomes a visual icon and backdrop for downtown.

5. SOUTH GATEWAY

Location: South of the Union Pacific rail yard, the South Gateway is bounded by 3rd Street to the south, Central Avenue to the east, Carey Avenue to the west and 11th Street to the north.

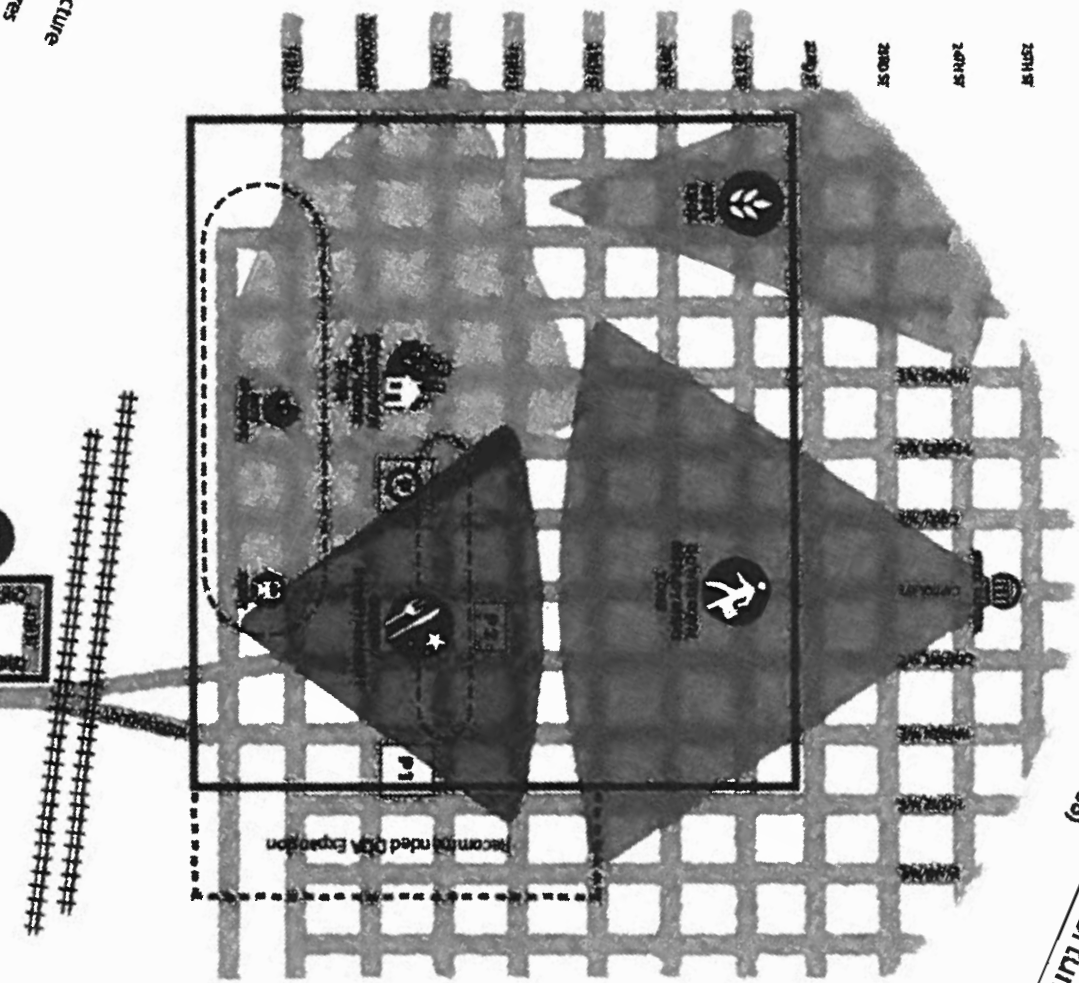
Role and Relation to the Niche Strategy: Separated from downtown by the rail yard, the South Gateway has struggled in defining its connection and relationship to the core of downtown. This area has a distinctly different physical character and tends to serve as a neighborhood business district for residents in the southern section of Cheyenne. Despite its geographic separation from the core of downtown, property and business owners in this area indicated satisfaction with Downtown Development Authority services and evidenced a desire to remain connected to the remainder of the central business district.

The South Gateway remains as a critical entry into downtown, positioned strategically at the southern entry along U.S. Highway 85 and Interstate 80.

Sense of Place: The South Gateway suffers from a split personality – part neighborhood business district, part downtown. Recent efforts have aimed to create an urban design framework for the area, including plans by the Southside Community Association and the Metropolitan Planning Organization's I-180 redesign plan. As a follow-up to the Downtown Market-Based Plan, an urban design assessment of this area should be conducted to build upon these efforts and to fully understand its potential to physically embody its dual neighborhood and downtown roles.

Development Challenges & Opportunities: The South Gateway affords many redevelopment opportunities and has several positive attributes including high visibility and traffic counts, low real estate costs and proximity to Crow Creek. The community development corporation proposed as part of the Downtown Development Authority's new business plan could become an active civic partner to help advance development opportunities in this area.

Downtown Cheyenne Development Districts and Opportunities (Prepared by Progressive Urban Management Associates, May 2006)



Existing Parking Structure
Future Parking Structure

IV. Action Plan for Downtown

The preceding sections of the Market-Based Downtown Plan provide a comprehensive competitive analysis and niche and development strategies. The competitive analysis concluded that a viable niche strategy is to create a more distinctive and vibrant downtown experience that celebrates its western heritage. The resulting recommended niche strategy aims to differentiate downtown as:

- A collection of activities that together create a multi-dimensional experience;
- A destination that offers unique one-of-a-kind attractions;
- Build upon its existing relevance and positive identity to Cheyenne residents;
- A place with both “the steak and the sizzle”, providing products, services and entertainment that are well matched to the Cheyenne marketplace.

To fulfill the niche strategy for downtown, five different downtown development districts were identified, including:

- Dining and Entertainment District: Heart of the downtown “experience”
- Employment Zone: Primary job base to stabilize downtown
- Downtown Live/Work Zone: A new urban neighborhood within downtown
- West Edge: Adventurous and “edgy” link to Cheyenne’s agricultural past
- South Gateway: Southern entryway for most downtown visitors

For each downtown development district, strategies are provided to reinforce each area’s sense of place, guide suggested uses and activities, overcome development challenges, capitalize on opportunity sites and link to other districts.

The Action Plan for Downtown: Given the preceding conclusions from the market-based plan, the Action Plan provides the tools and strategies to guide downtown development over the next five to ten years.

The overall implementation strategy is one of **product development** – creating an environment that will nurture a use and activity mix to strengthen the “downtown experience” as a regional destination. We are suggesting that all agencies involved in downtown improvement efforts join in a concerted community effort to attract new businesses. Within the next three to five years the implementation game plan is designed to:

- Attract six to eight new full and/or quick-service restaurants;
- Attract six to eight new unique retailers that build on the ingredients to success identified within several existing destination businesses;
- Retain downtown’s primary employers and recruit at least one new major primary employer (more than 25 jobs) each year;
- Encourage the development of dozens of new housing units;
- Expand marketing efforts and special events to increase visitation primarily by in-place markets, including downtown employees and Cheyenne residents.

A variety of tools are recommended to help steer development in downtown Cheyenne. These tools are clustered in the following categories:

- Economic development
- Physical improvements & parking
- Regulatory adjustments & incentives

Recommended program priorities, responsible agencies, estimated costs and a sequencing timetable are provided in the final section on pages 38 to 40.

ECONOMIC DEVELOPMENT

ED1: Downtown Dining & Entertainment District: To encourage investment in dining and entertainment type uses in downtown Cheyenne, the following actions are proposed:

A. Designate 17th Street and Depot Square as the Center of Cheyenne's Dining & Entertainment District: A triangular area roughly encompassing 17th Street bounded by Pioneer Street to the west and Warren Avenue to the east and then south from both points to Cheyenne Depot Square and including Lincolnway should be formally designated as Cheyenne's "Dining and Entertainment District". The district designation would allow property owners and businesses to tap a variety of incentives designed to help attract and support dining and entertainment uses. The proposed incentives follow.

B. Streetscape Enhancements: Additional streetscape and public art enhancements are proposed in the Depot Square area and along 17th Street to make the area more whimsical, fun, interesting and inviting to pedestrians. See "Physical Improvements" and the Civitas urban design recommendations.

C. Outdoor Dining/Sidewalk Cafes: Within the Dining and Entertainment district, seasonal outdoor dining and sidewalk cafes will be encouraged. Existing sidewalk depths are adequate to support outdoor tables and seating.

D. Expand the Wi-Fi "Hot Zone": A free wi-fi zone is currently available at Cheyenne Depot Square. The DDA should explore expanding wi-fi wireless internet technology to serve the entire downtown business district. This technology is becoming more common and cost-efficient in downtown business districts. For example, Boulder recently installed a downtown wi-fi system that is powered almost entirely by solar energy. A district-wide wireless network would enhance downtown's attractiveness for business, living, dining and entertainment. Plus, new wi-fi technology can offer benefits to the City's communications systems, providing benefits to police, fire and other essential services.

E. Liquor Licensing Reform: Cheyenne must continue to press for state reforms to liquor licensing laws. In the past year, the Wyoming legislature created a bar and

grill liquor license classification for establishments with a minimum of 60% food sales. This license class augments the existing liquor category for up to 100% liquor sales. Currently (Spring 2006), there is one liquor license and five new bar and grill licenses available for the entire city. Additional licenses will need to be secured to encourage dining and entertainment uses within downtown. Perhaps Cheyenne can explore, with other Wyoming communities, reforms to liquor license restrictions within designated “dining & entertainment” districts.

F. Good Neighbor Policy: To pro-actively reduce potential conflicts between entertainment and residential uses, Cheyenne should create a “Good Neighbor Policy” that establishes expected standards of operation and a dispute resolution process. Good Neighbor Policies have been adopted in mixed-use districts throughout the nation. They offer a voluntary and self-enforcing code of behavior and dispute resolution process. Good Neighbor Policies are also helpful to guide the design and operational planning for new dining and entertainment establishments. Denver’s Lower Downtown provides an excellent working model for a Good Neighbor Policy that could be adapted to Cheyenne.

G. Financial Incentives: Several financial incentives should be explored to help support dining and entertainment uses in downtown. Options include:

- a. **Tax increment financing** to support entertainment-related development. Tax increment financing allows future sales and property tax increases from a development project to be used to finance improvements related to initial development of the project. It is one of the tools currently employed by the DDA.
- b. A **targeted-business revolving loan fund** to provide working capital and/or property improvement funds for new dining and entertainment uses. A local revolving loan fund could be capitalized from a variety of sources, including community development block grant funds, DDA tax increment funds, and other local, state and federal economic development sources.
- c. A **bank community development corporation (CDC)** or other pooled lending mechanism should be explored by Cheyenne’s lending community. The type of businesses envisioned for the Dining and Entertainment District – restaurants, entertainment venues and specialty retail – are likely to be local independent concepts that traditional lenders view as high risk. A bank CDC or pooled loan fund could allow several participating banks to reduce risk, meet community lending goals and participate in the revitalization of downtown.

ED2: Housing Development Strategies: The Market-Based Downtown Plan has revealed several development opportunities and evidence of demand for downtown housing. 19% of respondents to the survey of existing downtown employees indicated that they would consider living downtown. A loft-style product was preferred by a majority of these respondents. Our interviews with downtown stakeholders found several individuals that would consider downtown living. Other factors fortifying demand for downtown housing range from overall national trends to downtown development patterns that the consultant team has witnessed in many other central business districts – housing demand often follows arts, dining and entertainment.

While short-term demand for housing may be limited, (i.e. dozens of units as opposed to hundreds) housing is an immediate growth and reinvestment segment for downtown. The Downtown Live/Work Zone, with its concentration of small to modest historic buildings, sense of place and strategic location, is viewed as the best short-term opportunity for encouraging housing. The Dineen development, located at the convergence of the Live/Work and Dining & Entertainment zones, is particularly ripe for residential development.

There are several initiatives, many of which are recommended within other sections of the Action Plan, that can help create a stronger foundation for encouraging downtown housing, including:

- Attract additional dining, entertainment and specialty retail amenities (see ED1 and ED3).
- Consider converting selected one-way streets to two-way, particularly Pioneer and Carey Avenues, to create an improved pedestrian atmosphere within the Live/Work Zone (see PH3).
- Prepare the downtown regulatory framework to accommodate new residential uses, including amending zoning throughout downtown to allow for mixed-uses that include housing (see RG2).
- Utilize financial incentives, including state grants, DDA tax increment financing and revolving loan funds to encourage the development of downtown housing (see ED1).

ED3: Downtown Retail Strategies: To evaluate the downtown retail market and create strategies for strengthening and attracting new retail, Denver-based Laramie Company, a retail leasing and management firm, prepared specific recommendations for the Cheyenne Market-Based Plan. The Laramie Company found that existing successful retailers in downtown are unique, destination tenants, offering an unusual product or service that has some connection to Cheyenne's historic roots. Most have owner operators that are on-site and can respond to customers. The Laramie Company also contacted several regional retail chain groups and found that Cheyenne is just emerging on the Front Range retail radar screen.

The Laramie Company's recommendations, which are attached within the Appendix, include the following:

- A retail “Hit List” was developed, focusing on the “quick-service restaurant” niche (i.e. Chipolte, Noodles & Co., Einstein Bagels, etc.) and destination retail establishments in a variety of categories that complement downtown’s existing stores (i.e. outdoor apparel, furniture, art). A “Made in Wyoming” store was also suggested to appeal to both local and visitor markets.
- Recommendations to the DDA to elevate the regional retail profile for downtown Cheyenne, market directly to top retail prospects, and database suggestions to track market data and provide timely information to prospects.

ED4: DDA as a Downtown Business & Investment Support Office: The DDA is recommended to be repositioned as a “Downtown Business & Investment Support Office”, providing a one-stop portal of information and assistance for businesses and new investment that might want to start, grow or relocate downtown. The DDA becomes a “hand-holder and deal-maker”, helping to match businesses and investors to the best locations and financing options, and providing assistance for businesses to navigate through code and design review processes. The DDA’s role in steering investment is all-encompassing with a focus on the preceding dining and entertainment, housing and retail niches. This effort would require:

- Strong relationships with property owners and businesses, including knowledge of available real estate, rental rates, lease expirations and expectations.
- Basic understanding of local real estate, finance and business development resources.
- Creation, maintenance and dissemination of a comprehensive business and property owner database.
- Ongoing liaison services with the city on codes, design review and other development processes.
- Program emphasis on business retention and recruitment, including marketing and support services to promote existing businesses and identify and recruit new enterprises.

ED5: Strengthen Marketing Efforts to In-Place Markets: Surveys of Cheyenne residents and downtown employees conducted as part of the Market-Based Downtown Plan reveal opportunities to increase visitation from these in-place markets. The DDA should consider marketing initiatives that build upon existing efforts to target employees and residents. In many cases, existing products could be utilized with improved use of local distribution channels. Marketing opportunities to in-place markets include:

- Distribution of the downtown map and directory to employees and residents;
- Expand upon the current offering of special events that appear to be popular, such as extending the Farmer’s Market from May to October, and cultivate new cultural and arts events that connect with a diverse array of the community, such as Cinco de Mayo;
- Utilize media channels that connect directly to in-place markets, from local newspaper to employee email networks, to announce new business openings, special events, development projects, etc.

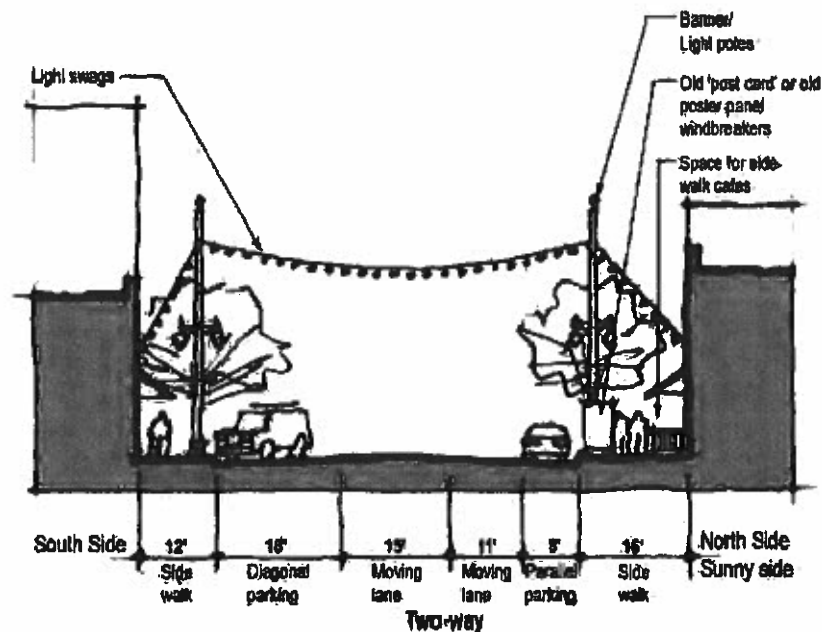
PHYSICAL IMPROVEMENTS & PARKING

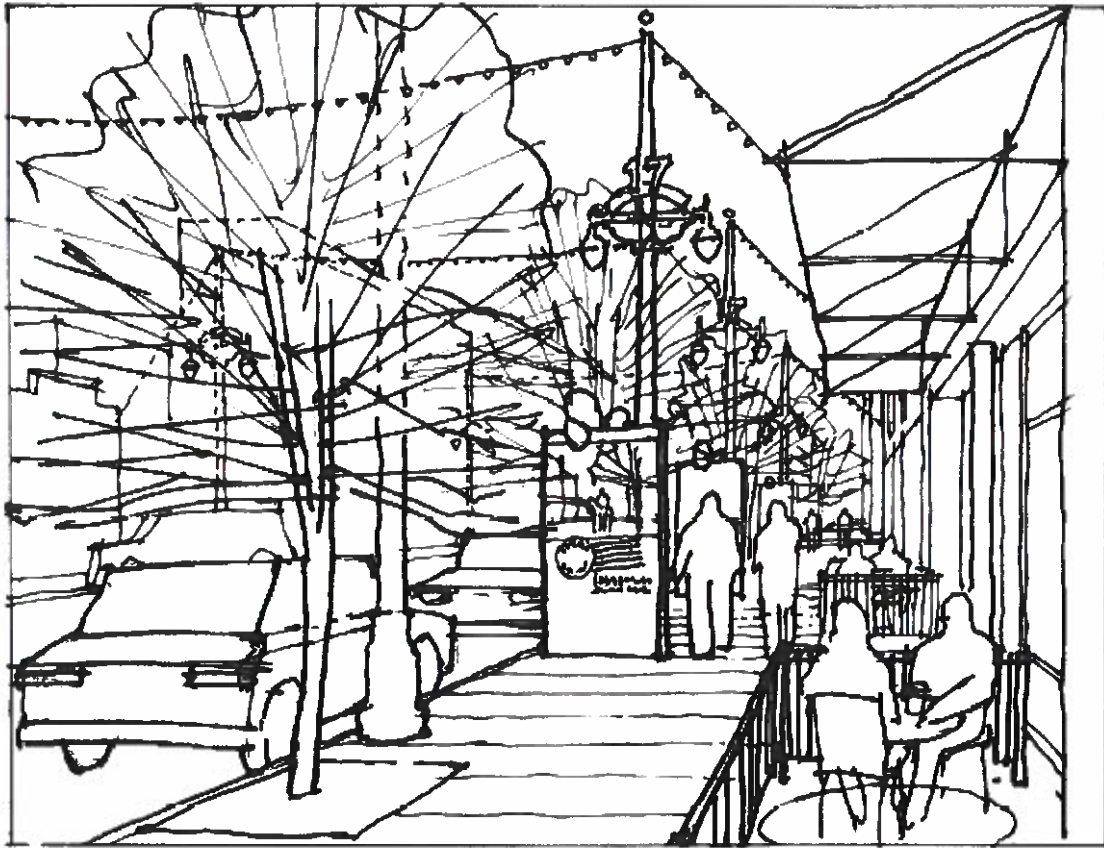
Over the past ten years, Cheyenne and the DDA have made a considerable investment in the beautification and physical development of downtown. New streetscapes, Cheyenne Depot Square and the municipal parking garage are all testaments to a concerted civic investment strategy in downtown. This past investment should continue to be maintained and repaired, plus gaps filled. To create an environment that builds on this momentum and attracts investment for dining, entertainment, housing and retail uses, the consultant team evaluated additional physical improvements and parking enhancements.

PH1: Civitas Urban Design Evaluation: To augment the consultant team, the Denver-based urban design and planning firm of Civitas was retained to prepare a limited urban design assessment for the Market-Based Downtown Plan. Civitas was asked to focus on issues related to establishing a stronger identity for the proposed dining and entertainment district and connecting it to key destinations, including Cheyenne Depot Square, the proposed Live/Work Zone to the west and the Employment Zone to the north. The Civitas recommendations include:

- **17th Street:** 17th Street has the potential to be an exciting nighttime dining and entertainment district. To be attractive and comfortable to pedestrians, the space needs to feel dense and packed with detail. It needs to feel protected and populated. Pedestrian lights and banner poles need to be larger to affect the scale of the 80 foot wide streets. They need to include light swags and banners that stretch across the street to unite both sides of the street, and create the feeling of an outdoor 'room'.

Civitas developed three design concepts for improving 17th Street with varying sidewalk width treatments. The preferred plan, which recommends widening the sidewalk on the northern side of the street, is illustrated below. Pros and cons of the design concepts are offered in the Civitas supplement to this report.

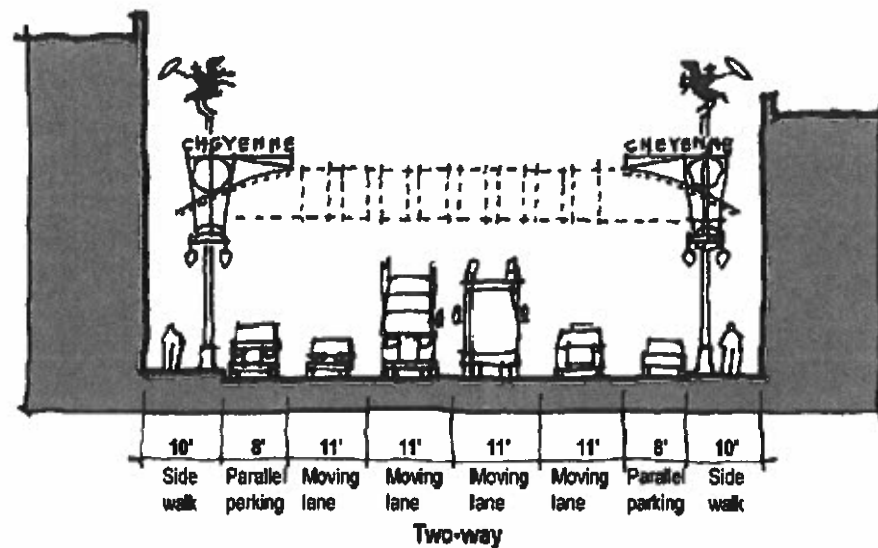




OPTION 2 - 17TH STREET (Figure 4)

- Lincolnway:** 16th Street or Lincolnway is a difficult street for pedestrians. The vehicle/pedestrian balance of the street favors the vehicle, and is unlikely to change. Four lanes of traffic with a substantial amount of trucks overpowers the narrow sidewalks. On street parking provides not only needed parking for the businesses along the street, but also offers crucial buffering for the pedestrians on the sidewalk. Narrow sidewalks can only be widened by eliminating the on street parking, which hurts the businesses and paradoxically reduces the attractiveness of the pedestrian environment by exposing it to the moving lanes of the street. Intersections already have curb extensions to shorten the pedestrian crossing distances, and count-down traffic lights could help make pedestrians feel safer.

However, at least visually, the balance of the street could be tilted in favor of the pedestrian by providing pedestrian lights and banner poles that possess an intermediate scale – one that is detailed and interesting to pedestrians but can stand up to the big scale of the street. The bigger scaled pedestrian lights and graphics can visually narrow the street space, and with light swags and/or banners stretching between the poles, they can visually link the two sides of the street together. With frequent spacing, roughly four per block, they can establish a special quality for the street, commensurate with the street's extraordinary historic building stock and its role as one of the main entries to downtown. Once the street gains this special quality, it may attract pedestrian uses and activity in spite of the heavy traffic.

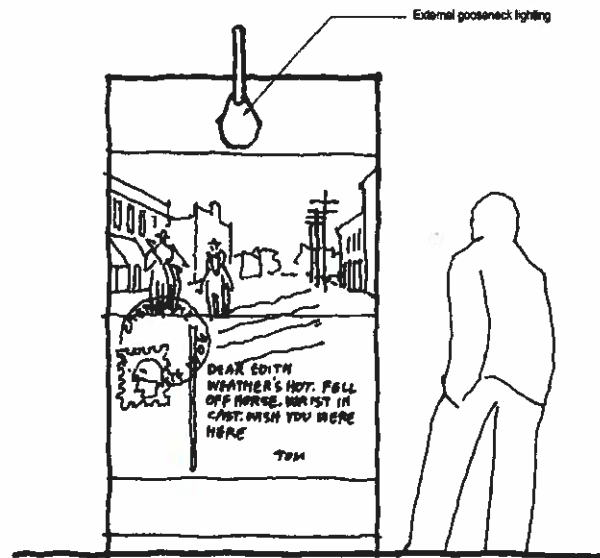


16TH STREET OR LINCOLN WAY (Figure 9)

If the larger pedestrian lights depicted above are installed on Lincolnway, existing smaller-scale pedestrian lights could be relocated elsewhere in downtown.

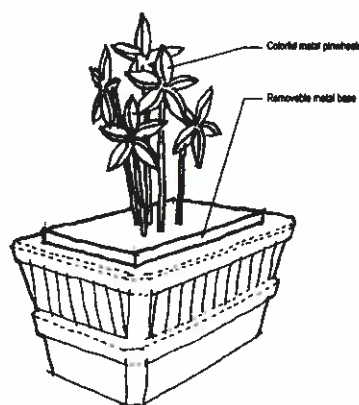
- **Wind breakers and wind sculptures:** Consistent wind is a special condition in Cheyenne and Wyoming in general. For pedestrian streets, some wind protection is proposed in the form of vertical panels in the amenity zone of the sidewalk (the zone

next to the curb where street trees and pedestrian lights are located). These panels should carry interesting graphics, art and/or information about Cheyenne. They could focus on old postcards of Cheyenne including their messages, or display classic western railroad posters, or provide historical insights about places and people. Externally lit at night, they could add ambiance and safety to the street.



EXAMPLE OF A POSTCARD PANEL (Figure 10)

The wind could be used in an entertaining way as well. Wind sculptures could be installed throughout downtown, around the parking structure, along pedestrian streets, at entry points, at important intersections, in Depot Square and other plazas. They could become a regional attraction in their own right – something to take visitors and children downtown to see. They could be big and small, grand statements or little surprises. Even the small planters distributed throughout downtown could receive removable pinwheel tops to become colorful and attractive elements in the wintertime.



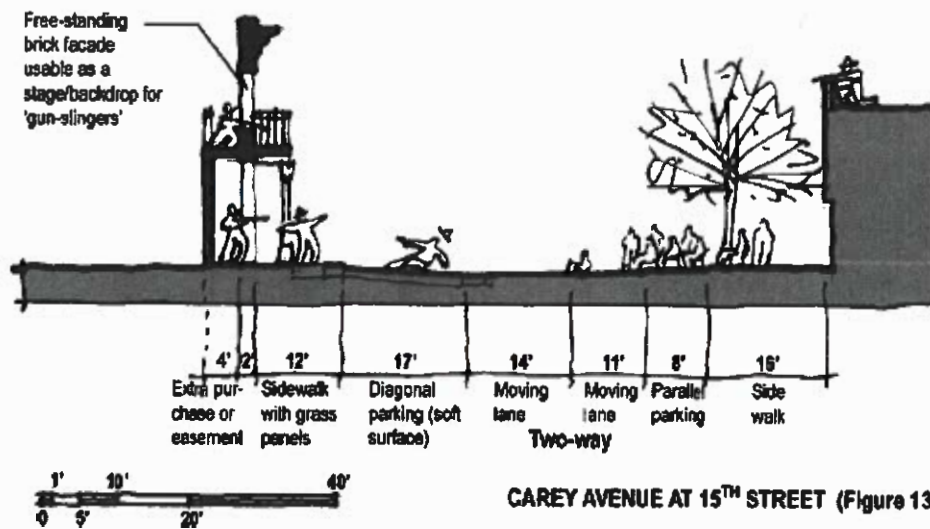
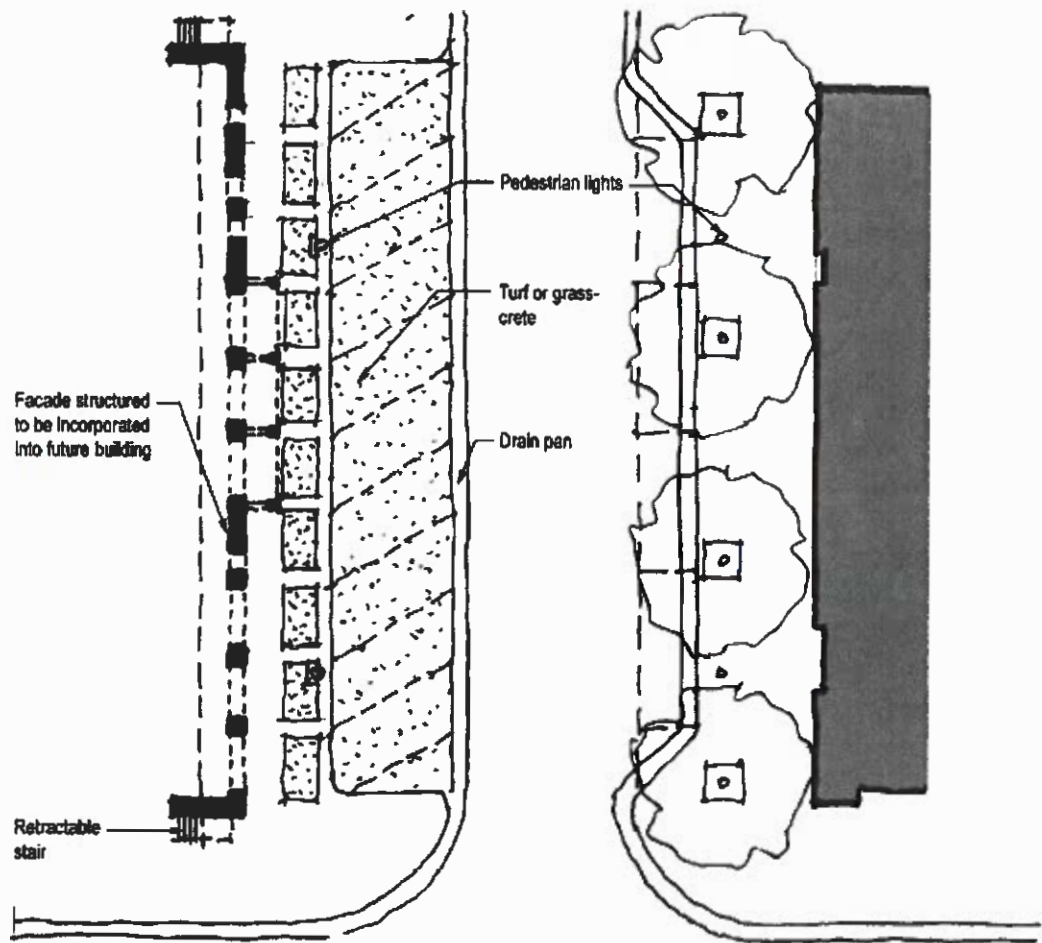
PLANTER BOX PINWHEELS (Figure 12)



WIND SCULPTURE AT 16TH STREET AND CAPITOL AVENUE (Figure 11)

- Carey Avenue and the Gunslingers:** As other studies have indicated, Carey Avenue between 15th and 16th Streets should be reopened to traffic in order to better connect the attractive district adjacent to the railroad yards to the rest of downtown, and to revitalize this segment of Carey Avenue. However, the quintessential western drama – the gunfight, performed by the Gunslingers – is worth preserving downtown. It is part of the west's mystique, and endlessly fascinating (as first and best realized by Buffalo Bill Cody's Wild West Show).

While Carey Avenue should be reopened to traffic, it could be redesigned to include a new home for the Gunslingers, as well as an informal outdoor stage for other events, such as western music venues, fiddler contests, and school performances. This could be accomplished by building a permanent and detailed two story brick façade / backdrop / stage along the western edge of the street between 15th Street and the alley. It should be structured to be free standing, and could be incorporated into a future building on the site behind it. It would also simultaneously screen the current parking lot next to the street, and visually complete the street. It should be high enough to provide some wind protection, and screen the glare of the west sun. The street itself could be designed to accept occasional closures, informal seating, and to provide some soft surfaces for the actors' inevitable falls.



CAREY AVENUE AT 15TH STREET (Figure 13)

PH2: Explore Selective Conversion of One-Way Streets to Two-Way: We recommend that the City and DDA explore the selective conversion of north/south one-way streets to two-way, particularly within the suggested Live/Work Zone. Initial streets to be studied are Carey and Pioneer Avenues, with an emphasis on two-way conversion south of 19th Street. We see several benefits from selective conversion of these streets, including:

- Calm traffic to create an improved pedestrian atmosphere;
- Reduce the perceived distance across streets and create stronger connections between blocks – An environment more conducive to residential and mixed-uses;
- Create more on-street parking by converting parallel parking to angle parking.

PH3: Wayfinding/Directional Sign System: With the exception of standard highway signs and DDA billboards, wayfinding signs to and within downtown are virtually non-existent. Signs to major attractions are limited and inconsistent in design. There are few signs for the downtown visitor, ranging from pedestrian directories to directional signs to parking lots. At the intersection of Lincolnway and I-180, a key entryway into downtown, state highway signs are large, overpowering and not inviting. We recommend that the City and DDA invest in a comprehensive wayfinding and directional signage system, including:

- Highway off ramps
- Wayfinding along major access roads
- Gateways at entries to downtown
- Directional signs to major attractions (i.e. civic center, library, Depot Square, Capitol)
- Directional signs to public parking structures and lots
- Pedestrian directories and kiosks

The signage system should be designed to embody downtown's niche and project images consistent with downtown marketing materials. A new wayfinding system could also be designed in cooperation with state highway officials to reduce the dominance of exiting highway directional signs.

PH4: South Gateway Urban Design Plan: The South Gateway area, which includes the southern portion of the DDA bounded by 11th Street, Carey Avenue, 3rd Street and Central Avenue, is separated from downtown both physically and economically by the expansive Union Pacific rail yard. To determine a more defined economic and physical identity, and to create a plan for beautifying the area, an urban design plan that builds upon recent efforts for the South Gateway is recommended.

PH5: Downtown Parking Improvements: The construction of the municipal parking garage between 17th Street and Lincolnway has helped to relieve parking pressures in the western section of Cheyenne's central business district. From surveys conducted in the Market-Based Downtown Plan, parking issues have become secondary priorities from both resident consumers and downtown stakeholders (i.e. property and business owners).

Despite recent improvements in parking, spot shortages exist in the eastern end of the central business district and the parking supply will continue to be strained as new development is encouraged, particularly the dining, entertainment and retail uses specified in this plan. To develop the foundation for a progressive downtown parking management game plan, Tempe-based Carl Walker Inc. was retained to prepare a limited parking assessment for the Market-Based Plan. Carl Walker's recommendations included:

A. Parking Supply: The consultant team identified two strategic locations for the acquisition of land and future development of parking structures to support a burgeoning dining and entertainment district. These key sites include:

- The city block bounded by Warren and House Avenues, 17th Street and Lincolnway. This site has multiple owners.
- The half-block bounded by Central and Capitol Avenues along 18th Street. Much, if not all, of this site is currently owned by Wells Fargo Bank and creates the opportunity for expanding parking supply through a private/public partnership approach.

B. Parking Management: Carl Walker offers several "best practices" recommendations for improving Cheyenne's parking system that should be explored, including:

- Investment in parking enforcement technology to promote more turnover in 2-hour parking zones.
- Improvement to parking signage, including wayfinding to parking lots and signage within parking structures.
- Parking marketing efforts as part of the overall DDA branding and marketing program.
- Discontinue the DDA's financial subsidy of the existing municipal parking garage since private sector activity appears to be creating sufficient demand. These funds could be redirected to site acquisition and design work to expand the future parking supply.
- Develop a comprehensive long-term parking management plan, including a current inventory of existing spaces and periodic updates on space utilization patterns.
- In the future, consider re-introducing on-street metering of parking to promote turnover and to capture revenue that can be reinvested in the downtown parking system.

REGULATORY ADJUSTMENTS

The 2006 Market-Based Downtown Plan finds Cheyenne being discovered on the Front Range investment map. There is new interest in downtown from both local and out-of-state investors and this is likely to intensify over the next several years. To help create an investment environment that is more predictable and expedient, the following regulatory adjustments are recommended.

RG1: Design Guidelines: Downtown Cheyenne has design guidelines oriented to historic preservation and compatible infill development that were developed in 1998. The Design Guidelines have been used in a voluntary capacity with the exception of property improvements that seek grant support from the Downtown Development Authority (DDA). To create more consistency in design and to protect the integrity of Cheyenne's impressive stock of historic buildings, we recommend that the design guidelines be enforced as part of a mandatory design review process within the boundaries of the DDA. Design review may be part of a formal DDA overlay zone, which is currently being explored by city staff. A hierarchy of scrutiny may be considered:

- The highest level of scrutiny employing full compliance with Design Guidelines for buildings that are designated as contributing to the downtown historic district and any new development within the historic district.
- A lower level of scrutiny, perhaps focusing on the aesthetic quality and compatibility of paint, awnings and signage for non-contributing buildings and locations outside of the historic district.

If the Design Guidelines become enforceable through City ordinance, formal composition of the Design Review Committee should be re-evaluated. The Committee should be a joint effort of the City and the DDA, with specific skill sets sought for designated seats (i.e. architect, developer, real estate professional, etc.). A five member board is suggested, with a majority of Mayoral appointments resulting from a slate submitted by the DDA.

Incentives: Coupled with design guidelines, the City and DDA should consider offering financial incentives to encourage voluntary compliance. Incentives could include:

- Capital improvement grants from the DDA for façade, historic painted signs, other business signs and awning improvements;
- Easement program that transfers easements to the DDA and provides tax incentives to building owners;
- City and State property improvement and business development loans and grants.

RG2: Downtown Zoning Revisions: To accommodate new residential and mixed-use development in Downtown, the City should consider amending existing zoning. New form-based zoning approaches may work well in the central business district – zoning that helps guide desirable physical attributes as opposed to segregating uses.

Denver's new Main Street zoning in the city's Colfax corridor may provide a useful example. Desirable attributes of revised zoning in Cheyenne would include:

- Allow residential uses throughout the central business district and encourage mixed use development (i.e. housing above retail or studios);
- Encourage buildings to be set on the street, parking in the interior or rear;
- Place a premium on the pedestrian experience, as opposed to vehicular circulation;
- Consistent setbacks that respect adjacent historic buildings and context;
- Overall respect for existing conditions as addressed by height limits, bulk planes, etc. (Note that these would be more restrictive in areas with high concentrations of historic buildings and in areas adjacent to existing residential neighborhoods)

RG3: Civic Facility Preference Policy: Downtown Cheyenne benefits as a center for local, county and state government – collectively an economic anchor that stabilizes downtown and is also a top draw for visitation from Cheyenne residents. To continue to consolidate and grow government facilities in downtown, we recommend that the City of Cheyenne, Laramie County and State of Wyoming governments adopt policies that create a “*Downtown First*” preference for future new civic facilities. While not obligated to consolidate all activities in downtown, the policy would require these agencies to evaluate downtown first for all new facility needs. It would also be a prudent policy for all Cheyenne area taxpayers – creating cost efficiencies and maximizing the use of existing infrastructure.

RG4: Expedited Development Review: Within downtown, the City of Cheyenne should develop an expedited and streamlined permitting process to help encourage and guide new investment. Priorities identified for expedited review including:

- Dining, entertainment, housing and specialty retail uses;
- Reuse of older buildings, particularly buildings that are designated as contributing to downtown historic district;
- New infill development.

RG5: Local Historic District Overlay: Downtown's remarkable collection of historic buildings is one of its chief assets for the future. Collectively, these structures provide a unique sense of place that can accommodate a pedestrian-scaled environment. These structures are also appropriately sized for the new use types identified in this plan, including dining, entertainment, specialty retail and housing.

Much of downtown's historic building stock is protected by placement within a National Register Historic District. This type of district is helpful to market the area and to qualify buildings for federal tax credits; however, the National Register district provides no limits on demolition or design review. As the value of these buildings grows, Cheyenne may want to consider a local historic district overlay that prohibits demolition (with the exception of demonstrating an economic hardship) and compels compliance with design guidelines. A local district could be coupled with economic incentives, such as a revolving loan fund, property tax abatements, easement program and business support services to encourage the restoration of contributing buildings.

V. DDA Business Plan

The Cheyenne Downtown Development Authority (DDA) serves as the private/public champion encouraging new investment in the central business district. During the past 10 years, the DDA, in partnership with the City of Cheyenne, has created a variety of visible downtown improvements, including extensive streetscape, the municipal parking garage, creation of Cheyenne Depot Square and renovation of the Depot building. Overall, the DDA has been successful in creating tangible and visible improvements that have made downtown more attractive and inviting.

The 2006 Market-Based Plan suggests an adjustment in the DDA's emphasis to a stronger focus in "product development" – Attracting and retaining new investment and businesses that will not only make downtown more attractive and inviting, but fun and livable as well. The DDA as Business & Investment Support Office is envisioned, actively working with property owners, real estate brokers, small businesses and tenant prospects to strengthen downtown's concentration of dining, entertainment, specialty retail and residential uses. This revised role will have implications on the service area boundaries, structure, staffing and budget priorities for the DDA.

DDA Boundaries: The Market-Based Plan identified areas of downtown that should be added to the formal boundaries of the DDA due to economic and functional relationship to downtown and the likelihood that these areas could benefit from DDA services, including:

- Within the next three years, consider adding properties to the east of the existing DDA bounded by 19th Street to the north, House Avenue to the west, 15th Street to the south and both sides of Evans Avenue to the east.
- In the future, consider expansion westward along Lincolnway.

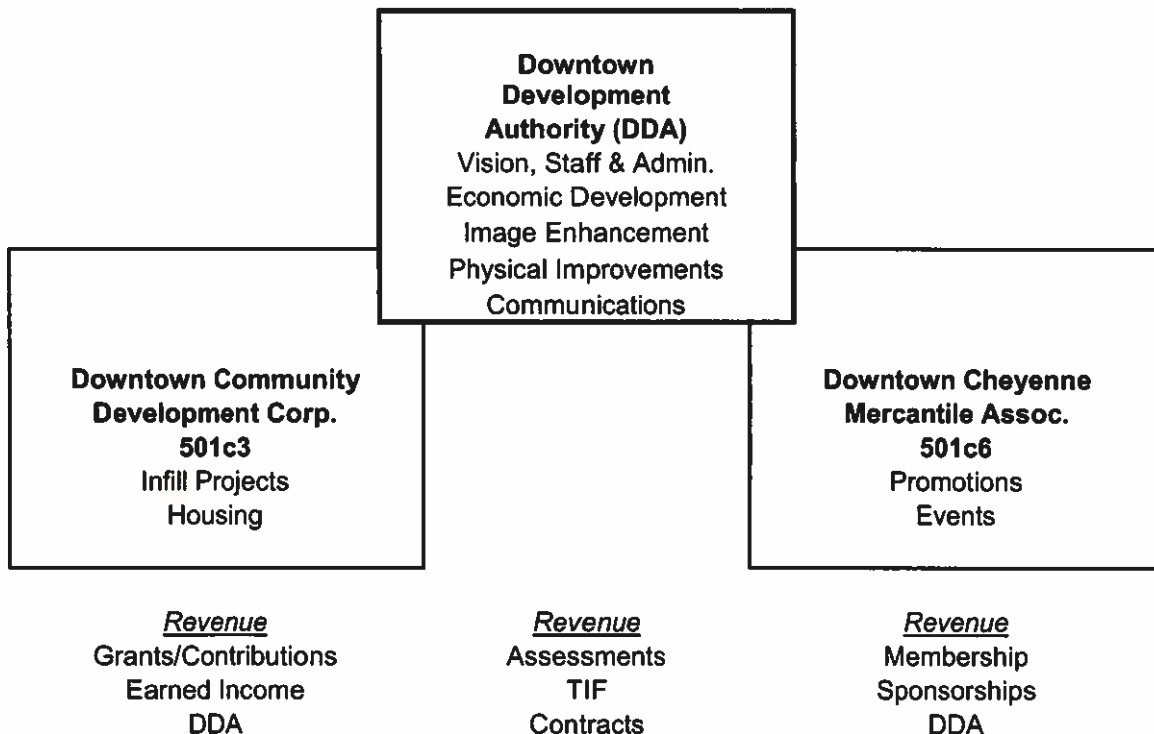
Organizational Structure: As a quasi-governmental entity, the DDA has limitations on its scope of activities, methods of operation and governance structure. To provide a more versatile and holistic approach to downtown management, it is recommended that the DDA establish two affiliate groups:

- **Downtown Cheyenne Mercantile Association (DCMA):** The DCMA is a volunteer-driven membership organization that is aiming to develop special events and promotions that increase sales for downtown retailers. We recommend that the DCMA become formally connected to the DDA as an affiliated 501(c)6 membership organization, creating the following mutual benefits:
 - Allow DCMA to benefit from DDA staffing and resources;
 - Encourage the creation of professionally managed promotions and events;
 - Provides a means for businesses located outside of the DDA boundaries to participate in DDA programs via payment of membership dues;
 - Establish a unified voice and management structure for downtown, ensuring that DDA interests (primarily property owners) and DCMA interests (primarily business owners) are working together to improve downtown.

- **Downtown Community Development Corporation (CDC):** A CDC is recommended to create an entrepreneurial development arm of the unified downtown management structure. As a 501(c)3 community development organization, the CDC can get actively involved in advancing infill, housing and mixed-use development projects. The CDC would work in concert with the City, DDA and private investors to help facilitate projects that cannot be developed by the private sector alone. Advantages of the CDC include:
 - Raise operating and project capital from a variety of philanthropic sources, including foundation and corporate grants, and public grants, such as community development block grants.
 - Facilitate desirable projects for downtown, including securing land use entitlements and helping to package complicated public/private financing.
 - Advance development of targeted sites through purchase options and development participation agreements.
 - Provide local expertise to develop creative financing approaches, including use of tax credits, development syndications, etc.
 - Act as a liaison and advocate to connect investors to resources within local and state agencies.

A new CDC may need to be created, or the existing Downtown Development Foundation, a 501(c)3 organization that has been relatively dormant in recent years, could be revamped to fulfill the type of active CDC envisioned in this plan.

The resulting organizational structure for the DDA follows:



Governance & Staffing Implications: To accommodate the DDA's new structure and affiliate organizations, two new governing boards of directors would be created:

- **DCMA Board:** Open to DCMA members, the board would be composed of business operators, service providers and other stakeholders that are interested in helping to design and implement promotions and special events. The chair of the DCMA board would sit on the DDA board to provide an ongoing operational and policy link.
- **CDC Board:** The CDC board is envisioned to include persons with real estate development knowledge – including an attorney, accountant, lenders, real estate professionals, developers and others – that have an interest in advancing public/private infill projects in downtown. The chair of the CDC board would sit on the DDA board to provide an ongoing operational and policy link.

The resulting **DDA Board** would be expanded from its current seven voting members to nine to eleven voting members. Two of the additional members would be the chairs from the DCMA and CDC, and two additional members could be at-large downtown property and/or business owners. Two ex-officio members on the DDA board should include city planners from the City and County.

Staffing: During the past year, the DDA has managed downtown improvement programs with a staff of three. To evolve into a sophisticated multi-purpose downtown management organization and realize its potential as a “Business & Investment Support Office”, we suggest that the three existing positions be modified and that up to one full time equivalent in support staffing be added. Over time, a future community development professional would bring the full DDA staff complement to five.

Repositioning of Existing Staff

- **President & CEO:** The existing senior management position should be upgraded from “executive director” to “president and CEO” and reflect the responsibilities of advancing a major multi-million dollar real estate asset, which is downtown Cheyenne. The CEO should be a passionate champion for downtown, ideally possessing real estate and/or finance expertise, yet be grounded in the knowledge and experience of downtown management. An entrepreneurial, collaborative and hands-on personality is critical.
- **Marketing Manager:** The DDA's marketing manager position should be reoriented to focus on investor marketing – providing support to the president to help attract new businesses and investment. Undertaking market research, packaging market information, assisting prospects through local development review processes and maintaining communications with property and business owners are envisioned as primary tasks. This position would also provide support for the DCMA plus work with the president, the DDA's advertising agency and other contractors to implement consumer marketing and branding initiatives. This is a professional position, requiring a college degree and appropriate salary.

- **Office Manager:** The existing executive assistant should be reclassified as an office manager to more realistically encompass the position's growing responsibilities. As the organization broadens its activities, the office manager will provide logistical and administrative support to ensure that the DDA works in an efficient and accountable way. The office manager would also work with the DDA's existing bookkeeping service to maintain high financial accounting standards.

Staff Additions

- **Project Support:** Up to one additional full time equivalent, either through direct employment or outsource contracting, is envisioned to support the organization's stronger emphasis on economic development and marketing. Areas of support include:
 - Database management and development (contract or part-time);
 - Support for promotions, special events and general administrative support to improve communications with constituents (part-time to full-time).
- **Community Development Manager (*future*):** If the proposed CDC becomes activated and operational funding can be secured, a part or full time community development manager would work to advance public/private development projects in downtown. The community development manager would ideally bring a real estate and/or lending background and skills that include determining the feasibility and financing strategies for complex transactions.

Budget Priorities: Implementation of the 2006 Market-Based Plan envisions that existing TIF and assessment revenues will remain relatively constant and the new resources can be secured through memberships, event sponsorships, foundation and corporate grants. Reallocation of TIF and assessment is strongly recommended as follows:

Increase Resources	Remain the Same	Decrease or Eliminate
Economic Development Staff, research and overhead for "Business & Investment Support Office"	Physical Improvements Direct to aesthetic improvements to make downtown inviting & fun.	Downtown Shuttle Employees don't use it, many never will. Need to invest in creating a stronger attraction.
Marketing & Events Increase promotions & events oriented to in-place consumer markets	Clean & Safe Service demand could increase with successful promotions and events.	Parking Garage Subsidy Market forces absorbing space. Need to invest in future parking areas.
Parking Supply Partner with City to acquire land at strategic sites for future parking.	Design Assistance Incentive to encourage compliance with mandatory design review process.	Plans and Studies Downtown Plan complete, now look at design for S. Gateway, long-term parking strategies.

VI. Action Plan Sequencing and Responsibility Centers

In May 2006, the Downtown Development Authority and representatives from its strategic partners met in a work session to review and discuss plan recommendations. The following priorities for implementation were set at the work session through an exercise that asked each participant to identify the five most important recommendations. More than 30 stakeholders representing the DDA board and its strategic partners participated.

Action	Priority Votes
ED 1: Dining & Entertainment District	18
ED 3: Downtown Retail Strategies	16
ED 2: Housing Development Strategies	11
PH 5: Parking Improvements	10
PH 1: Civitas Urban Design Evaluation	7
ED 5: Marketing to In-Place Markets	6
ED 4: DDA Business/Investment Support	5
PH 2: Selective Conversion to Two-Way	5
RG 5: Local Historic District	4
RG 3: Civic Facility Preference Policy	4
DDA: Create CDC	4
PH 3: Wayfinding/Directional Sign System	4
RG 1: Mandatory Design Guidelines	4
PH 4: South Gateway Urban Design Plan	3
RG 4: Expedited Development Review	2
RG 2: Downtown Zoning Revisions	1

Many of the preceding recommendations can be incorporated into existing programs with existing resources or can be implemented with minimal or no cost. Others will require new resources and/or the reallocation of resources and energy from existing efforts. The charts on the following pages provide a sequenced approach to implementing the Market-Based Downtown Plan recommendations over the next five years.

Market-Based Downtown Plan Implementation: Next 18 Months

Market-Based Plan Recommendation	Tasks to be Completed	Lead Agency & Resource Implications (see key below)
Economic Development	ED 1: Downtown Dining & Entertainment District A. Designate downtown dining & entertainment district B. Undertake detailed urban design plan for 17 th Street C. Expand downtown wi-fi zone D. Lobby to reform state liquor licensing E. Develop good neighbor policy for district ED2: Housing Development Strategies ED3: Downtown Retail Strategies A. Recruit retail per Laramie Company recommendations. ED4: Business Support/Investment Office ED5: Marketing to In-Place Markets	ED 1: A. City/DDA: No cost B. DDA: \$\$ C. DDA/City: \$ D. City/DDA: City and DDA staff time E. DDA/City: DDA and City staff time ED2: Implement ED1, ED3, PH3, RG2 ED3: A. DDA: New program focus & staff \$\$\$ ED4: DDA: New program focus & staff \$\$\$ ED5: DDA: Strengthen marketing \$\$\$
Physical Improvements & Parking	PH1: Civitas Urban Design Evaluation A. Develop detailed design plans for 17 th , Lincolnway B. Design/install public art elements C. Develop final redesign for Old Town Mall PH2: Explore Selective Conversion of One-Way Streets PH5: Downtown Parking Improvements A. Option land for future public parking B. Conduct a long-term parking management plan	PH 1: A. DDA: \$\$ (see ED1b above) B. DDA/City: \$ to \$\$ (annual) C. City/DDA: \$ PH2: City/DDA: Staff time, consulting \$ PH5: A. City/DDA: \$\$\$\$ B. City: \$ to \$\$
Regulatory Adjustments & Incentives	RG1: Design Guidelines & Incentives RG3: Civic Facility Preference Policy	RG1 Guidelines: City/DDA: No cost to \$ RG1 Incentives: DDA/City/State: \$\$\$\$ RG3: City/County/State: No cost
DDA Business Plan	Create CDC; Formalize relationship with DCMA; Implement Staffing & Governance Changes	DDA: Reallocation of existing DDA resources plus new funding through CDC, grants, sponsorships and earned income.

Resource Implications: \$ = Up to \$25,000; \$\$ = \$25,000 to 50,000; \$\$\$ = \$50,000 to \$100,000; \$\$\$\$ = More than \$100,000

Market-Based Downtown Plan Implementation: 18 Months to Five Years

Market-Based Plan Recommendation	Tasks to be Completed	Lead Agency & Resource Implications (see key below)
Economic Development	ED 1: Downtown Dining & Entertainment District A. Implement urban design plan for 17 th Street B. Lobby to reform state liquor licensing ED2: Housing Development Strategies ED3: Downtown Retail Strategies ED4: Business Support/Investment Office ED5: Marketing to In-Place Markets	ED 1: A. City/DDA: \$\$\$\$ B. City/DDA: City and DDA staff time ED2: Implement ED1, ED3, PH3, RG2 ED3: DDA Ongoing ED4: DDA Ongoing ED5: DDA Ongoing
Physical Improvements & Parking	PH1: Civitas Urban Design Evaluation A. Implement design plans for 17 th , Lincolnway B. Design/install public art elements C. Implement redesign for Old Town Mall PH2: Convert Selective One-Way Streets to Two-Way PH3: Design/Install Wayfinding/Directional Signs PH4: South Gateway Urban Design Plan PH5: Downtown Parking Improvements A. Feasibility/development of second parking structure	PH 1: A. DDA/City: \$\$\$\$ B. DDA/City: \$ to \$\$ (annual) C. City/DDA: \$\$\$\$ PH2: City/DDA: \$\$\$ to \$\$\$\$ PH3 Design: DDA \$\$ PH3 Produce/Install: City/DDA \$\$\$\$ PH4: DDA: \$\$ PH5: A. City/DDA: \$\$\$\$
Regulatory Adjustments & Incentives	RG1: Design Guidelines & Incentives RG2: Downtown Zoning Revisions RG4: Expedited Development Review RG5: Local Historic District Overlay	RG1 Incentives: DDA/City/State: \$\$\$\$ RG2: City: No cost to \$ (staff time) RG4: City: No cost to \$ (staff time) RG5: City/DDA: \$

Resource Implications: \$ = Up to \$25,000; \$\$ = \$25,000 to 50,000; \$\$\$ = \$50,000 to \$100,000; \$\$\$\$ = More than \$100,000

II. Economic Profile

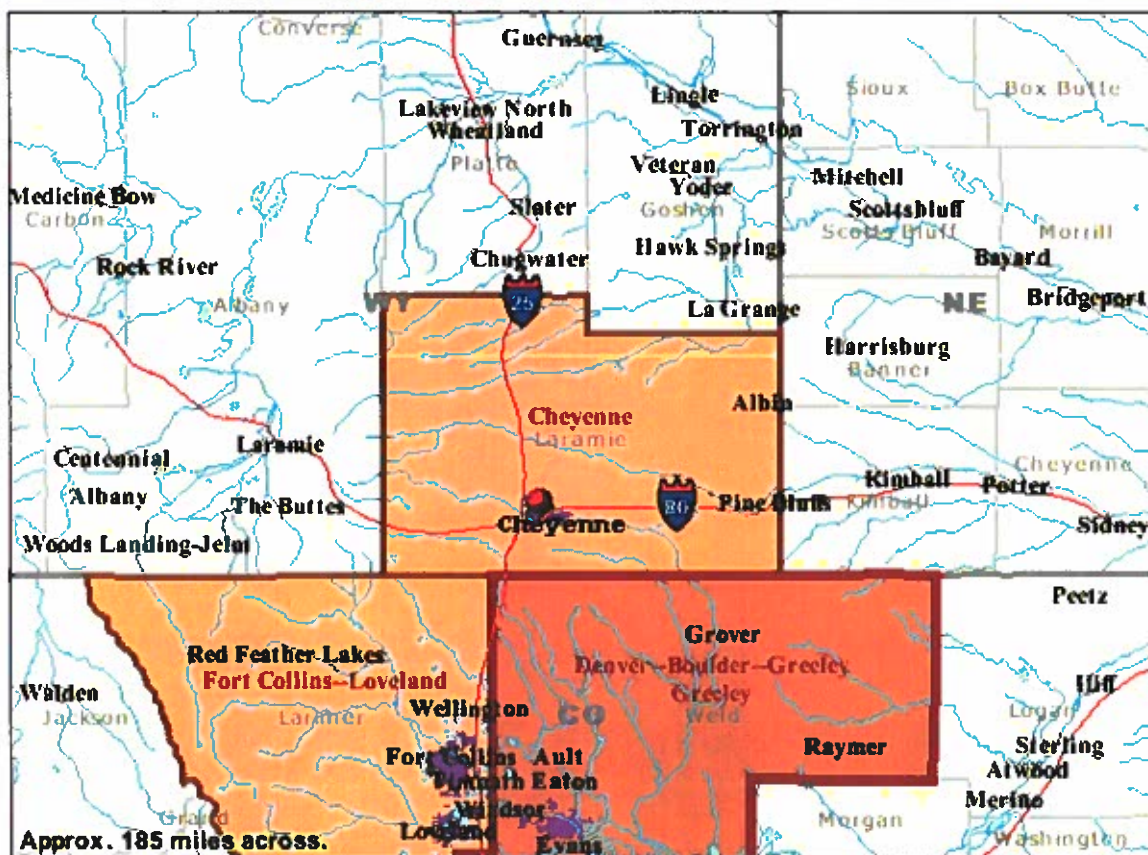
Background. The City of Cheyenne originated in 1867, when the Union Pacific Railroad went through on its way to the west coast. The town was named after early area inhabitants, the Plains "Shyenne" Indian tribe, and settled so quickly that it gained the nickname "Magic City of the Plains". As Wyoming's capitol city and the seat of Laramie County, Cheyenne is home to federal, state and local government, and F. E. Warren Air Force Base, which started out as Fort D.A. Russell, built to protect railroad workers during the construction of the first transcontinental rail line. A major transportation hub, Cheyenne is 90 minutes north of Denver Colorado, sitting at the intersection of Interstates 25 and 80 and two major railroads. Cheyenne is considered the northern anchor city of the Rocky Mountain Front Range economy. Downtown Cheyenne is the community's cultural, business, and historic heart, having undergone roughly \$40 million in private and public investment in recent years.

An analysis of the demographic composition of area residents, visitors and employees provides the most accurate description of the target markets that will be generating the demand for the business products and services in the area.

The following analysis is based upon recent data compiled from Laramie County, defined by the Census Bureau as the Cheyenne Metropolitan Statistical Area (MSA) (Figure 1), The City of Cheyenne, and Census Tracts 2, 7, 10, which contain the Cheyenne Downtown Development District Authority study area (the study area) (Figure 3)

Figure 1
Cheyenne, Wyoming MSA/Laramie County

source: Census 2000



The Cheyenne Downtown Development Authority (DDA district) is a 75-block area roughly bounded by Snyder Avenue on the west, 22nd Street on the north, House Avenue on the east, and 15th Street on the south. The southern portion of the DDA district (referred to as the South Cheyenne “Thumb”) extends for eight blocks south of the Union Pacific rail yard, bounded by West 11th Street on the north, Central Avenue on the east, Capitol Avenue on the west and West 3rd Street on the south. The DDA district is bordered by a red line in Figure 2 (below).

The Cheyenne DDA study area (The study area) encompasses a wider area, with Pershing Boulevard on the north, Bradley Avenue on the east, the Union Pacific rail yard on the south, and Missile Drive and Interstate 25 on the southwest and west respectively. The southern portion of the study area is bounded by West 11th Street on the north, Central Avenue on the east, Deming Drive on the south and Thomes Avenue on the west. The Cheyenne Greenway amenity follows Deming Drive through the area. The study area is bordered by a gold line in Figure 2.

Figure 2

Cheyenne Downtown Development Authority District and the Study Area

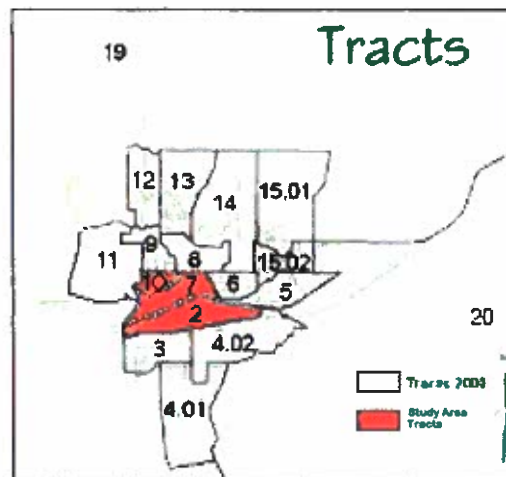
source: City of Cheyenne



The study area falls within a broader area, Census Tracts 2, 7 and 10 from which certain data is extracted for the purposes of this study (Figure 3).

Figure 3
Cheyenne Downtown Development Authority District Study Area
(Census Tracts 2, 7 and 10)

source: Census 2000



Residents. Cheyenne is the state of Wyoming's largest city, containing nearly 65% of Laramie County population, which increased 4.5% between 2000 and 2004. City population increased 4.1% between 2000 and 2004. Median age in the City of Cheyenne and Laramie County increased by 3.3 and 3.4 years of age, respectively, between 1990 and 2000 (Figure 4).

Figure 4
Demographic Summary: City of Cheyenne and Laramie County 1990 to 2000

sources: 1990 Census and Census 2000, Wyoming Department of Administration and Information

	Cheyenne		MSA/Laramie County	
	2000	% Change	2000	% Change
Population	55,362*	+10.7%	85,296*	+16.6%
Households	22,324	+10.3%	31,927	+13.6%
Average Household Size	2.33	-4.7%	2.45	-3.9%
Median Age	36.6	+9.9%	35.3	+10.7%
<u>Gender</u>				
Male	25,870	+5.6%	40,986	+12.5%
Female	27,141	+6.1%	40,621	+10.6%
<u>Race and Ethnicity</u>				
White	46,707	+4.2%	72,563	+9.5%
Black	1,472	-5.7%	2,124	-4.2%
American Indian	430	+22.5%	693	+31.2%
Asian & Pacific Islander	620	+6.2%	866	+5.5%
Other	2,356	-12.7%	3,267	-0.8%
Hispanic Origin	6,646	+12.4%	8,897	+21.7%

*July 1, 2004 estimates

The study area population grew by 12%, or 1,231 residents between 1990 and 2000. Households grew from 4,628 to 5,387 for the same period, an increase of 16.4%. According to the 2000 Census, 688 persons residing in 330 households lived within the 75-block DDA district boundary. Of these, 179 persons were defined as living in institutional group quarters, i.e. correctional or juvenile facilities. The county jail is located within the study area (Figure 5).

Figure 5
2000 Demographic Summary: Downtown Study Area (Census Tracts 2, 7 and 10)

source: 1990 Census and Census 2000

Census Tract	Population	Households	Median Age	Average Household Size	Race and Ethnicity					
					White	Black	American Indian	Asian/Pacific Islander	Other	Hispanic Origin
2	3,810	1,614	31.4	2.36	2,798	169	88	22	552	1,386
7	4,360	2,219	36.7	1.84	3,708	198	57	63	186	542
10	3,306	1,554	34.9	2.13	2,809	131	37	41	148	495
Total	11,476	5,387		<i>percent of total</i>	81.2%	4.3%	1.6%	1.1%	7.72%	21.1%

In 2000, 28.2% of study area residents were between 18 and 34 years of age, compared to the wider area (Figure 6).

Figure 6
2000 Age Distribution, Downtown Study Area

source: Census 2000

	Downtown Study Area	Cheyenne	MSA/Laramie County
under 18 years	22.5%	24.9%	25.8%
18 to 24 years	11.4%	8.8%	9.6%
25 to 34 years	16.8%	13.9%	14.2%
35 to 49 years	23.5%	23.3%	23.8%
50 to 69 years	17.1%	18.9%	18.5%
70 years and over	8.8%	10.2%	8.2%

Neighborhoods. Census 2000 represents the study area as 5.9 square miles in size, with population densities per square mile ranging from 1,274.1 in the southern portion of the study area (Census Tract 2), to 2,048.1 in the central area (Census Tract 7), up to 4,215.4 north of the core area. The City of Cheyenne (incorporated area) covers 22.2 square miles. The study area contains four historic districts that account for the most walkable and compact neighborhoods in Cheyenne. The Downtown, Rainsford, Capitol North and Lakeview Historic districts, total approximately 71 blocks, accounting for 931 buildings. In recent years, multi-family housing has been added to the southern portion of the study area (Figure 7).

Figure 7
Cheyenne's Historic Districts

source: Cheyenne Historic Preservation Board

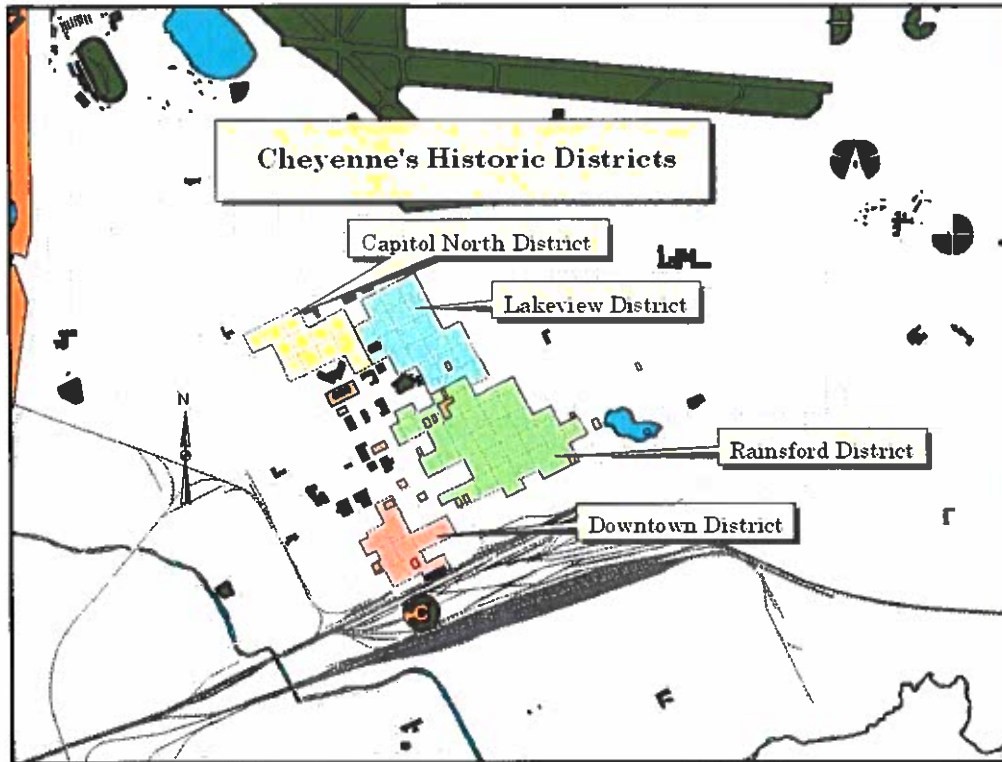


Figure 8 represents sales of existing single-family homes in Cheyenne. The average sale price for a single family home increased 43.7% between 2000 and 2005. Also, more homes appeared on the market and stayed on the market longer. Newer neighborhoods and residential areas are being built on the north and east sides of the city. The 2004 average sale price for a rural residential home was \$231,096, and a condo or townhome sold for \$147,425.

Figure 8
For Sale Housing Activity: 2000 to September 2005, Cheyenne, Wyoming

source: Cooperative Listing Service of Cheyenne, Inc.

	Sold Listings	Average List Price	Average Sale Price	Average Sale Price % Change	Average Days on Market
2000	901	\$112,367	\$109,493	+3.1%	98
2001	1,094	\$116,849	\$114,928	+4.9%	97
2002	1,078	\$125,919	\$123,781	+7.7%	85
2003	1,157	\$138,980	\$136,207	+10.0%	84
2004	1,311	\$150,920	\$148,934	+9.3%	111
Thru 9/05	1,031	\$159,187	\$157,443	+5.7%	127

Cheyenne's average midyear 2005 apartment vacancy was 4.1% compared to a 2004 average vacancy of 3.8%. Average apartment rent in Laramie County for a two-bedroom apartment increased 6.2% from \$503 per month in the second quarter of 2003 to \$534 in the second quarter of 2004. Detached single-family home rents increased \$820 to \$854, or by 4.1%, during the same period. According to the 2000 Census, 52.4% of occupied study area housing units are rentals, compared to 34% citywide (Figure 9).
sources: Wyoming Center for Business and Economic Analysis, 2000 Census

Figure 9

2000 Housing Characteristics: Downtown Study Area (Census Tracts 2, 7 and 10)

source: Census 2000

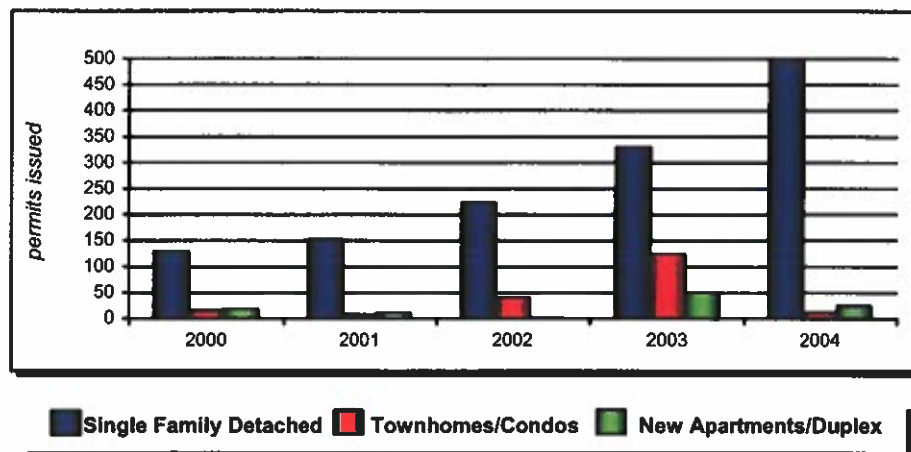
	Total Housing Units	Occupied Housing Units	Percent Owner-Occupied	Percent Renter-Occupied	Rental Vacancy Rate
Downtown Study Area	5,988	5,387	48.5%	52.4%	8.8%
City of Cheyenne	23,782	22,324	66.0%	34.0%	7.9%

Current Development. Newer neighborhoods and residential areas are being built on the north and east sides of the city. From 2000 to 2004, the City of Cheyenne issued building permits for 1,632 new residences. 1330 of those permits were for single family detached, 198 permits were for townhomes and condos, and 104 permits were used for apartments and duplexes. During 2003, permits were issued for 124 townhome/condo units (Figure 10). Adjacent to the southern portion of the study area is a 320-unit entry-level, sale development that began construction in 2003. At this time, 50 townhomes are left to build in the development, which also contains ranch homes.

Figure 10

City of Cheyenne Residential Building Permit Activity: 2000 - 2004

source: City of Cheyenne



Study Area Development. Downtown Cheyenne has received approximately \$40 million in recent public and private investment in its revitalization. Recent public investments include the \$7 million City Center parking structure, the newly renovated Union Pacific Depot and the new Depot Square Plaza at a combined cost of \$9 million and newly installed streetscaping. Recent private investment has led to the restoration of the historic Plains Hotel and widespread façade renovation throughout downtown.

Laramie County Library. A new, \$27 million, three-story facility will start construction in early 2006 at Pioneer Avenue and 22nd Street and is scheduled to open late 2007.

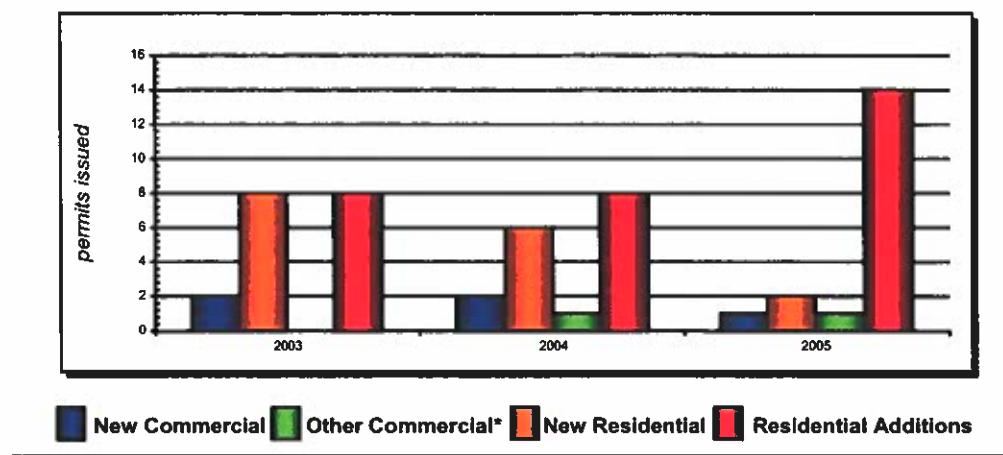
Dineen Building/Blocks. A historic, potential site for a multi-tenant, mixed use project located on two blocks at Pioneer Avenue and West Lincolnway.

Hynds Building. An historic, 40,000 square foot building located on West Lincolnway and Capitol Avenue is proposed for hotel use.

Between 2003 and 2005, study area building permit activity reflected primarily additions to single family homes and businesses. Building permits for new construction include two single family residences, two offices, a restaurant, warehouse and service station (Figure 11).

Figure 11
Study Area Building Permit Activity: 2003 - 2005

source: City of Cheyenne



does not include minor remodels or roofing permits
other commercial can include apartment carports, retail, office and hotel additions

Education. Laramie County School District encompasses the greater Cheyenne area. Between 2000 and 2005, the district's elementary enrollment decreased by 3.1%, junior high enrollment decreased by .80% and senior high enrollment increased by 11%. The district average ACT scores for 2003 – 2004 were 22.1, compared to state (21.4 and national (20.9) averages. The district average ACT scores have surpassed both Wyoming and United States scores for the past six years. Laramie County Community College (LCCC) offers two-year academic associate degrees and a wide variety of certificated technical programs. More than 4,000 full and part-time students attend LCCC (Figure 12).

Figure 12
2004 - 2005 School Enrollment and Education Levels, Cheyenne, Wyoming

sources: Census 2000, Laramie County School District No1, "Economic Indicators for Greater Cheyenne"

Laramie County School District No. 1*

Elementary	6,949
Junior High	3,108
Senior High	2,918
Private Schools**	<u>518</u>
Total Enrollment	13,493

Education Levels, Population 25+***

High School Graduates	89.0%
Bachelor's Degree or Higher	24.5%

*2004 – 2005 enrollment

**enrollment as of 2nd quarter 2005

***2000 Census



proposed Laramie County Library

Libraries. Established in 1886 when Wyoming was still a territory, the Laramie County Library System (LCLS) is the oldest continually operating county library system in the United States. LCLS serves a population of approximately 82,000 people through a central library in Cheyenne, two rural branches and a bookmobile. The library system has an annual budget of \$2.8 million, a 33,000 square foot central library, circulation in

excess of 680,000 annually and a collection of more than 258,000 volumes. In 2003, Laramie County voters approved a special sixth-penny sales tax to fund a new library in Cheyenne, a new bookmobile and improvements to the Pine Bluffs Branch Library. In addition to the county library, the Wyoming State Library and the Wyoming State Law Library are located in Downtown Cheyenne.

Income. 61.8% of study area households had annual incomes of less than \$35,000, compared to the city of Cheyenne (44.8%) and the Cheyenne MSA/Laramie County (44%). Similarly, 40% of City households and 39.7% of MSA households had incomes between \$35,000 and \$50,000 in 1999, compared to 31.2% of study area households. 2002 median household income for the MSA is estimated at \$42,485, an increase of 7.3%* (Figure 13).

*source: U.S. Bureau of the Census

Figure 13
1999 Household Income by Percent of Total Households

source: Census 2000

	Downtown Study Area	Cheyenne	MSA/Laramie County
\$100,000 or More	2.6%	5.8%	6.5%
\$75,000 to \$99,999	4.4%	9.3%	9.9%
\$50,000 to \$74,999	13.6%	19.9%	20.2%
\$35,000 to \$49,999	17.6%	20.1%	19.5%
\$25,000 to \$34,999	18.7%	15.4%	15.3%
Less than \$25,000	43.1%	29.4%	28.7%
Median Income	*	\$38,856	\$39,607
Per Capita Income	*	\$19,809	\$19,634

*see Figure 12

Within the study area, Census tract 10 had the highest median household and per capita incomes for 1999 (Figure 14).

Figure 14
1999 Median Household Income and Per Capita Income, Downtown Study Area

source: Census 2000

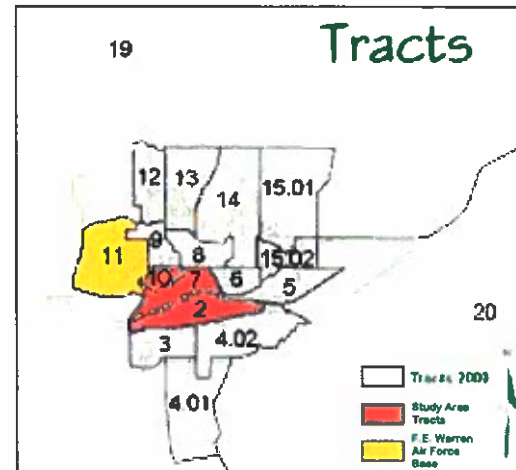
Census Tract	Median Household Income	Per Capita Income
2	\$27,525	\$13,496
7	\$28,223	\$17,297
10	\$30,848	\$18,578

F.E. Warren Air Force Base. Located on the northwest boundary of the study area in Census Tract 11, Cheyenne's largest employer has over 4,200 military and civilian employees. Francis E. Warren is home to the 90th Space Wing, the United States' largest strategic missile unit. The original facility was a military post built to protect railroad workers from Indian attacks during the construction of the transcontinental rail line in 1867 (Figure 15).

Figure 15
F. E. Warren Air Force Base, 2000

source: Census 2000

Population	4,440
Households	639
Average Household Size	3.59
Housing Units	735
In Group Quarters	48.3%
Correctional Institutions	1,599
Military Quarters	545
Median Age	25.1
In Labor Force	1,401
Civilian Labor Force	449
Armed Forces	952
Median Household Income	\$32,589
Per Capita Income	\$18,426



Employment. Cheyenne's economy is built around health care, transportation/distribution and retail. The military, other government services and education are major public sector employers. The 2004 annual unemployment rate for the Laramie County MSA was 4.5%, compared to 3.9% for the state of Wyoming. Laramie County's employment grew by 1.5% between 2003 and 2004, and by 2.7% between July 2004 and July 2005. Between July 2004 and July 2005, Laramie County employment in the natural resources, mining and construction sectors increased by 6.9%, trade, transportation, and utilities increased by 3.4%, educational and health services increased by 3.1% while the information sector decreased by 9.1% * (Figures 16 and 17).

*Wyoming Department of Employment, data not seasonally adjusted

Figure 16
2000 Civilian Population 16+ By Occupation, Cheyenne, Wyoming

source: 2000 Census

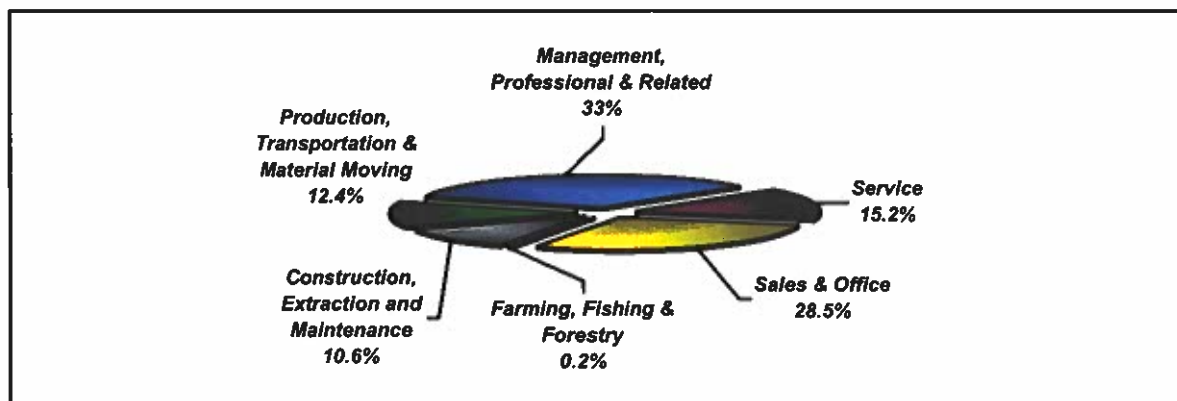


Figure 17
Major Employers in Cheyenne, 2005

source: Wyoming Economic Data Center

Firm	Employees	Type of Business
F. E. Warren Air Force Base	4,263	Military
State of Wyoming*	3,386	Government Services
Laramie County School District #1*	1,933	Education K-12
Federal Government*	1,804	Government Services
United Medical Centers*	1,095	Health Care
Union Pacific Railroad*	790	Transportation, Rail
Lowe's Companies Inc.	700	Distribution Center
Wyoming National Guard	669	Military
City of Cheyenne*	554	Government Services
Laramie County Community College	465	Education
Sierra Trading Post	425	Outlet Catalog/Retail
Veteran's Affairs Medical Center	423	Health Care
Laramie County Government*	318	Government Services
United States Postal Service*	300	Government Services
EchoStar Communications	293	Telecommunications
Frontier Oil	261	Oil Refinery
JELD WEN Window	240	Manufacturing
Wal-Mart	226	Retail Sales
Life Care Cheyenne	216	Long-term Care
Blue Cross/Blue Shield	188	Health Plans
Total -Top 20 Employers	18,549	

**employer located within study area*

More than 220 retail and commercial businesses are located within the DDA district.** Eight of Cheyenne's top twenty major employers have locations within the study area, representing nearly 10,200 area employees, many of whom work within the study area (Figure 18). Downtown office space lease rates range from \$10 to \$14 per square foot, depending upon building age, and wiring technology, etc.***

***source: Wyoming Department of Revenue*

****sources: Property Exchange, Preferred Properties*

Figure 18
Major Employers Located in Study Area, 2005

** government employers may be represented by more than one symbol*



Downtown Cheyenne Amenities. Downtown Cheyenne has no single major attraction, but is home to a variety of unique attractions and events, which provide opportunities for social, educational and cultural interaction against an attractive, historic backdrop (Figure 18).

Figure 18 Study Area Attractions and Events

sources: various

Cheyenne Depot Museum/Depot Square Plaza – Fully restored to its 1920s glory in 2004, the Depot includes a beautifully restored lobby, gift shop, visitor center, restaurant, the Cheyenne Depot Museum, and a plaza for outdoor concerts and other events. FY 2005 visitor center visitors - 30,970

Cheyenne Civic Center – A performance hall and gallery presents world-renowned performers and local artists throughout the year.

Historic Governor's Mansion – Newly renovated home to Wyoming governors from 1905 until 1976, now a museum.

Cowgirls of the West Museum – Highlights contributions that cowgirls have made to the area's history

Nelson Museum of the West – 11,000 square feet of western history, recently renovated

Wyoming State Museum – Houses artifacts and collections showcasing Wyoming's history from its earliest beginnings.

Atlas Theatre – Home to the Cheyenne Little Theatre Players, who perform comedies and western Melodramas

Lincoln Theater – Downtown's discount movie theatre built in 1927, featuring art film series during the spring and fall.

Big Boy Steam Engine – Located in Holliday Park, Old Number 4004 is the world's largest steam locomotive. The Union Pacific Railroad retired Big Boy from active duty in 1956.

Cheyenne Street Railway Trolley – Fully-narrated historic tours May through September. Seasonal tours are offered in October and during December. FY 2005 ridership - 10,031

Downtown Entertainment Program – In its second year, a free winter music and entertainment series that takes place in the Cheyenne Depot Museum.

Fridays on the Plaza – A weekly summertime concert series which takes place in Depot Plaza.

Cheyenne Farmer's Market – Takes place on Saturdays west of the Cheyenne Depot during the late summer and fall months.

Cheyenne Frontier Days – "The Daddy of 'em All:" celebrated its 109th year in 2005. The ten-day western celebration includes a rodeo, parades, a carnival and midway. While the main venue is located outside of the study area, many activities take place in the downtown area.

Greater Cheyenne Greenway – Passes through the southern portion of the study area an eleven-mile path system that connects neighborhoods, schools, parks and shopping areas.

Convention/Hotel Market. Cheyenne currently lacks a convention center or large meeting space to handle meetings of more than 700 people. The Cheyenne Area Convention and Visitors Bureau recently commissioned a feasibility study for a new convention center. The study revealed that Cheyenne has the market demand for a 55,000 square foot facility. Laramie County voters renewed the lodging tax at a 3% rate beginning FY 2004. The Cheyenne area has more than 2,200 hotel rooms, with over 300 rooms located within the study area. The Hynds Building is proposed to be renovated into a new downtown hotel. The average Cheyenne hotel occupancy rate for 2004 was 64.4%, and the average room rate was \$63.04.

**Smith Travel Research*

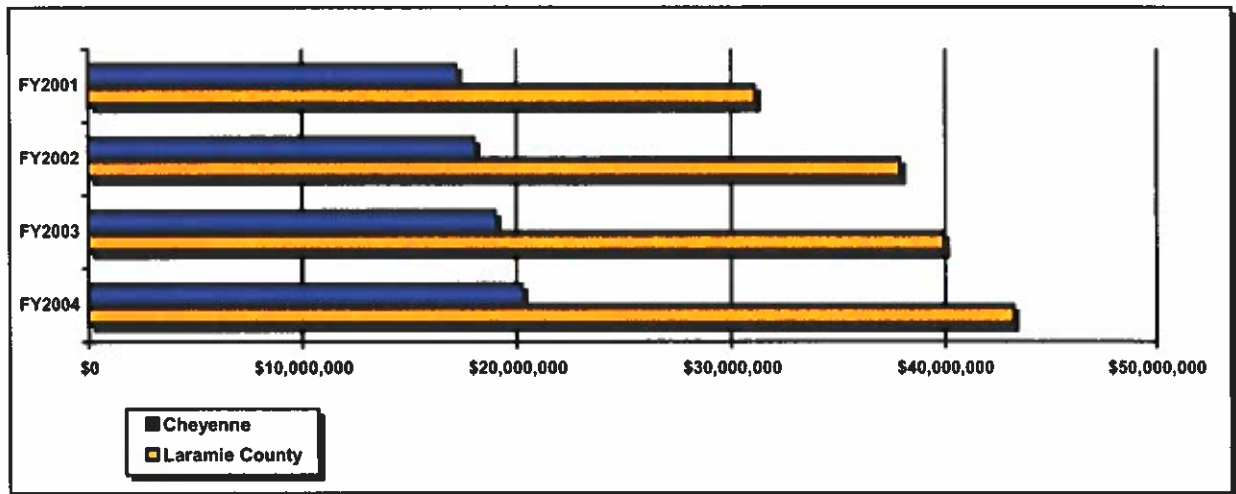
Retail Sales. Cheyenne is positioned as a regional trade center. A fifty-mile radius stretches to Nebraska on the east, competing Fort Collins/Loveland/Greeley, Colorado on the south, including the city of Laramie on the west and four Wyoming counties to the north. Cheyenne's 2002 "trade pull factor", was 1.41, up from 1.164 during 1992*. The trade pull factor is a measure of the relative retail trade strength of the business community. A trade pull factor value greater than 1.00 indicates that the local businesses are capturing or pulling in trade from beyond their city borders, or that Cheyenne is capturing sales from everyone within City boundaries, plus capturing an additional 41% in 2002. Between FY 2002 and FY 2004, the City of Cheyenne averaged a market share of Laramie County retail sales tax collections of 53% (Figure 19).

*source: Wyoming Center for Business and Economic Analysis

Figure 19

Retail Sales Tax Collections FY 2001 to FY 2004: City of Cheyenne and Laramie County

source: Wyoming Department of Revenue

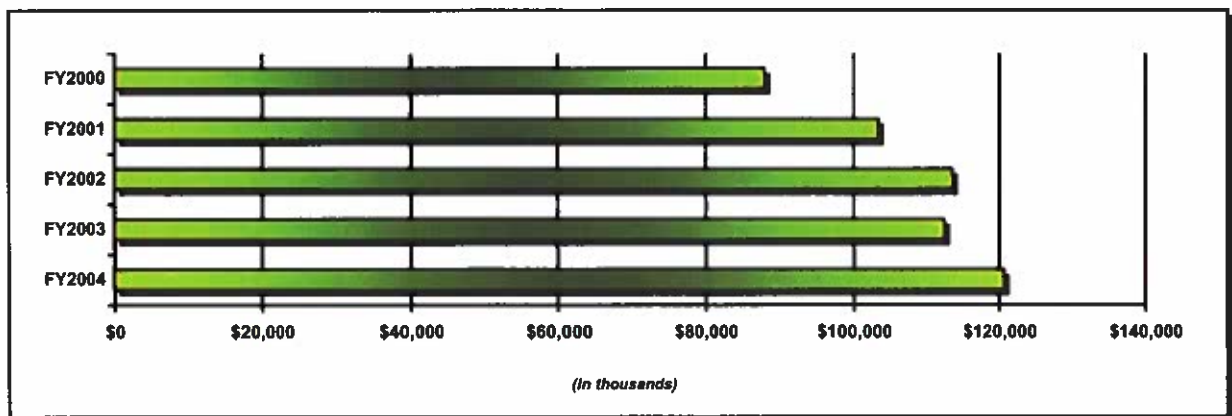


Retail sales for the DDA district increased 37% between FY 2000 and FY 2004. Sales increased by 7.3% between FY 2003 and FY 2004 (Figure 20).

Figure 20

DDA District Retail Sales: FY 2000 to FY 2004

source: Wyoming Department of Revenue



The DDA district has captured a market share of MSA retail sales of 8.2% or higher since FY 2001. The DDA district market share of retail sales reached 8.6% in FY 2004 (Figure 21).

Figure 21

DDA District Market Share of Laramie County/MSA Retail Sales, FY 2000 to FY 2004

sources: Wyoming Department of Revenue, Wyoming Center for Business and Economic Data

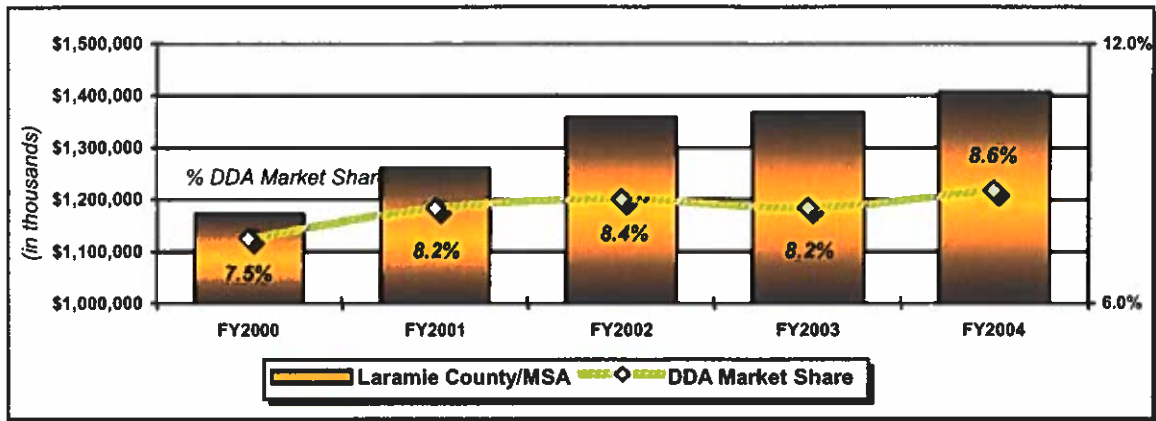
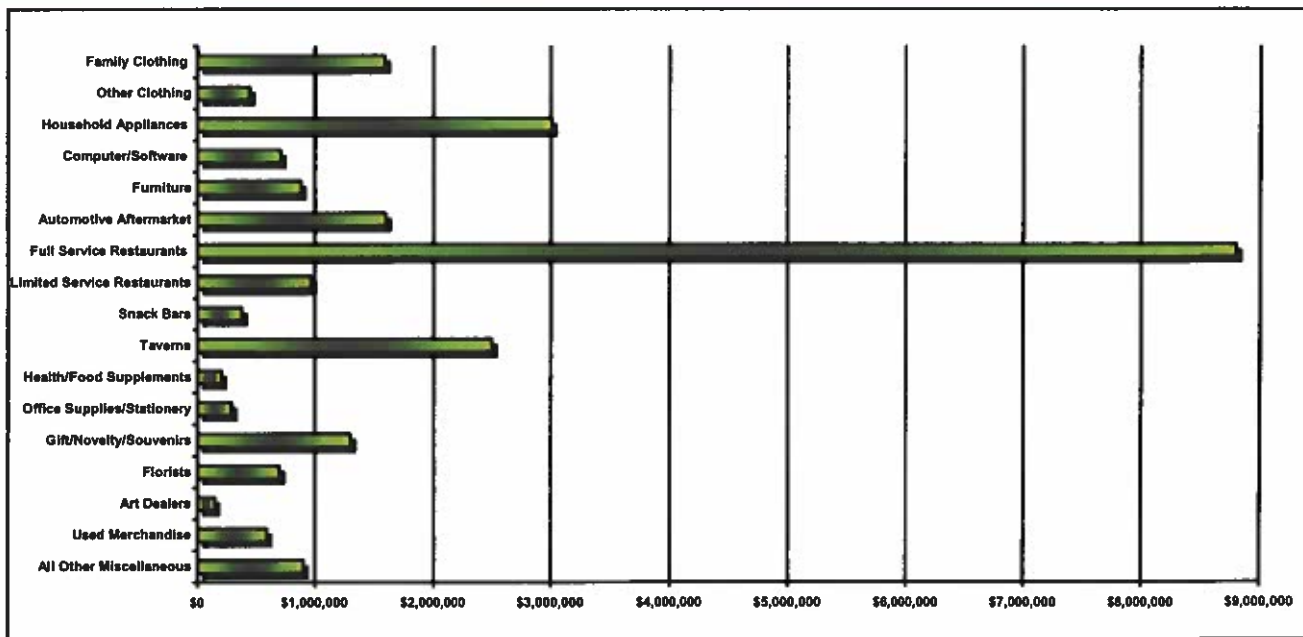


Figure 22 shows DDA District FY 2004 retail sales for select specific NAICS codes in the retail trade, restaurant and drinking places categories. Several categories lack enough reporting vendors and are therefore not included for confidentiality purposes. Those categories include motor vehicle dealers, gas stations, building materials/garden supplies/home improvement, sporting goods/hobby/book and music stores, general merchandise, drug stores, cosmetics and beauty supplies, floor coverings and window treatments, women's clothing and jewelry stores. Restaurants and taverns, household appliances, family clothing, automotive aftermarket, gift and souvenir stores and furniture appear to be the leading categories for sales tax collections, given the constraints of the data.

Figure 22

DDA District Retail Sales by Selected Category: FY 2004

source: Wyoming Department of Revenue



The study area contains roughly 540,000 square feet of retail space. A typical Downtown retail space is 1,500 square feet, leasing between \$7.00 and \$12.00 per square foot. The current retail vacancy for the overall study area is estimated at 11.7%. In addition to its being a government and office center, the study area features a mix of more than 180 retail businesses, including restaurants, specialty shops, services, and cultural facilities (Figure 23). A more detailed analysis of study area retail can be found in Figure 28.

Figure 23
Existing Retail in the DDA Study Area

sources: P.U.M.A. survey, Cheyenne DDA

	Quantity
Food and Beverage Stores	18
Eating and Drinking Places	44
Home Furnishings/Home Improvement	19
Apparel and Accessories	11
Leisure and Recreation	33
Miscellaneous	31
Pharmacy and Personal Care	21
Theaters	2
Museums	6
Total	185

Downtown Parking Shuttle. In June 2003, The City of Cheyenne and the DDA partnered in an effort to encourage employees, business owners and visitors to park in the new downtown parking structure which was completed in June 2004. The Downtown Shuttle is a free bus that begins at the north side of the parking structure on 17th Street between Carey and Pioneer Avenues, and delivers riders to destinations downtown every four minutes. Between June 2003 and April 2004, ridership reached 14,848. Downtown Shuttle ridership decreased to 4,800 during 2005.*

source: Cheyenne Transit Program

Cheyenne Transit Program. The public bus system offers six routes, including a downtown route which travels throughout the study area. During 2005, system-wide ridership was 204,000, while 19,068 riders used the Downtown route.* All routes operate from 6 a.m. to 6:45 p.m., Monday through Friday, for \$1.00, one way. A dial-a-ride, curb-to-curb service operates Monday through Saturday for \$3.00. Additional routes are offered during Cheyenne Frontier Days, transporting over 6,000 visitors during that week.

**source: Cheyenne Transit Program*

Traffic. By studying traffic patterns in conjunction with nearby employment and retail centers, major transportation corridors in the area, and peak traffic times, it is possible to reveal additional commercial uses that may be supported simply by drive-by traffic. Traffic counts were conducted by the City of Cheyenne, Laramie County Public Works and the Wyoming Department of Transportation between 2000 and 2005. The counts in this analysis were collected during the months of March, April, May, September, October and November to provide a close sampling of Average Annual Daily Traffic (AADT). Traffic volumes listed in this report are the total count, in both directions, measured in a 24-hour period, Monday through Friday.

Central and Warren Avenues are considered principal arterials within the study area, also referred to as Interstate 180. Central Avenue which runs south, averages 9,813 vehicles per 24-hour period, and Warren Avenue running north averages 9,884 vehicles per 24 hour period within the study area. Lincolnway is another principal arterial, also referred to as 16th Street or U.S. Highway 30, averaging 17,062 vehicles per 24-hour period within the study area (Figures 24 and 25).

Figure 24

Downtown Cheyenne Traffic Analysis (counts taken 2000 – 2005)

source: Cheyenne Metropolitan Planning Organization

*not all traffic counts shown on map

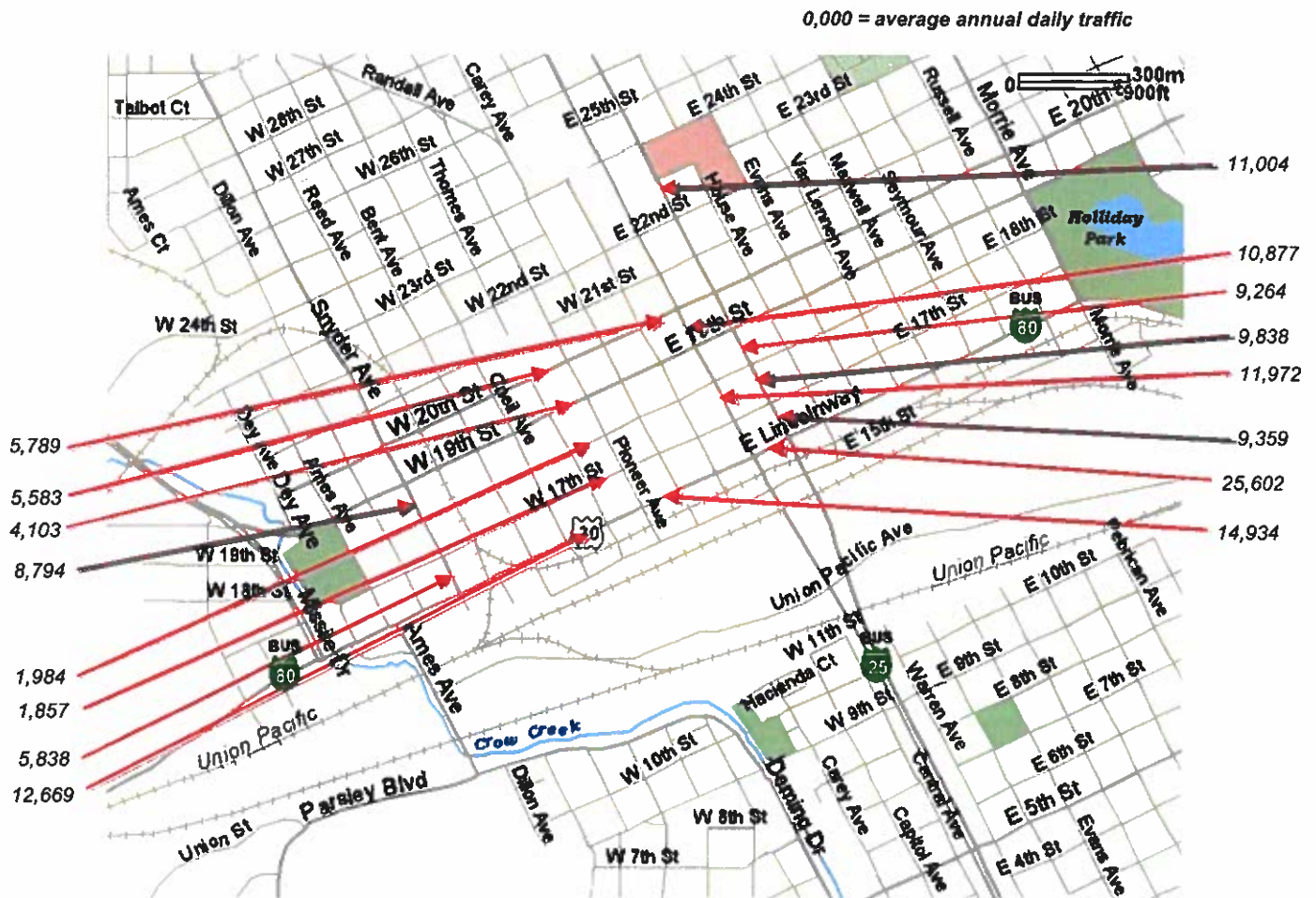


Figure 25**Downtown Cheyenne Traffic Analysis (counts taken 2000 - 2005)**

source: Cheyenne Metropolitan Planning Organization

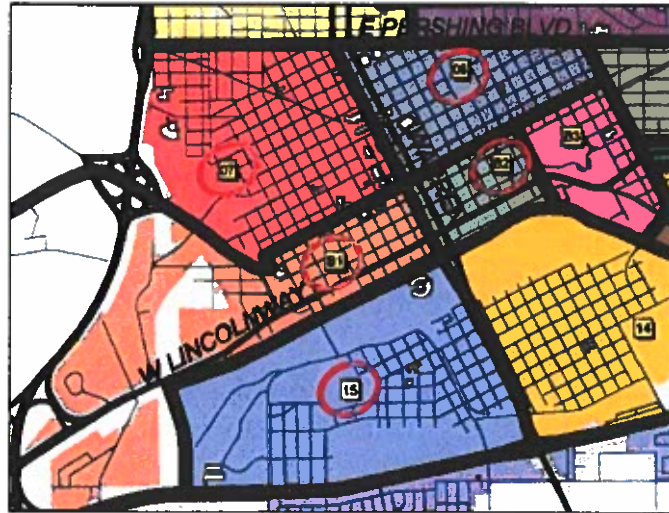
	24-Hour Total
17 th St. west of Pioneer Ave.	1,857
18 th St. west of Pioneer Ave.	1,984
19 th St. east of Thomes Ave.	4,103
20 th St. west of Central Ave.	5,789
20 th St. west of Pioneer Ave.	5,583
Central Avenue @	24-Hour Total
north of 17 th St.	11,972
north of 18 th St.*	8,196*
north of 19 th St.	10,877
north of Lincolnway*	8,206*
Average Traffic Volume	9,813
Lincolnway @	24-Hour Total
east of Bent Ave.*	15,064*
east of O'Neil Ave.	12,669
east of Pioneer Ave.	14,934
east of Thomes Ave.*	12,913*
east of Warren Ave.*	21,189*
west of Warren Ave.	25,602
Average Traffic Volume	17,062
Pioneer Avenue @	24-Hour Total
north of 17 th St*	3,412*
north of 18 th St.*	4,055*
north of 19 th St.*	5,006*
Average Traffic Volume	4,158
Snyder Avenue @	24-Hour Total
north of Lincolnway	5,838
north of 18 th St.	8,794
Average Traffic Volume	7,316
Warren Avenue @	24-Hour Total
north of Lincolnway	9,359
north of 17 th St.	9,838
north of 18 th St.	9,264
north of 19 th St.*	9,957*
north of 22 nd St.	11,004
Average Traffic Volume	9,884

*count not shown on map (Figure 24)

Crime Statistics. 2003 and 2004 statistics were obtained for five police districts which fall within the study area boundaries. The districts include 07, 08, B1, B2 and 15, and are circled below in Figure 26.

Figure 26
Cheyenne Police Districts Within the Study Area

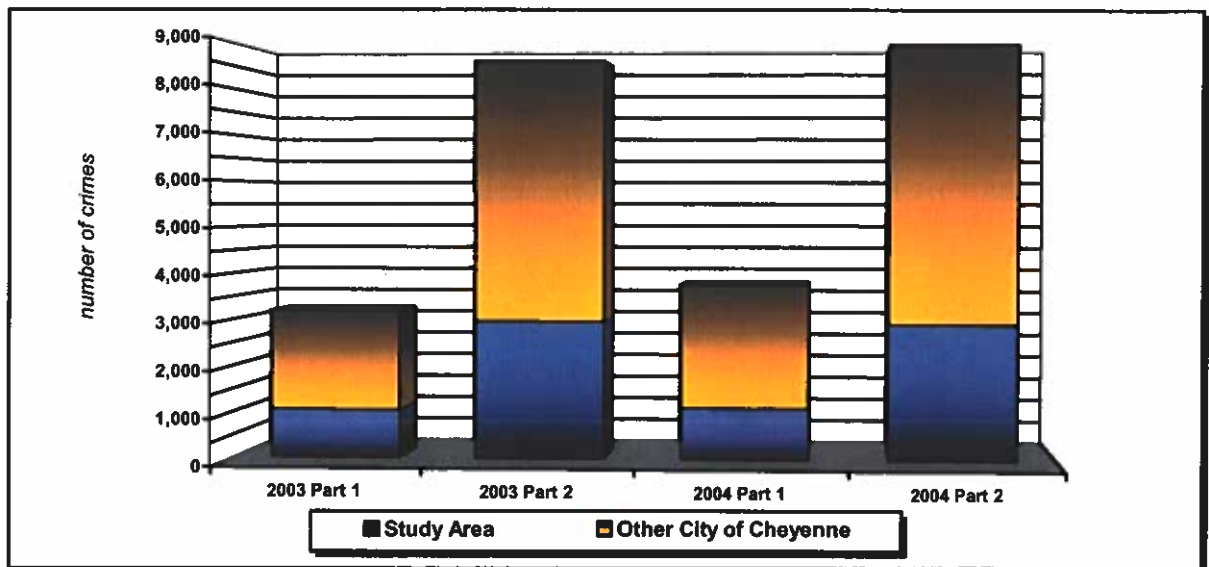
source: Cheyenne Police Department



National crime statistics show that Cheyenne has a very low crime rate in all categories. In 2004, the Cheyenne MSA ranked 299th out of 335 MSAs for violent crimes per 100,000 population.* Larceny (theft) accounted for the majority of Part I, or serious crimes during 2004 in the study area.
*Federal Bureau of Investigation "Crime in the United States 2004"

Figure 27
Part 1 and 2 Crimes 2003* and 2004: Study Area and the City of Cheyenne

source: Cheyenne Police Department Case History Activity Report



* excludes January 2003 statistics due to changeover in computer systems

III. Study Area Retail Audit

An audit of existing retail businesses in the study area was conducted during November 2005 in order to understand the area's current retail situation. The DDA district was broken out within the study area inventory, as it contains over 72% of occupied retail space with stores merchandized to serve Cheyenne visitors, area employees and residents. All ground floor retail (excluding financial services and professional services, i.e., lawyers, accountants, travel agencies, etc.) was estimated in the inventory.

- ✧ There are 177 existing retail businesses in the study area.
- ✧ The total square footage of these businesses is estimated to be over 470,000 square feet.
- ✧ The study area contains roughly 534,000 square feet of total retail GLA, with the DDA district representing 395,000 square feet of GLA
- ✧ There are 24 vacant retail spaces, representing approximately 63,000 square feet in the study area, not including the Dineen property. The ground floor of the Hynds building was included in these figures.
- ✧ Total study area vacancy is estimated at 11.7%, the DDA district vacancy rate is 13.5%.
- ✧ 44 eating and drinking places account for the largest concentration of retail, representing almost 110,000 square feet of space in the study area.
- ✧ Leisure goods are the second largest retail concentration, accounting for 80,400 square feet, notably 7 hobby and craft shops, as well as bookstores and antique shops.
- ✧ Two large grocery stores exist within the study area, outside of the Downtown core. Three small Asian markets are located within the study area.
- ✧ Apparel accounts for 44,000 square feet of space, and does not occur in the study area outside of the DDA district.
- ✧ Western-themed shops, ranging from men's and women's apparel to home furnishings are a recurring theme in study area specialty retail offerings.
- ✧ Limited retail offerings in the South Cheyenne "Thumb" area (south of the railroad tracks) include a grocery store, combination liquor stores/bars, three restaurants, tattoo and appliance sales/service, a gas station/convenience store, and a tobacco shop.
- ✧ A small cluster of retail service businesses including a barbershop, salons, locksmith, automotive glass installation and a coffee shop is situated along a two-block stretch of Randall Avenue, a northern entry into the downtown area.

Figure 28

Existing Retail Activity, Downtown Development Authority and the DDA Study Area

source: P.U.M.A. survey, November 2005

	DOWNTOWN DEVELOPMENT AUTHORITY DISTRICT (DDA)		OTHER DDA STUDY AREA (excluding DDA)		TOTAL STUDY AREA
EXISTING RETAIL (estimated square feet)		# units		# units	
Food And Beverage Stores					18 units
Grocery/Specialty Food Stores	3,500	2	31,950	4	
Convenience Stores	3,000	3	2,100	4	
Liquor Stores*	10,000	4	3,000	1	
Food and Beverage Subtotals	16,500	9	37,050	9	53,550 sf
Eating and Drinking					44 units
Restaurants	52,000	18	15,500	5	
Café/Coffeehouse	10,500	6	800	1	
Fast Food	3,200	3	17,500	8	
Bars	5,500	2	4,000	1	
Eating and Drinking Subtotals	71,200	29	37,800	15	109,000 sf
Home					19 units
Appliances	15,200	3			
Electronics	5,000	2			
Home Furnishings	41,000	10	7,000	1	
Home Improvement			5,700	3	
Home Subtotals	61,200	15	12,700	4	73,900 sf
Apparel					11 units
Apparel	35,500	7			
Apparel Services	4,500	2			
Watches/Jewelry	4,000	2			
Apparel Subtotals	44,000	11			44,000 sf
Leisure					33 units
Antiques	14,500	5	10,400	3	
Arcades, Bowling Alleys, Pool Halls	8,000	1			
Art Galleries/Framing	4,000	2			
Books, Periodicals, Videos	11,500	5			
Hobbies, Crafts	14,000	7			
Music	5,000	2			
Pets			1,000	1	
Photography	4,500	3			
Sporting Goods	4,000	2	1,500	1	
Theater & Dance Classes	4,000	1			
Leisure Subtotals	67,500	28	12,900	5	80,400 sf
Miscellaneous					31 units
Automotive	19,000	9	16,900	8	
Florist	1,500	1	2,000	1	
Gifts	17,000	8			
Office Supplies/Services	9,500	3	4,000	1	
Miscellaneous Subtotals	47,000	21	22,900	10	69,900 sf
Pharmacy and Personal Care					21 units
Pharmacy	8,000	1			
Personal Products/Services**	26,100	13	6,300	7	
Pharmacy and Personal Care Subtotals	34,100	14	6,300	7	40,400 sf
TOTAL OCCUPIED SQ. FT./UNITS:	341,500	127	129,650	50	471,150 occupied sf 177 occupied units
TOTAL VACANT SQ. FT./UNITS:	53,300 sf***	16	9,400 sf	8	62,700 vacant sf 24 vacant units
TOTAL RETAIL SPACE:	394,800 sf	143	139,050 sf	58	533,850 sf
VACANCY RATE:	13.5%		6.8%		11.7%

*square footage may include contiguous bars

**includes barber/salons, fitness, tattoo parlors, dry cleaners, tailors, etc.

***does not include Dineen property

IV. Competition and Leakage Analysis

The preceding Economic Profile reveals a significant amount of demand for certain types of retail uses, and it must be determined if that need is already being met within the trade area. Determining this for neighborhood retail centers is difficult because of the small size of the market area and the confidential nature of some of the information necessary for a completely accurate analysis. For this reason, P.U.M.A. relies on primary field research as well as secondary information sources to evaluate the existing retail supply.

Supply of Commercial Retail Space. During November 2005, P.U.M.A. undertook a field survey of existing retail use concentrations within both the primary and secondary market areas. The P.U.M.A. survey inventoried over 2.2 million square feet of retail space within the primary and secondary markets, which are defined by Census tracts 2, 7 and 10 for the primary market and a five-mile radius from Central Avenue and 17th Street for the secondary market. 2005 estimates account for more than 74,100 residents and over 30,000 households within the five-mile radius area*. Banks, and professional service space, i.e., legal, accounting, travel agencies, real estate offices, etc. were not included in the inventory (Figure 31). The Summary Tables in the Appendix provide a detailed breakdown of total square footage and existing retail usages within the primary and secondary market areas.

*2005 ESRI

Within the primary market area, 471,150 square feet of occupied retail space was surveyed. Retail space within the primary market is concentrated within the DDA district boundaries, and along East Lincolnway and Randall Avenue. Downtown Cheyenne, which is Cheyenne's original business district, and the wider DDA study area, offer a blend of specialty retail, commercial, service, cultural and government services, representing 23.8% of the overall Cheyenne retail market (Figure 29).

Figure 29

Concentration of Retail Space: Primary Market Area

source: P.U.M.A. survey

Retail Node	Retail Sq. Ft.	Percent of Market
A. Downtown Study Area	533,850 sq.ft.	100%
Total Primary Market	533,850 sq.ft.	100%

An additional 1.7 million square feet of retail space was surveyed in the five-mile secondary market, which is largely situated in the rapidly growing north and east sectors of the city. In this market, which excludes the primary market area, retail space is concentrated along the East Pershing Boulevard, Yellowstone Road, Dell Range Boulevard, East Lincolnway and South Greeley Highway corridors (Figure 30).

Figure 30

Concentration of Retail Space: Secondary Market Area, Excluding Primary Market Area

source: P.U.M.A. survey

Retail Node	Retail Sq. Ft.	Percent of Market
B. Cole Shopping Center/East Pershing Boulevard Corridor	102,400 sq. ft.	5.9%
C. Yellowstone Road Corridor	103,700 sq. ft.	6.0%
D. Frontier Mall/Dell Range Boulevard Corridor	1,138,725 sq. ft.	66.5%
E. Cheyenne Plaza/East Lincolnway Corridor	290,122 sq. ft.	16.9%
F. South Greeley Highway Corridor	78,000 sq. ft.	4.6%
Total Secondary Market	1,712,947 sq. ft.	
Total Primary and Secondary Markets	2,246,797 square feet	

Vacancy. At the time of the survey, the retail vacancy rate for the total Cheyenne market, excluding auto sales, was 3.7%. The primary market (Downtown study area) demonstrated an 11.7% vacancy rate (62,700 square feet). The secondary market, excluding the primary market, experienced a healthy 1.2% vacancy rate (20,800 square feet).

Leakage Analysis. Using the preceding fieldwork, industry standards for average sales per square foot and average store size, and statistics on average household expenditures in the area, a retail sales leakage analysis was conducted in November, 2005, revealing that the total market area is oversupplied by approximately 313,000 square feet of retail. This figure reflects a substantial oversupply of general merchandise retailing found in particular, in the secondary market, which contains 693,655 square feet of general merchandise outlets – (six department stores, dollar stores, a Super Wal-Mart, Target and a KMART). The Summary Tables in the Appendix provide the detail of this analysis.

Because of the necessity to use several different sources of data in an analysis such as this, there is bound to be error when the results are brought down to a detailed level. While it is dubious to claim that the exact amount of square footage has been assigned to each category, it is possible to isolate distinct trends and general retail categories that are underserved in this market.

Within the market area, there appears to be an over-supply of jewelry stores, home furnishings stores, and as mentioned above, general merchandise.

The market appears balanced in the categories of men's apparel, footwear, automotive aftermarket, book stores, electronics, liquor stores, sporting goods, furniture, floor coverings, drug stores and home improvement.

Retail types that appear to be underserved include:

- Women's Apparel
- Children's Apparel
- Other Apparel Products and Services
- Pet, Hobby and Craft Stores
- Grocery Stores
- Restaurants
- Major Appliances
- Personal Care

While it appears that appliance stores may be an underserved category (existing stores appear in the Downtown study area only), appliances in the market are sold from stores in the general merchandise category, i.e. Sears, Wal-Mart, and the home improvement category, (Lowe's, Home Depot, etc.). In addition to that which is mentioned above, information on consumer expenditures in several specific categories is lacking. These categories include, but are not limited to the general merchandise, restaurants serving alcoholic beverages and the tavern categories.

Leakage with "Trade Pull Factor". The preceding analysis is based upon the Cheyenne market without accounting for its regional "pull factor". Pull factor is a measure of Cheyenne as a retail destination, drawing customers from outside of the immediate community. A 2002 study by the Wyoming Center for Business and Economic Analysis found that Cheyenne has a pull factor of 1.41 (meaning that the city generates an additional 41% of sales from customers traveling to the city).

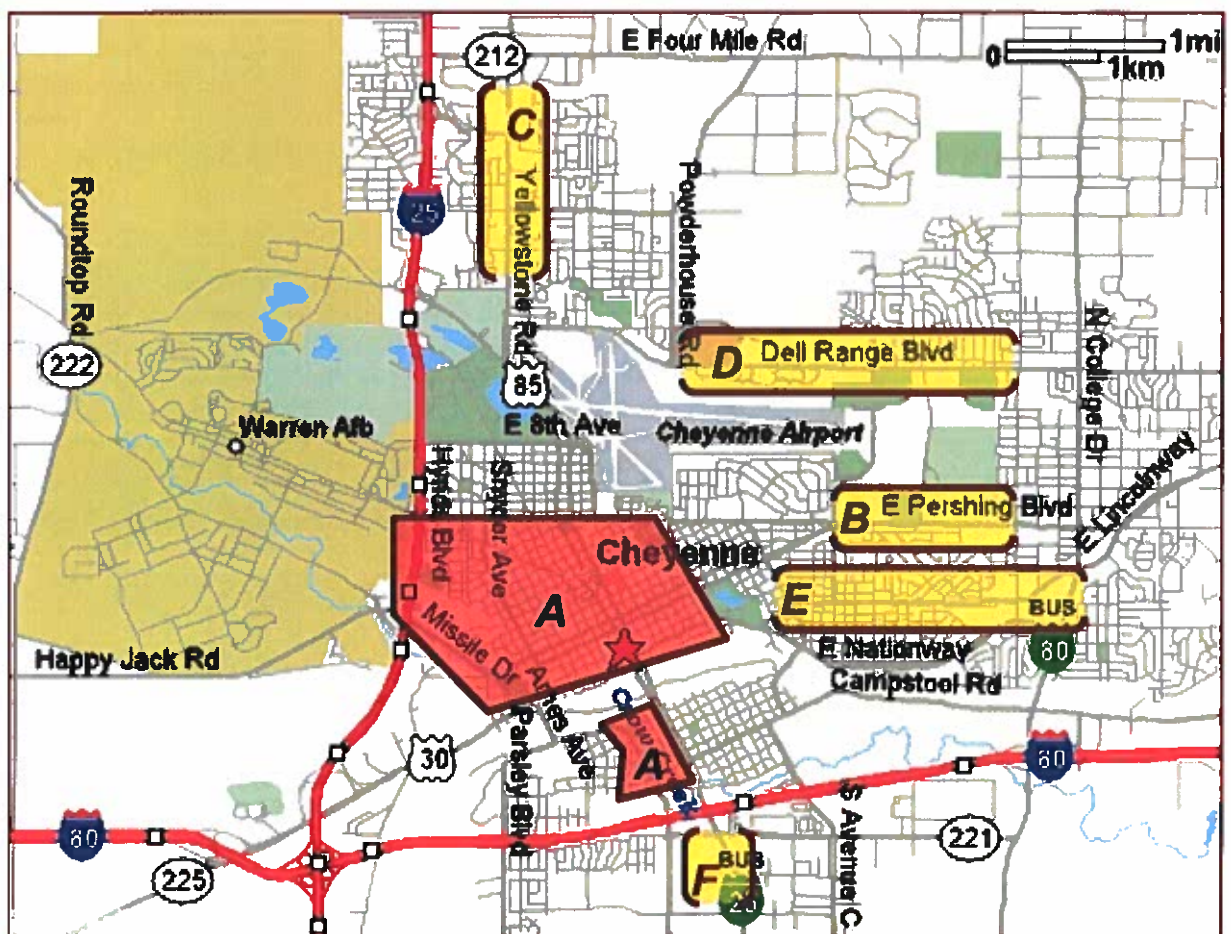
Applying the city's pull factor to the leakage analysis, additional gaps are identified in the market, including:

- All apparel categories, excluding jewelry
- Automotive (gas stations and aftermarket products)
- Entertainment, in particular pet stores and electronics
- Grocery and Liquor Stores
- Restaurants
- Furniture and Major Appliances
- Personal Care

Many of these categories provide downtown with more traditional product types that can be serviced in the central business district. As an example, the Downtown study area contains one shoe store and no toy store. In addition, many area restaurants tend to be at a lower price point, i.e. fast food, as opposed to distinctive, higher priced, finer dining options. The second analysis also demonstrates the importance of “pull factor” and the need to project to Cheyenne’s regional market.

Figure 31
Competition and Leakage Analysis - Location of Surveyed Shopping Areas

- A. Downtown Cheyenne/Study Area**
- B. Cole Shopping Center/East Pershing Boulevard Corridor**
- C. Yellowstone Road Corridor**
- D. Frontier Mall/Dell Range Boulevard Corridor**
- E. Cheyenne Plaza/East Lincolnway Corridor**
- F. South Greeley Highway Corridor**



V. Competitive Retail Environment

The consultant team and the project steering committee identified five Cheyenne business districts with which Downtown Cheyenne competes as a center for retail and services. The comparable business districts identified include the Cole Shopping Center/East Pershing Boulevard Corridor, the Yellowstone Road Corridor, the Frontier Mall/Dell Range Boulevard Corridor, Cheyenne Plaza/East Lincolnway and the South Greeley Highway Corridors. The five business districts are located along some of the most highly traveled roads in Cheyenne. A summary matrix of the comparable business districts is provided on the following page.

The competitive business districts have the following attributes:

- ◆ **Cole Shopping Center/East Pershing Boulevard Corridor** - The Cole Shopping Center is located at the intersection of East 19th Street and East Pershing Boulevard. The 50+ year old Cole Shopping Center is a neighborhood center, featuring a Safeway grocery store, a triplex discount movie theater and a Blockbuster Video as anchor tenants. Other retail tenants include Radio Shack, Diamond Vogel Paint, and a local family dining restaurant, a pet store, shoe store and beauty salons. Three financial service businesses, (i.e. a credit union, tax accountant, and check cashing service) and medical offices are also located within the shopping center. A 12-screen movie complex opened along the East Pershing Boulevard Corridor in early 2005. Other corridor retail tenants include a Hollywood Video, Dairy Queen, services such as a dry cleaners, carpet cleaners, and barber/salons, an independent drug store, small home furnishings and antique stores, an embroidery shop, and an Asian market.
- ◆ **Yellowstone Road Corridor** – The Yellowstone Road Corridor passes through the northern residential suburbs of Cheyenne. Retail tenants along the corridor provide automotive, financial services and other retail to local customers. Businesses include a national supermarket, a large health club facility, a building supply/home improvement center, national chain fast food restaurants, and a liquor store.
- ◆ **Frontier Mall/Dell Range Boulevard Corridor** – Built in 1981, Frontier Mall is a regional shopping center that houses 85 stores and a recently renovated nine-screen movie theater. Sears, JC Penney, Galt Sport and Dillard's anchor the mall. Predominantly national chain apparel, footwear and accessory, gift, electronics, entertainment and personal services and food court tenants make up the mall's retail mix. Big box retailers, such as Target, Wal-mart, Kmart, Petco, Barnes & Noble, Pier I, Office Depot, Ross Dress for Less, and Lowes are situated adjacent to the mall and along the Dell Range Boulevard Corridor. National chain fast food and family dining restaurants, personal services/products, (Curves, Totally Tan, Sally Beauty Supply, etc.), a national grocery store, furniture stores and additional goods and services are located along the corridor.
- ◆ **Cheyenne Plaza/East Lincolnway Corridor** – Open since 1970, Cheyenne Plaza is a neighborhood shopping center with 24 tenants. Larger tenants include Murdoch's Ranch and Home Supply, Big Lots, Hobby Lobby, Checker Auto Parts and Econo Foods. Two salons, national chain restaurants (Shari's, Armadillo), a furniture rental store, , music store, a book store, party supply store, a carpet store and specialty food shops, (i.e. cookies, pies, smoked foods,) and services including a Laundromat and day care facility round out the remaining tenants. East Lincolnway (U.S. Highway 30) features a variety of automotive and national chain fast food uses.
- ◆ **South Greeley Highway Corridor** – Cheyenne's newest Safeway market is situated along the South Greeley Highway (Interstate 25 business loop). A pharmacy containing a post office, a large liquor store, a bowling alley and national chain fast food outlets are also located along this corridor. Other retail includes a video store, fireworks store and a Cost Cutters salon/barber.

Figure 32
Competitive Business Districts – Cheyenne, Wyoming
 1/06 prepared by Progressive Urban Management Associates, Inc.

<i>business district</i>	<i>niche</i>	<i>lease rate*/ occupied sq. ft.</i>	<i>pedestrian?</i>	<i>historic?</i>	<i>market</i>	<i>business mix</i>
Cole Shopping Center/ East Pershing Boulevard Corridor	mid-priced neighborhood retail and services (chains)	(Cole Shopping Center-retail portion) 39,600 sq. ft. (corridor) \$7 - \$12 psf 53,000 sq. ft.	no	no	local	Safeway, Blockbuster Video, Diamond Vogel Paint, Fantastic Sam's Radio Shack, Cole Square Cinema, local restaurant. Corridor: Capitol City Stadium 12-plex, locally- owned antique, home furnishings, ethnic market, services.
Yellowstone Road Corridor	discount neighborhood retail and services (chains)	\$13 - 15 psf 103,700 sq. ft.	no	no	local	Albertsons, Osco Drugs, Sutherland's Building Supplies, Smart Sports health club, chain fast food restaurants, national automotive services
Frontier Mall/ Dell Range Boulevard Corridor	retail destination (national chains)	(Frontier Mall) 487,300 sq. ft. (corridor) \$13 - \$15 psf 646,425 sq. ft.	no	no	regional/local	moderately priced department stores (Sears, JC Penney, Dillards), Frontier 9 movie theater, national clothiers/jewelers, electronics. Corridor: Big boxes include Target, Wal- Mart Supercenter, Kmart, Petco, T.J. Maxx, Barnes & Noble, Hobby Lobby, Pier 1, Lowe's, Office Depot, Sam's Club, Ross Dress for Less, national chain restaurants, goods and services
Cheyenne Plaza/ East Lincolnway Corridor	discount neighborhood retail, mid-priced retail chains, restaurants and services	(Cheyenne Plaza) 150,000 sq. ft. (corridor) \$7 - \$12 psf 137,000 sq. ft.	no	no	local	Murdoch's Ranch & Home Supply, Big Lots, Armadillo, Dollar Tree, Shari's Restaurant, Econo Foods, specialty foods, Hobby Lobby, Cost Cutters Corridor: neighborhood goods and services, Auto Zone, Midas Muffler, and national chain fast food outlets
South Greeley Highway Corridor	mid-priced neighborhood retail, chain restaurants and services	75,000 sq. ft.	no	no	local	new Safeway market, Cost Cutters, bowling alley, liquor superstore, pharmacy, video store, national chain fast food outlets

sources: Property Exchange, Preferred Management

Downtown Cheyenne Market-Based Plan

Notes from November 17 & 18

Community Focus Groups

(Prepared by Progressive Urban Management Associates 11/05)

On November 17 and 18, 2005, six focus groups were held to get feedback about Downtown from Downtown stakeholders, primarily business and property owners. Attendees of all six focus groups were asked to summarize their thoughts about Downtown Cheyenne's strengths and weaknesses, and to identify and prioritize changes they'd like to see in Downtown. Each group was asked to vote on the improvements they felt were most important for Downtown. Following are the summaries of each focus group.

Overall Themes That Emerged from All Six Groups:

Below is a summary of all the information gleaned in all six focus groups over the two-day period:

DOWNTOWN POSITIVES	DOWNTOWN NEGATIVES
Depot, Plaza and events	Parking: supply and management
New development momentum: Plains, Atlas Theater, new library	Underutilized buildings (especially Hynds)
Historic architecture, heritage	Lack of pedestrian traffic
Landscaping and streetscaping	Nighttime bar crowd: can be intimidating
Employment center	Buildings in disrepair
Local independent businesses	Retail turnover
DDA	Downtown not seen as a destination by locals
Low rents	Inconsistent information and policies from various City departments
	Underutilized: Empties out at 5:00

DESIRED DOWNTOWN IMPROVEMENTS:

Parking Mangement: <ul style="list-style-type: none"> • Get employees off street • Add parking structure on east side of Downtown • Explore shuttle option
Hynds & Dineen building renovations
Strengthen 15 th and 17 th Streets: capitalize on density and unique storefronts
Encourage more local, independent retail, restaurants and entertainment
Encourage better pedestrian environment: expand upon streetscape and landscape improvements
Celebrate cultural and ethnic heritage of Cheyenne
Improve facades, curb appeal
Encourage collaborative marketing and promotions, consistent shop hours
Encourage more residential development
Build stronger relationship between DDA and DCMA
Small business support: reduce turnover and help fill vacant storefronts (esp. on 15 th and 17 th)
Consider nighttime walking police patrols

The following summaries reflect the thoughts of each individual group:

FOCUS GROUP #1: (11/17/05), attended by business and property owners and representatives of cultural venues.

DOWNTOWN POSITIVES

Depot as an attraction Depot events	Parking Management: <ul style="list-style-type: none"> • Employees parking on street • Lack of parking mid-day • Locals adverse to walking
Lunchtime business, esp. employees	Empties out at 5:00
Momentum-improvements	17 th Street is lethargic
Energy at Depot and 16 th	
Seasonal – summer more active	

DOWNTOWN NEGATIVES

DESIRED IMPROVEMENTS

of votes Improvement

4	Hynds Building renovation: brand name retail or office
3	17 th Street as pedestrian mall
1	Collaborative marketing & promotions, hours of operation
1	Dineen Development
1	Get employees off on-street spaces
1	Change mindset of residents
1	Improve information & communications
0	Renovate buildings/facades
0	15 th Street renovation: capitalize on unique storefronts
0	More residential

FOCUS GROUP #2 (11/17/05), attended by City staff and design board.

DOWNTOWN POSITIVES

DOWNTOWN NEGATIVES

Parking Supply	9-5 downtown
Depot, Plaza, Garage, new investment	Access
Historic architecture	Parking: perception, distribution
Local heritage	Underutilized, vacant buildings
Community events	False facades
Residential potential	Lack of critical mass of destinations, draw
Landscaping and streetscaping	Doesn't meet visitor expectations
City supports reuse and redevelopment	Tough retail environment
RR-heritage, more potential	Building reuse barriers: codes, environmental
Employment center	Lack of street activity
	Need more pedestrian amenities
	Transients
	Downtown boundaries not defined, edges

DESIRED IMPROVEMENTS:

of votes Improvement

6	Encourage more retail, restaurants and entertainment
5	Encourage more residential development
4	Improve pedestrian circulation & environment
4	Resolve storm sewer drainage problems
3	Fill gaps (parking lots) with active uses, buildings, greenspace
2	Pedestrian mall/district
2	Expand streetscape and landscape efforts
1	Infrastructure – street reconstruction
1	Better access to city center parking
1	More kid-friendly attractions
1	More public restrooms
0	Expand frequency and route of shuttle service
0	Cluttered sidewalks
0	Improve 15 th Street – currently underutilized
0	More adult activities: retail, restaurant, entertainment
0	Relocate car dealers to maximize use potential
0	Improve alleys for pedestrian movement and aesthetics
0	Roundhouse access

FOCUS GROUP #3 (11/17/05), attended by business and property owners.

DOWNTOWN POSITIVES

DOWNTOWN NEGATIVES

Depot, plains hotel	Nighttime bar crowd
Restoring historical buildings	Incompatibility of day and night
Bustling professional center	
More local customers	
Momentum, rejuvenation, new retail "on the right track"	

DESIRED IMPROVEMENTS:

More entertainment, restaurants, retail
Create an edge to downtown
Make gateways more attractive & inviting
Improve downtown information, promotions
Connections with Warren
Build upon LCCC Connections
Celebrate cultural, ethnic heritage of area w/events such as Cinco de Mayo
Move correctional facility
Engage Hispanic community
Encourage more unique local independent stores
Improve building facades
Address liquor license issues
Cultivate Cheyenne heritage (railroad, cattle, ranching)

FOCUS GROUP #4, (11/18/05): attended by Downtown Cheyenne Mercantile Association (DCMA) board of directors.

DOWNTOWN POSITIVES

Historic architecture
Depot, plaza
Plains Hotel
Summer events, parties
Quaintness
Local independent businesses
Dineen potential
Parking Garage
Public transit – bus “door to door”

DOWNTOWN NEGATIVES

Businesses need repair
Hynds
Not a destination (no anchor yet)
Parking: “parking rodeo”
No strolling
Split personality between retail and office
Communication among businesses & agencies
City support for businesses: inconsistency between departments, codes, regulations

DESIRED IMPROVEMENTS

# of votes	Improvement
5	Hynds building renovation – retail, office
3	17 th street pedestrian mall
3	Redevelop Dineen property
2	Stronger City/Downtown partnership: particularly in regulatory processes, consensus on vision
2	Encourage Public art
1	Department store
1	15 th street renovation
1	Improve building facades, appearance – consistency in signage, window displays, etc.,
0	Tunnels – underground Cheyenne

DCMA –501(c)(6) Membership Organization

MAIN FOCUS:

- Communication
- Marketing
- 4 events annually
- Beyond DDA boundary
- Volunteer-based

STRUCTURE:

- 3 committees:
 - membership
 - community prode
 - events
- 50 businesses interested in becoming members, currently a handful
- \$9K from DDA + \$3K match

FOCUS GROUP #5 (11/18/05), attended by business and property owners.

DOWNTOWN POSITIVES	DOWNTOWN NEGATIVES
Depot, plaza, events	Parking: lack of supply Employee abuse of 2 hour zones
Pedestrian access, proximity, critical mass	Appearance
DDA: effective downtown promotion, marketing, events (concerts, farmers market, dance, music)	Hynd Building
Spirit, independent people	Different nighttime crowd (intimidating)
Visitor traffic	Lack of curb appeal
Destination stores	
CVB	

DESIRED IMPROVEMENTS

Immediate, creative parking solutions: second parking structure, manage employee parking, provide shuttle option
Eye appeal: paint, maintenance, keep it fresh, owners taking action
Improve snow removal
Stronger relationship between DDA/DCMA
Police walking patrol

FOCUS GROUP #6 (11/18/05), attended by Downtown business and property owners.

DOWNTOWN POSITIVES

DOWNTOWN NEGATIVES

Low rent structures	Parking: perception: perception Convenience, employee and owner abuse, east end
Government anchor, law, finance	Spacial limits for development
Restaurants: seeds of an entertainment district	Lack of walking traffic
Potential for residential	Retail turnover, esp. on 17 th
Momentum	Lack of destination
Depot, plaza	Inconsistent shop hours
Plains, Atlas theater, new library	Generational transition – need more young blood

DESIRED IMPROVEMENTS

of votes Improvement

7	East side parking lots: 100+ new spaces
5	Encourage more residential
4	Green space – pedestrian strip/mall
3	"Little things" trash containers, amenities, public restroom
3	Improve shuttle: frequency, route
1	Underground alley utilities
1	Skywalk
0	Activate uses in upper floors
0	Tourism draw/attraction/western heritage
0	Architectural quality
0	Minor league sports team
0	Destination shopping – box or department store

Cheyenne Downtown Development Authority Survey

The Cheyenne Downtown Development Authority (DDA) is a 78-block special assessment district formed in 1993 that finances sidewalk beautification, landscaping, marketing, special events and other enhancements. The DDA board of directors is working with Denver-based Progressive Urban Management Associates to help develop a Strategic Plan for the future of the downtown. Through this survey, we are soliciting input from property and business owners to develop priorities for the DDA and the downtown Cheyenne business district. Please take about 10 minutes to complete this survey and return it via fax at 307-433-9732 or by mail to:

DDA Survey
121 West 15th Street, Suite 200
Chevenne, WY 82001

Please return the survey by mail or fax by November 30, 2005.
Five returned surveys will be drawn at random and each will receive a \$50 gift certificate to the Downtown establishment of the respondent's choice!

1. **OVERALL**, do you think that the following characteristics of downtown Cheyenne are better or worse in the past five years?

[illegible]

- 2. How would you rate the services of the Cheyenne DDA?**
(See attached fact sheet)

[illegible]

3. **OVERALL, how would you rate Cheyenne DDA services?**

- ☐ "A" Services are excellent and I am very satisfied with the DDA.
☐ "B" Services are good, but there is room for improvement.
☐ "C" Services are fair and there is much room for improvement.
☐ "D" Services are poor and I am dissatisfied with the DDA.
☐ "F" Services are very poor and the DDA has been a failure.
☐ "I" Incomplete – I do not know if services are good or poor.

4. **Please identify areas in which you would like to see future areas of emphasis in the Cheyenne DDA:**

	<u>More Emphasis</u>	<u>Stay the Same</u>	<u>Less Emphasis</u>	<u>Don't Know</u>
Public Safety	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sidewalk Cleaning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Parking Availability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Transportation & Access	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Shuttle Bus	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business Attraction & Retention	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Retail Support Programs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Streetscape/Beautification	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Signage/Wayfinding	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Special Events	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marketing & Image Programs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Community Relations & Education	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other: _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5. **We are looking at ways to improve communications between the DDA and downtown property and business owners. Please rate each of the following methods of communication in order of importance (i.e. 1 = most important to 5 = least important)**

- _____ Periodic downtown newsletter
_____ Periodic one-on-one visits from DDA staff and/or board
_____ Frequent email updates on issues and new developments
_____ Periodic community forums on issues and new developments
_____ Other: _____

6. **If you could change or add TWO things to positively affect Downtown Cheyenne, what would they be?**

7. Are you a downtown property or business owner? (check all that apply)

- ☐ Downtown Cheyenne property owner
☐ Downtown Cheyenne business owner
☐ Other: _____

8. Which of the following types of businesses and/or uses best describe your business and/or property? (Please check all boxes that apply)

- | | |
|--|--|
| <input type="checkbox"/> Office/Professional Service | <input type="checkbox"/> Non-Profit/Government |
| <input type="checkbox"/> Retail | <input type="checkbox"/> Residential |
| <input type="checkbox"/> Restaurant | <input type="checkbox"/> Warehouse/Storage |
| <input type="checkbox"/> Personal Service | <input type="checkbox"/> Other: _____ |
| <input type="checkbox"/> Automotive Services | |
| <input type="checkbox"/> Parking | |

9. What is the TOTAL BUILDING square footage for all of the properties that you OWN OR OCCUPY in Downtown Cheyenne?

- ☐ Up to 2,500 building square feet
☐ 2,501 to 10,000 building square feet
☐ 10,001 to 25,000 building square feet
☐ More than 25,000 building square feet

10. How many commercial properties do you own/occupy in Downtown?

<u>Location</u>	<u>One Property</u>	<u>2 to 4 Properties</u>	<u>5+ properties</u>
South of UP RR tracks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
North of UP RR tracks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

11. Please help us in verifying the names and contact persons for property and business owners in Downtown Cheyenne. Please complete the following: (This must be completed to qualify for the gift certificate drawing.)

Property/Business Owner Name: _____
Name of Business: _____
Mailing Address: _____
City/State/Zip: _____
Phone: _____ Fax: _____ Email: _____

Contact Person (if different from above) _____
Phone: _____ Fax: _____ Email: _____
Addresses of Properties/Businesses Owned: _____

(please add any additional properties on the reverse side)

Thank you for completing this survey!

Please return **prior to November 30** via fax at 307-433-9732 or mail to
DDA Survey, 121 West 15th Street, Suite 200, Cheyenne, WY 82001

*If you are interested in learning more about the Cheyenne DDA
please contact DDA Director Christian Cherek at 307-433-9732.*

CHEYENNE DOWNTOWN DEVELOPMENT AUTHORITY SURVEY TABULATIONS

Frequencies

Total number of returned surveys = 77

Question 1							
Overall, are the following characteristics of Downtown Cheyenne better or worse in the past five years?	Much Better	Slightly Better	No Change	Slightly Worse	Much Worse	Don't Know	Total
Cleanliness	41%	33%	18%	4%	3%	1%	100%
Overall Appearance	42%	42%	10%	4%	1%	1%	100%
Safety: Perception	18%	39%	29%	7%	1%	5%	100%
Safety: Reality	18%	36%	26%	12%	1%	7%	100%
Economic Climate	10%	58%	18%	10%	3%	1%	100%
Parking Availability	40%	27%	12%	16%	4%	1%	100%
Marketing/Visibility	25%	31%	35%	7%	0%	3%	100%
Overall Image	29%	45%	19%	4%	1%	1%	100%
Overall Vitality	17%	55%	18%	5%	4%	1%	100%

Question 2							
How would you rate the Cheyenne DDA's performance in providing the following services?	Very Good	Fair	Good	Poor	Very Poor	Don't Know	Total
Sidewalk Beautification	29%	47%	16%	4%	3%	1%	100%
Landscape Maintenance	20%	54%	17%	4%	3%	3%	100%
Clean & Safe Crew	14%	41%	18%	5%	3%	18%	100%
Marketing Programs	16%	41%	20%	11%	5%	8%	100%
Special Event Sponsorships	18%	42%	23%	7%	4%	5%	100%
Parking Availability	23%	42%	21%	6%	6%	1%	100%
Banners/Billboards/Signs	17%	34%	36%	5%	3%	5%	100%
Advocacy w/City & Others	11%	35%	27%	4%	5%	19%	100%
Downtown Shuttle	15%	49%	8%	8%	1%	19%	100%
Overall Customer Service	15%	44%	19%	8%	8%	5%	100%

Question 3	
Overall, how would you rate Cheyenne DDA services?	Percent of respondents
A – Excellent	16%
B – Good	53%
C – Fair	16%
D – Poor	5%
F – Very Poor	4%
I – Incomplete	5%

Question 4					
Identify future emphasis areas for the Cheyenne DDA.	More Emphasis	Stay the Same	Less Emphasis	Don't Know	Total
Public Safety	38%	51%	0%	12%	100%
Sidewalk Cleaning	43%	53%	0%	4%	100%
Parking Availability	48%	48%	4%	0%	100%
Transportation & Access	39%	47%	4%	10%	100%
Shuttle Bus	28%	57%	3%	13%	100%
Business Attraction & Retention	80%	15%	0%	5%	100%
Retail Support Programs	72%	18%	1%	9%	100%
Streetscape/Beautification	51%	47%	1%	0%	100%
Signage/Wayfinding	42%	51%	1%	6%	100%
Special Events	59%	35%	0%	6%	100%
Marketing & Image Programs	65%	29%	1%	4%	100%
Community Relations & Education	69%	27%	1%	3%	100%
Other*	88%	13%	0%	0%	100%

*see verbatim responses

Question 5						
Rate the following types of communication methods: 1= most important to 5 = least important	1	2	3	4	5	Total
Periodic Newsletter	42%	32%	21%	4%	1%	100%
Periodic 1:1 Visits	22%	14%	22%	31%	12%	100%
Frequent E-mail Updates	28%	29%	23%	12%	9%	100%
Periodic Forums	18%	30%	21%	24%	7%	100%
Other*	0%	17%	0%	17%	67%	100%

*see verbatim responses

Question 7	
Are you a property or business owner? (Please check all that apply)	Percent of respondents
Downtown Cheyenne property owner	34%
Downtown Cheyenne business owner	50%
Other*	16%

*see verbatim responses

Question 8	
Which of the following uses apply to your property/properties? (Please check all that apply)	Percent of respondents
Office/Professional Service	35%
Retail	21%
Restaurant	1%
Personal Service	10%
Automotive Service	5%
Parking	2%
Non-profit/Government	19%
Residential	2%
Warehouse/Storage	1%
Other*	3%

*see verbatim responses

Question 9	
What is the total gross square footage for all properties you own/occupy in Downtown Cheyenne?	Percent of respondents
<2,500 sq. ft.	44%
2,501 to 10,000	31%
10,001 to 25,000	13%
>25,000	13%

Question 10	Locations			
How many properties do you own/occupy in Downtown Cheyenne?	South of UP RR Tracks		North of UP RR Tracks	
	#	%#	#	%
One	6	100%	53	78%
Two to five	0	0%	15	22%
Five+	0	0%	0	0%

Verbatim Responses

Q4: Identify future emphasis areas - Other

- Better Design Controls – More emphasis
- Clarification of DDA's duties – especially to retail store owners – More emphasis
- Parking lot clearing – More emphasis
- Better Design – More emphasis
- Quality of Retail – More emphasis
- Tax benefits – More emphasis

Q5: Rate communications methods - Other

- Forums: not during work hours.
- Updates in local newspaper
- Billboards

Q6: If you could add or change two things to positively affect the study area, what would it be?

- Staff who can think of own 2 things
- More table restaurant dining with nearby parking
- Avoid crummy plaster façade remodels
- More quality retail
- Add old fashion street lights
- Eliminate 2 hour parking
- Fine dining
- Focus on fitness for downtown employees
- Fill vacant stores
- Improve parking
- Parking & accessibility
- More frequent bus runs
- If I had a magic wand I would redevelop the Pioneer Hotel and the downtown mall. The overall appearance of the downtown area is not pleasing.
- More emphasis put on upkeep and renovation of buildings downtown.
- More off street parking for customers.
- Removal of the tow hour parking limit!! And fine! (There is free parking from Powderhouse to east of Ridge Road.)
- Get rid of old, unattractive buildings.
- More beautification – places where people can sit, chat outdoors, other than Depot area. Lush landscaping. Great start already!
- Parking – east side of downtown
- Beautification – empty buildings

- More conventions – at Plains Hotel – museum, depot
- I would like to see less vacant store fronts and see more retail shops
- More restaurants
- Police walking around more
- Some buildings are not properly maintained, look tacky
- More flowers in planters – Those last year were not good – Colors clashed – Mix up plants – Not ALL petunias.
- Mandatory design guidelines
- Better maintenance of sidewalks and lighting
- Change parking arrangements. If you want to shop or eat downtown or are doing business, 2 hour spaces cause problems.
- More and effective communication between DDA, business owners, and city.
- Increased ads and marketing for business owners
- Treat all business owners the same!
- Could something like the Visitor Center on South I25 be moved inside the city limits?
- Concentrate on beautifying all the entrances into Cheyenne
- Improve the outward appearance empty storefronts
- Help the business owners to increase their visibility (i.e. encourage use of signs that can be seen all the way down the block)
- Some better coordination with Parking Enforcement for leeway when we have older or mobility impaired volunteers onsite. These individuals can walk blocks to park and are terrified of tickets – especially three of RSVP volunteers. Just to make coming downtown friendly when they are volunteering. We are also impacted by construction parking and law enforcement parking which makes our little block very tight!
- Continue beautification of downtown area
- Encourage property owners to enhance building facades.
- Do everything possible to assist in the renovation of the 16th & Capitol vacant building and hole next to WY Home.
- Special lighting near restaurants
- Communication between Downtown Merchants
- Market better image of Downtown
- Community events
- Less business offices
- More retail shops
- Encourage businesses to locate downtown – fill existing vacant buildings.
- Change parking structure hours from 2 to 4 to encourage parking (rather than parking on the street.)
- Parking is a major issue. We need to look for room to build another parking ramp or increase number of shuttles.
- Try to recruit more office type businesses and get rid of the retail shops.
- Parking
- Complete projects that have been paid for – planters – bricks
- Reinstate the parking meters
- Make it the place “to be” like downtown Ft. Collins

- 3 hour parking for customers
- Free parking for downtown business owners at a parking structure – no more bumpouts on streets!
- More public awareness
- Special events
- Develop beautification at DDA cost to spread out cost of trees instead of individual businesses bearing cost.
- Mid-block pole lighting for safety
- Improve safety through additional lighting mid-block
- Improve the sidewalks, curbs, and gutters
- Insist the City adjust the light at Cary and Lincolnway – it doesn't seem to do any good for us to suggest they do something – we're afraid someone will be injured at that light
- Encourage new businesses downtown
- More parking
- More marketing
- More restaurants (trendy types)
- More frequent bands, entertainment in depot square
- A water feature in the plaza
- More sponsorship events in the depot lobby and plaza
- Get the railroad tracks out of the west side of downtown and put the transfer track out of downtown. Transfer track to be at (Boie or Corr) Colo. west of town.
- Put in greenway and picnic area
- None at this time
- More people to shop downtown
- More business
- Persuade more retail outlets to downtown instead of them going to Del Range Boulevard
- Build some more parking lots and get rid of 2 hour limit
- Work out some deal with beauty school attendees to park in garage top floor at no charge to keep them from parking on street
- Retail anchor for downtown
- Enforcement of on street parking regs.
- I would like to see a Ice Rink in the depot square for winter months. Better maintenance on flower pots in Downtown. I think the Downtown Marriott would be a great asset.
- Convert buildings to condominiums or retirement living areas to bring permanent residents into downtown area.
- Repair all broken or missing curbs in downtown area.
- Please, please – I'd love to see more unique little shops, new businesses!! I want to see downtown Cheyenne BUSTLE with activity!
- Address alley ways access and cleanliness
- Not popular consider one way streets again for traffic flow, parking, safety
- Encourage department stores to locate in downtown and hotel chains
- Have an evening "open" downtown.
- Remind people of the parking garage and it's free for 2 hours, evenings and weekends. There's no signage on the outside letting people know!

- Redo balance of curb, gutter, and sidewalks
- Do something with old buildings that are vacant
- Make property owners clean up their property
- More community events to enhance positive community attitude about downtown
- More pedestrian friendly zones, such as a mall between Central and Carey on 17th. The space is great.
- More sculptures.
- More restoration of historic buildings. The Teton Building and the UMWA Building are great!
- Clean up graffiti routinely
- Repair/upgrade empty buildings to encourage use.
- Attract bigger national businesses to bring more activity to downtown
- Help find grants/loans for property/business owners to revitalize buildings.
- DDA take public stand on stucco, "dry vit", non-historic store fronts
- Design review of all construction (exteriors) in district
- Stop urban sprawl! Businesses will relocate to where the sprawl is at and then Downtown will collapse. This has happened to Greeley and is on its way to Laramie.
- Less tattoo shops, more good, high quality retail and eating
- Occupy vacant and boarded up office space
- Work closely with LEEDS to bring new business to downtown
- More residential and nightlife
- More trees, flowers, western image
- Develop a common theme for the downtown buildings to adopt e.g. a western theme and adapt construction standards for that. (Make it look like Jackson!)
- Stop letting people urinate in the stairwells of the parking garage.
- Diversify marketing into non-print media
- More trash receptacles and replace the 25 to 30 year old ones.
- I think owners of parking lots should be required to pave those lots within a reasonable period of time.
- Try to create more housing units in the downtown area.
- Ethnic diversity without good old boy attitude.
- The dirt between the parking lot and Warren Avenue at 16th & Warren needs to be cemented and cleaned up!
- Have more city radar speed patrols to stop the speeding on 16th (Lincolnway) and Central Avenue!
- Fill up vacant buildings.
- Improve parking at east end of downtown – we need a creative solution soon! With 2 new pizza places, a new radio station, and ERA plus executive suites, there is a danger for ALL of us to lose customers immediately. This should be your #1 priority!
- Maybe more 10-15 feet trees on key blocks. I'm not sure, that's a good question. I think things are much improved in the last several years.
- Expand on downtown beautification program, banners, wayfinding, and special events.
- Help property owners to maintain their buildings/properties.

Q7: Are you a property or business owner? - Other

- Tenant x 3
- Rent property x 2
- Downtown business lessee x 2
- Downtown business manager x 2
- Rent office space at Dineen
- Employed in downtown building
- Manager
- Customer
- North Cheyenne property owner

Q8: Which of the following uses apply to your property/properties? - Other

- Theatre
- Government offices
- Non-profit service

Additional Comments:

- (Q1) Overall Better or Worse – Parking Availability – Parking for Plains Hotel horrible for meetings.
- (Q1) Overall Better or Worse – Traffic Safety
- (Q1) Overall Better or Worse – “Don’t Know” We are new to downtown area.
- (Q2) DDA Performance – Depends on area
- (Q2) DDA Performance – No fact sheet attached
- (Q2) DDA Performance – More concentrated transportation at start and end of work hours – 6-8, 4-6. More pick up points in the residential area.
- (Q3) Rate DDA services – Very new to the Downtown area. Looking forward to being involved in the Downtown Development.
- (Q4) Future Emphasis Areas – This area sucks
- (Q4) Future Emphasis Areas – Get rid of 2 hour parking limit or increase to 3 hours – not enough time for shoppers
- (Q4) Future Emphasis Areas – Encourage businesses to do some
- (Q4) Future Emphasis Areas – There is nothing good to report
- (Q4) Future Emphasis Areas – We need to do something different with the flower pots
- In my opinion, the “projected” sky-way will do a dis-service to our present downtown merchants. This ridiculous idea will take visitors off our main thoroughfare (16th Street). This is no benefit to all our current merchants located in this area. “Scrap the Skyway”
- Contact info – Jane & George Imel – You managed to get the change of address completed, if you could get the change in the business name/ownership done it’d be great. It’s been changed for two years now.

CHEYENNE DOWNTOWN DEVELOPMENT AUTHORITY SURVEY TABULATIONS

Cross Tabulations

Respondents from South of RR Tracks

Question 1							
Overall, are the following characteristics of Downtown Cheyenne better or worse in the past five years?	Much Better	Slightly Better	No Change	Slightly Worse	Much Worse	Don't Know	Total
Cleanliness	50%	33%	17%	0%	0%	0%	100%
Overall Appearance	50%	17%	17%	0%	17%	0%	100%
Safety: Perception	17%	33%	33%	17%	0%	0%	100%
Safety: Reality	17%	33%	33%	17%	0%	0%	100%
Economic Climate	0%	50%	33%	17%	0%	0%	100%
Parking Availability	17%	50%	17%	0%	17%	0%	100%
Marketing/Visibility	33%	17%	33%	17%	0%	0%	100%
Overall Image	33%	33%	17%	0%	17%	0%	100%
Overall Vitality	17%	33%	33%	0%	17%	0%	100%

Question 2							
How would you rate the Cheyenne DDA's performance in providing the following services?	Very Good	Fair	Good	Poor	Very Poor	Don't Know	Total
Sidewalk Beautification	50%	33%	0%	0%	17%	0%	100%
Landscape Maintenance	50%	17%	17%	0%	17%	0%	100%
Clean & Safe Crew	50%	17%	17%	0%	17%	0%	100%
Marketing Programs	33%	17%	33%	0%	17%	0%	100%
Special Event Sponsorships	33%	50%	0%	0%	17%	0%	100%
Parking Availability	0%	67%	0%	17%	17%	0%	100%
Banners/Billboards/Signs	33%	33%	17%	17%	0%	0%	100%
Advocacy w/City & Others	17%	33%	17%	0%	17%	17%	100%
Downtown Shuttle	17%	33%	17%	0%	0%	33%	100%
Overall Customer Service	17%	50%	17%	0%	17%	0%	100%

Question 3	
Overall, how would you rate Cheyenne DDA services?	Percent of respondents
A – Excellent	17%
B – Good	50%
C – Fair	17%
D – Poor	0%
F – Very Poor	17%
I – Incomplete	0%

Question 4					
Identify future emphasis areas for the Cheyenne DDA.	More Emphasis	Stay the Same	Less Emphasis	Don't Know	Total
Public Safety	33%	50%	0%	17%	100%
Sidewalk Cleaning	20%	80%	0%	0%	100%
Parking Availability	50%	50%	0%	0%	100%
Transportation & Access	33%	67%	0%	0%	100%
Shuttle Bus	33%	67%	0%	0%	100%
Business Attraction & Retention	67%	33%	0%	0%	100%
Retail Support Programs	83%	17%	0%	0%	100%
Streetscape/Beautification	67%	33%	0%	0%	100%
Signage/Wayfinding	17%	67%	0%	17%	100%
Special Events	40%	40%	0%	20%	100%
Marketing & Image Programs	40%	60%	0%	0%	100%
Community Relations & Education	80%	20%	0%	0%	100%
Other*	0%	0%	0%	0%	100%

*see verbatim responses

Question 5						
Rate the following types of communication methods: 1= most important to 5 = least important	1	2	3	4	5	Total
Periodic Newsletter	17%	17%	67%	0%	0%	100%
Periodic 1:1 Visits	60%	0%	0%	20%	20%	100%
Frequent E-mail Updates	0%	50%	25%	25%	0%	100%
Periodic Forums	40%	40%	0%	0%	20%	100%
Other*	0%	0%	0%	0%	0%	100%

*see verbatim responses

Question 7	
Are you a property or business owner? (Please check all that apply)	Percent of respondents
Downtown Cheyenne property owner	38%
Downtown Cheyenne business owner	63%
Other*	0%

*see verbatim responses

Question 8	
Which of the following uses apply to your property/properties? (Please check all that apply)	Percent of respondents
Office/Professional Service	14%
Retail	57%
Restaurant	0%
Personal Service	14%
Automotive Service	0%
Parking	0%
Non-profit/Government	14%
Residential	0%
Warehouse/Storage	0%
Other*	0%

*see verbatim responses

Question 9	
What is the total gross square footage for all properties you own/occupy in Downtown Cheyenne?	Percent of respondents
<2,500 sq. ft.	50%
2,501 to 10,000	50%
10,001 to 25,000	0%
>25,000	0%

DOWNTOWN CHEYENNE EMPLOYEE SURVEY

The Cheyenne Downtown Development Authority is undertaking a Strategic Plan that will provide options and priorities for improving Downtown Cheyenne. As part of this process, we are seeking input from employees that work in Downtown. Please take just a few minutes to complete this survey and return it before **< date of return >** via fax at 307-433-9732, email at **< need email address for return >** or mail to Downtown Survey, 121 West 15th Street, Suite 200, Cheyenne, WY 82001.

1. During the workday, approximately how often do you shop, dine or spend money in Downtown Cheyenne?
(Please check one)

- ☐ Daily
 ☐ About once each week
 ☐ Less than once each month
☐ Several times each week
 ☐ Two or three times each month
 ☐ Never

2. Which of the following items do you buy in Downtown Cheyenne? (Please check all that apply)

- ☐ Clothing and accessories
 ☐ Cosmetics/grooming supplies
☐ Home furnishings and accessories
 ☐ Music and books
☐ Food and beverages/Fast food
 ☐ Gifts
☐ Food and beverages/Table service
 ☐ Jewelry
☐ Personal services (salon/barber, laundry)
 ☐ Pharmacy prescriptions
☐ Convenience items
 ☐ Basic household supplies
☐ Other: _____

3. On nights and weekends, how often do you stay or come Downtown for the following activities?

Activity	More than once a week	About once a week	About once a month	A few times each year	Never
Dining	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Shopping	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Entertainment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cultural events	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Movies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Farmers Market	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other Depot Square Events	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4. Which of the following improvements would encourage you to shop and/or dine more frequently in Downtown Cheyenne?

IMPROVEMENT	NO – Won't encourage me.	MAY encourage me to visit more.	YES – Would encourage me to visit more! (Need more space? Write more ideas on back of sheet!)
More/different restaurants	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> Which types?
Unique, one-of-a-kind shops	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> What kind of shops?
Brand name stores	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> Which stores?
More arts and culture venues	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> Which type?
Live entertainment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> Ideas?
Special events	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> Ideas?
More welcoming atmosphere	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> Ideas?
Better information on what exists	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> Elaborate:

5. If you could change or add ONE thing to improve Downtown, what would it be?

6. Would you be interested in living Downtown? ☐ Yes ☐ No

If YES, what type of Downtown housing would be attractive to you?

- ☐ Single Family Home that I own
 ☐ Townhouse that I own
☐ Loft Style "Condo"
 ☐ Rental apartment
 ☐ Other: _____

Please continue to the next page...

7. How often do you use the Downtown Shuttle to get around Downtown?

- ☐ Daily ☐ Weekly ☐ Monthly ☐ Never

Would any of the following improvements encourage you to use the Downtown Shuttle more often?

- ☐ Have the shuttle run more often
☐ Have the shuttle route stop closer to my place of work
☐ Make the shuttle more visible or distinctive
☐ Nothing – It is fine the way it is.
☐ Nothing – I am unlikely to ever use this service.

8. How long have you worked in Downtown? ☐ Less than 1 year ☐ 1 to 5 years ☐ 6 to 10 years

- ☐ More than 10 years

9. Which of the following best characterizes your employer? ☐ State Government ☐ Other Government

- ☐ Military ☐ Banking/Finance/Legal ☐ Other Private Sector Office ☐ Service or Retail ☐ Other

10. What is your gender? ☐ Female ☐ Male

11. How old are you? ☐ Younger than 18 ☐ 18-24 ☐ 25-34 ☐ 35-49 ☐ 50-69 ☐ 69+

12. What is the zip code of your home mailing address? ☐ 82001 ☐ 82007 ☐ 82009 ☐ Other: _____

13. (Optional) What is your approximate annual income? ☐ Less than \$5,000 ☐ \$5,000 to \$9,999

- ☐ \$0,000 to \$4,999 ☐ \$5,000 to \$9,999 ☐ More than \$9,999

THANK YOU! Please return this survey before **< insert due date >**, via:
Email at **< need email address for return >**; FAX to 307-433-9732; or mail to
Downtown Survey, 121 West 15th Street, Suite 200, Cheyenne, WY 82001.

Downtown Cheyenne Employees Survey

Survey Results

April 2006



Number of Surveys: 191

Question 1: Spend Money Downtown

During the workday, approximately how often do you shop, dine, or spend money in Downtown Cheyenne?	Percent of Respondents
Daily	9%
Several times each week	16%
About once each week	14%
Two or three times each month	20%
Less than once each month	34%
Never	7%
Total	100%

Question 2: Buy Downtown

Which of the following items do you buy in Downtown Cheyenne?	Percent of Respondents
Clothing and accessories	20%
Home furnishings and accessories	17%
Food and beverages/Fast food	71%
Food and beverages/Table service	75%
Personal services (salon/barber, laundry)	12%
Convenience items	17%
Other	8%
Cosmetics/grooming supplies	6%
Music and books	20%
Gifts	27%
Jewelry	3%
Pharmacy prescriptions	7%
Basic household supplies	4%

Total may exceed 100% as respondents could select more than one option.

Question 3: Non-work Activities Pursued Downtown

On nights and weekends, how often do you stay or come Downtown for the following activities?	More than once a week	About once a week	About once a month	A few times each year	Never	Total
Dining	4%	17%	29%	40%	10%	100%
Shopping	1%	7%	16%	50%	26%	100%
Entertainment	2%	8%	16%	46%	29%	100%
Cultural events	1%	2%	11%	45%	40%	100%
Movies	1%	5%	21%	43%	31%	100%
Farmers market	1%	14%	9%	52%	25%	100%
Other Depot Square events	1%	3%	5%	49%	42%	100%

Question 4: Improvements to Downtown

Which of the following improvements would encourage you to shop and/or dine more frequently in Downtown Cheyenne?	NO - Won't encourage me	MAY encourage me to visit more	YES - Would encourage me to visit more!	Total
More/different restaurants	22%	56%	21%	100%
Unique, one-of-a-kind shops	32%	55%	12%	100%
Brand name stores	37%	47%	16%	100%
More arts and culture venues	51%	40%	9%	100%
Live entertainment	32%	55%	13%	100%
Special events	30%	57%	13%	100%
More welcoming atmosphere	41%	47%	12%	100%
Better information on what exists	30%	54%	15%	100%
Other	59%	27%	15%	100%

Question 6a: Interest in Living Downtown

Would you be interested in living Downtown?	Percent of Respondents
Yes	19%
No	81%
Total	100%

Question 6b: Type of Housing

If yes, what type of downtown housing would be attractive to you?	Percent of Respondents
Single family home that I own	34%
Loft-style condo	57%
Townhouse that I own	9%
Total	100%

Question 7a: Use of Downtown Shuttle

How often do you use the Downtown Shuttle to get around Downtown?	Percent of Respondents
Daily	2%
Weekly	1%
Monthly	1%
Never	96%
Total	100%

Question 7b: Improvements to Shuttle

Would any of the following improvements encourage you to use the Downtown Shuttle more often?	Percent of Respondents
Have the shuttle run more often	7%
Have the shuttle route stop closer to my place of work	2%
Make the shuttle more visible or distinctive	5%
Nothing - it is fine the way it is	13%
Nothing - I am unlikely to ever use this service	73%
Total	100%

Question 8: Length of Time Working Downtown

How long have you worked Downtown?	Percent of Respondents
Less than 1 year	12%
1 to 5 years	39%
6 to 10 years	19%
More than 10 years	29%
5	1%
Total	100%

Question 9: Characteristics of Your Employer

Which of the following best characterizes your employer?	Percent of Respondents
State government	2%
Other government	84%
Military	0%
Banking/Finance/Legal	7%
Other private sector office	3%
Service or retail	2%
Other	3%
Total	100%

Question 10: Gender of Respondent

What is your gender?	Percent of Respondents
Female	51%
Male	49%
Total	100%

Question 11: Age of Respondent

How old are you?	Percent of Respondents
18-24	3%
25-34	24%
35-49	40%
50-69	30%
69+	2%
Total	100%

Question 12: Zip Code

What is the zip code of your residence?	Percent of Respondents
82001	41%
82007	16%
82009	40%
Other	3%
Total	100%

Question 13: Annual Household Income

What is your approximate annual income (optional)?	Percent of Respondents
Less than \$25,000	21%
\$25,000 to \$49,999	46%
\$50,000 to \$74,999	20%
\$75,000 to \$100,000	8%
More than \$100,000	5%
Total	100%

Downtown Cheyenne Employees Survey

Verbatim Responses to Open-ended Questions

April 2006



National Research Center, Inc. • 3005 30th St. • Boulder, CO 80301 • (303) 444-7863 • www.n-r-c.com

**Question 2: Which of the following items do you buy in Downtown Cheyenne ?
(Please check all that apply)**

Responses to "Other"

- Recreation items (darts).
- Health food (Noah's Ark).
- Movies.
- Grocery-Safeway.

Question 4: Which of the following improvements would encourage you to shop and/or dine more frequently in Downtown Cheyenne ?

More/different restaurants

- Small, family owned restaurants.
- Olive Garden.
- Olive Garden.
- Delis, places for lunch.
- The whipple house class.
- Garry.
- Non-expensive.
- Mid range sit down.
- With "own" parking.
- We eat out alot and would love a wider variety.
- Any of the ones now just get crowded and time is of the essence.
- Italian.
- Unique restaurants/bars.
- Gourmet dining.
- Olive Garden, alternative.
- An ice cream shop.
- Thai.
- Sit down.
- Not fast food, but quick.
- Valet parking, popular chains - Cheesecake Factory, Red Robin, etc
- More!!!
- Fast food and casual dining.
- Sit down, steakhouse.
- Restaurants that have clever presentation of food and higher class. If they have poor service staff/management it will stop people. From coming back too. The restaurant also needs to have something unique to offer - something you can't get anywhere else in town.
- Fast food.
- Italian.
- Different cultural foods.
- Red Lobster, Lone Star, Olive Garden, Johnny Carinos, Texas Roadhouse
- Not pizza/Italian.
- Lunch and dinner.
- Dining.
- Mexican - On the Border/Rio, fast and casual.
- All types.
- All.
- Any.
- Big chain.
- Steak houses.
- Olive Garden, Old Chicago pizza.
- More lunch places.
- Starbucks coffee.
- Steak - buffet that is not oriental.
- Olive Garden.
- Coffee house, unique, i.e. Habatchi grill.
- Health food/locally owned/coffee house.
- Lunch - sit down.
- East Indian food, Thai food.
- Clean, well managed, friendly.
- More like Fort Collins.
- Black eyed pea.
- Family.
- Olive Garden.

Unique, one-of-a-kind shops

- Crafts, books, music, art.
- Novelties.
- Sporting goods.
- Hardware or toy train shop.
- Specialty - kitchen.
- Crate & barrel - clothing.
- Boutiques.
- Vintage clothing.
- Non-expensive.
- Bookstore.
- Homemade/Wyoming made.
- Cards/knick knacks, crafts.
- A few examples - a toy store focused on unique and educational toy store. We don't have a dedicated toy store in town anymore. Unique clothing stores. Something other than western dress.
- Bakery, sporting goods.
- Vintage/tall clothing.
- Gift.
- Antiques, not pawn shops.
- All.
- Gifts.
- Variety stores.
- Tall clothes for women.
- Craft.
- Craft stores, knitting, fabric stores.
- Clothing.
- Music, toys, non western art.
- Personal care, clothing, gift.
- Less craft shops.
- Less western art, jewelry, clothes.
- 5 and 10 stores.

Brand name stores

- Clothing - Coldwater Creek.
- Sportsman Warehouse.
- Old Navy, Bed Bath and Beyond.
- Depends on store.
- Whole foods.
- Electronics.
- Urban outfitters, a larger supermarket.
- Old Navy, the Gap, Urban Outfitters.
- Good men's stores.
- Upscale - Crate and Barrel, Pottery Barn.
- Cabellas, EMS, Jax.
- Kohl's.
- Wal mart, Target , Starbucks, Old Navy.
- Old navy.
- Clothing - talls.
- Clothing, music.
- Any.
- Wal mart.
- Target , Walgreen's.
- Tommy Hilfiger, Eddie Bauer.
- Large grocery store.
- Old Navy.
- Old Navy, shoe store.
- Department - soft goods.
- Men's wear.
- Wal mart

More arts and culture venues

- Live music.
- Art shows.
- More.
- Live music.
- More plays.
- History.
- Street fairs, craft fairs.
- Plays, concerts.
- Concentrate several galleries.
- Music bands.
- Indoor concert in winter, festivals.
- Something besides western.
- Southern gospel music.

Live entertainment

- Cello groups.
- I love the summer concerts.
- Friday and Saturday concerts i.e. depots.
- Love the Friday night events at depot square.
- The downtown (concerts are a great draw).
- More concerts.
- Bands, local and non local.
- Bands.
- Music.
- Not country music.
- Concerts.
- Bike shows. Continue music bands.
- Music venue like the Aggie or Blue bird.
- Concerts.
- Gambling.
- Gambling.
- Live music.
- More live music at small venues.
- Dancing.
- Indoor concerts in winter, comedians.
- Concerts with bands people know.
- Concerts - Southern gospel music.

Special events

- Live music.
- Festivals.
- More than one brew fest.
- Unusual - no usual run of the mill.
- An idea for a special event came from Laramie. We just happened to be visiting when it was going on. They were having some sort of raffle downtown. You had to be present (or you had a certain number of minutes to show up) the radio station was involved and announced the numbers every 30 minutes. There were a lot of people downtown wandering and shopping so they could find out if they won. I am sure this increased a number of sales for those shops. The large number of give always would also encourage more sales.
- Not frontier days.
- New years eve festival with bonfire.
- Circus.
- Ethnic festivals.
- Festivals i.e. winter festival, Indian summer festival, etc.
- Concerts - Southern gospel music.
- Regular - uniform business hours.

More welcoming atmosphere

- This is the west.
- It is welcoming.
- Outdoor tables, landscapes.
- Hadn't noticed an absence.
- Pre advertisement of events.
- Mall.
- Easier to cross Lincoln way.
- 16th street mall atmosphere.
- Parking.
- Patrol garage more, make lighter and higher as currently there are
- Wind block - enclosure.
- The streets seem dark to me. The lights on each corner doesn't make the middle of the streets bright and welcoming. I know there isn't a lot of crime here, but better lighting might make it a more welcoming environment and not feel like 80% of the businesses are closed. It could encourage more foot traffic year round.
- More open air coffee shops, etc.
- Already good.
- Police parks.
- No tattoo parlors or sex clothes shops.
- Create plaza or square by blocking off and bricking 17th street between Carrey and capitol for example. Covered walkway from depot square over Lincoln way. Or under Lincoln way. Maps/directions of restaurants/shops/museums, etc. on corners for pedestrians. Also could be published in a

free weekly newspaper about what is going on in downtown Cheyenne . Big, freestanding directories like you would find in a mall.

- Expanded store hours/way finding.

Better information on what exists

- Maybe have ability to sign up on email to receive information and
- It is not on my radar. I need to be reminded what is available.
- Events kiosk.
- With shop map.
- Post all over town most of the events scheduled downtown in advance. When I say advanced 2-3 months. Enough time that people can plan for it. So many times we don't hear about events but a week or 2 in advanced. By then we have plans made. Another issue is we don't hear about upcoming events until after the fact. For example, we watch the local news and hear about something that took place the weekend or day before. We would have liked to have gone to that event but didn't hear anything beforehand. We refuse to get the local paper

Other?:

- Mc Donald's for lunch.
- Easier parking.
- Some are store in spaces others are just a space.
- Clean up the parking garage.
- Downtown convention center.

- Make Depot Plaza more inviting - shade/water feature.
- Get rid of filth peddlers.
- Clean up vacant buildings.

because of s so many reasons- so we don't get information that way. I know we are not alone on that either. Radio, news and poster/banners are other ways of getting attention. The thing I see the most is the posters placed on businesses doors and windows. It would also be nice if the local TV station would do a list of upcoming events for about 2 weeks. The public channel can only be watched for about 5 minutes and you loose interest and stop reading the announcements so that is only a limited option.

- Already good.
- Very important.
- Free downtown newspaper all about who and what is hip and happening
- Flyers - website info.
- Posters on businesses promoting downtown events.

- Gear events more towards mid to late twenties/early thirties that
- For what events are going on - more p.r.
- Get gambling and use worthless depot.
- Upgrade gunslingers area.
- Cater to families.
- Make sure Safeway stays.

Question 5: If you could change or add ONE thing to improve Downtown, what would it be?

- Parking.
- Enforce speeding ordinances.
- Speed limit to 25 mph.
- Put a good Italian restaurant (maybe in the Dineens bldg).
- Fix the streets! More free parking.
- Clean up old hotels.
- Keep older buildings in order, clean up old buildings, hotel, etc.
- More shopping stores.
- Put a good Italian restaurant in the area!
- Empty buildings that are not used.
- Remove bump out islands.
- More parking on the street near the business.
- Benches to sit on.

- More weekend store hours.
- Have merchants stay open during Christmas at night.
- Extend the ambiance of the depot square - east/west a few blocks.
- Street mall.
- Parking closer to depot, eating establishments esp. At dark. Outdoor coffee, beer, pizza food places, ice cream.
- Better parking.
- More restaurants.
- Longer store hours - open earlier - close later.
- More parking for 17th and Central Avenue. Businesses.
- Parking.
- Additional parking.
- The skyline is rather dismal and wind exposed. Makes walking the downtown unpleasant at times. Not much to be done about that.
- Stores and entertainment that isn't western/country or a bar.
- Dump the one-way streets.
- More convenient parking or shuttle.
- More parking. Increased handicap access.
- More quality places to shop other than antiques, furniture, etc.
- I miss Mary's bake shoppe.
- Business hours of retail stores. Most shops are closed when I get
- Variety of shops and they should be closer together like downtown-
- Clean up/beautify west Lincoln way and missile drive.
- I would improve advertising.
- For downtown to become more family oriented.
- Curb parking.
- Area with no traffic - walking mall.
- Easier to get around and access public transportation.
- More stores and restaurants.
- More landscaping.
- More options in shopping.
- More entertainment as a destination.
- Longer hours that businesses are open.
- More of the stores to try to appeal to a young generation.
- More name brand stores.
- More cool bars (pubs) different dance clubs (not just booty music)
- Fill up empty buildings.
- More places to eat lunch.
- To add a Best Buy in Cheyenne and a Long John Silvers.
- Block off two blocks and turn into mall atmosphere.
- A big mall.
- More businesses/retail.
- Finish the building that burned down.
- More restaurants, nice ones to go on dates, romantic, etc.
- Clean up parking garage and plant more trees.
- Remodel/restore old crumbling buildings.
- More shopping, less attorneys! Sidewalk shopping.
- Better clean up in and near parking garages. Broken bottles and tr
- Take away the giant boots!
- Moving the bus station a little further west.
- The parking garage - it is always very dirty and there are scary people that hang around there. I won't go there after dark.
- Some of the more specialized shops close around 5:00 pm or 6:00 pm, I can't go home and then come back to shop during the week. I have to pick up kids from daycare and the stores are closed before I can get downtown. Saturday morning isn't the easiest either.
- Things are too expensive.
- Parking.
- Businesses that cater to male interests (other than bars and sex shops) hunting and fishing, skiing and outdoors, etc.
- A daycare center.
- Parking, but even the mall is bad with parking!
- I think we need to work on the older building by fixing one up and have nice shops and

restaurants in them. We really need a building where the Wyoming home was. That open space looks terrible.

- Parking.
- More business and shops like in old town Fort Collins.
- Yarn or knitting shop with unique yarn - home grown vendors.
- Eliminate one or two hour parking restrictions.
- Parking.
- Put a major restaurant or department store in.
- Turn lanes to the right.
- An old fashion boardwalk type cowboy bar.
- More restaurants.
- More grass.
- New sidewalks.
- More restaurants.
- Atmosphere.
- Get rid of the curbs that stick out and supposedly look good.
- Legalize gambling.
- Large shopping center.
- Kmart, Target type store. all on Dell Range.
- Boardwalks 16th street - possibly 15th.
- No angled parking, too dangerous.
- More activities and more amenable for children and tweens.
- Closed street/outdoor mall area.
- A non smoking establishment with music and dancing.
- I would add a plaza (similar to one at depot) on north side of lin
- Expanded hours, downtown is dead after 5 pm and on weekends.
- Stuff for kids and teenagers.
- Walking mall set up, i.e. close streets, park in the garage.
- More welcoming atmosphere.
- Fill vacant buildings, they are eyesores, not welcoming. "plains" is great - western but eclectic and contemporary with coffee shop

and day spa. Restaurants, nightlife with themes other than western should be encouraged. I am proud of our western heritage but current market is overkill. Go all out western during frontier days. Wouldn't a kid's train in depot square be fun and money making! With Wyoming weather skywalk connectors would be a dream come true but too expensive and not very fitting with our culture right now. Street corner vendors in summer - keep expanding, encourage more quality kiosks. In spite of the western popularity of frontier days, most of community and new business prospects as well as some tourists are attracted to and live here in non-western lifestyle. By acknowledging this in marketing and improvements downtown would appeal to a bigger base.

- The parking garage kept clean... There is debris and dirt in the Cox garage that has been there for months.
- No parking tickets for visitors/shoppers...show receipt and ticket dismissed.
- Better variety of stores to shop at.
- Change the weather and that is unlikely.
- Get rid of the party atmosphere (drinking, carousing, etc). Too many transients walking around. A lack of good clean family type entertainment. Brandon, MO has their drinking establishments, but they do not dominate the nightlife nor the character of the city. It is a shame that Wyoming has the highest per capita of alcohol consumption in the nation.
- Make business owners and employees park in the structure.
- Move it to Dell Range.
- I like downtown. I just don't spend much time downtown other than work.
- Eliminate diagonal parking to utilize shuttle more and promote wal
- Activities for young adults, day care providers. A wal mart store
- Have different types of restaurants in one location where there could be table outside for patrons with different taste can sit down eat and enjoy each others company.

Downtown Cheyenne Community Attitudes Survey

As part of the Downtown Cheyenne Market Based Plan, a direct mail survey was distributed to 2,000 Cheyenne households randomly selected through a municipal utility bill insert during February and March of 2006. 386 surveys were returned, representing a return rate of 19.3%.

Profile of Survey Respondents: Survey respondents were generally female (56%) and have largely been residents of Cheyenne for ten years or more (80%). 78% of survey respondents were 50 years old or older and 18% indicated that they work downtown.

PROFILE OF SURVEY RESPONDENTS	All Respondents (%)
Length of Residence in Cheyenne	
Less than one year	2
One to five years	11
Six to 10 years	7
More than 10 years	80
Gender: <i>Female</i>	<i>56</i>
Work Downtown?	<i>18</i>
Age	
18 to 24 years	0
25 to 34 years	6
35 to 49 years	16
50 to 69 years	45
More than 69 years	33
Zip Code of Residence	
82009	54
82001	38
82007	8
Other	0

Frequency of Visits to Downtown: Respondents were asked how often they visit downtown. Visitation is relatively high with 60% indicating they visit downtown twice a month or more, and only 1% indicating they never visit downtown.

Frequency of Visits to Downtown	All Respondents (%)
Once a week or more	39
About twice a month	21
About once a month	20
About four times per year	15
About once per year	4
Never	1

Reasons for Visiting Downtown: Top downtown attractions are restaurants and bars (60%), government offices (56%), personal business (53%) and the Farmer's market at Depot Square (50%).

Reasons for Visiting Downtown	All Respondents (%)
Restaurants and bars	60
City/County/State/Federal Business	56
Personal business (hairdresser, bank, etc.,)	53
Farmer's Market at Depot Square	50
Hospital and/or medical care	46
Civic Center Events (concerts, plays, etc.,)	44
Library	41
Shopping	33
Other Depot Square Events (music, festivals, etc.,)	23
Church/place of worship	23
Cultural attractions (art, theatre, museums)	19
Other (see below)	11

Of about 45 "Other" open-ended responses, reasons to visit downtown mentioned with the highest frequency included the Lincoln Theater, to enjoy the downtown atmosphere/hang out, and weight watchers.

Reasons for Avoiding Downtown: Respondents cite lack of diverse retail (47%), limited parking (44%), and lack of restaurant options (30%) as the top reasons for avoiding downtown. Downtown is perceived as relatively safe, with only 6% registering concerns about safety.

Reasons for Avoiding Downtown	All Respondents (%)
Lack of diverse retail	47
Limited parking	44
Lack of restaurant options	30
Other (see below)	27
Traffic Congestion	24
Generally unappealing environment	24
Difficult to get around/find stuff	13
Lack of arts, culture, entertainment	8
Concerns about safety	6

Of approximately 50 open-ended "Other" responses for not visiting downtown, the issues mentioned with the highest frequency included no reason to visit downtown, elderly/difficult access, prefer to go to malls, and parking (both a discomfort with diagonal parking and inaccessibility of parking).

Other Business Districts Visited at Least Once a Month: The Frontier Mall/Dell Range area was the most popular destination, followed by the Yellowstone Road area and the Cole shopping center.

Other Business Districts Visited at Least Once a Month	All Respondents (%)
Frontier Mall/Dell Range	95
Yellowstone Road Area	57
Cole shopping center area	42
Cheyenne Plaza area	37
Internet/Catalogs	33
Ft. Collins, CO	29
Denver/Other CO front range	18
Other (see below)	8
Laramie	4

Of the approximately 30 “Other” open-ended responses, King Soopers, Wal Mart and Sam’s Club were most frequently mentioned.

Improvements That Would Encourage Visits to Downtown: More restaurants, brand name stores and live entertainment were cited as improvements that would encourage more visits to downtown.

Improvements That Would Encourage Visits to Downtown	Yes, Would Encourage Me to Visit	May Encourage Me to Visit	No, Won't Encourage Me to Visit
More/different restaurants	22	59	19
Brand name stores	15	55	30
Live entertainment	15	45	40
Unique, one-of-a-kind shops	14	56	30
More arts and culture venues	12	44	44
More welcoming atmosphere	11	54	35
Better information on what exists	10	63	27
Special Events	9	61	30

This question offered opportunities for open response suggestions in specific categories, which included:

- **Types of restaurants:** Of almost 100 suggestions, the most frequently mentioned was “Olive Garden” followed by “Italian”, “ethnic” and healthy and/or vegetarian.
- **Unique shops:** Of almost 100 suggestions, clothing (ladies, men’s and children’s) was most frequently mentioned, followed by gifts and kitchenware. .
- **Brand name stores:** National clothing stores including Old Navy, Gap, and Banana Republic were mentioned most frequently.
- **More arts and culture venues:** Of about 30 suggestions, frequent responses included art, music, plays and shows.

- **Live entertainment:** Of approximately 30 responses, live music was frequently mentioned, as was more events at Depot Square.
- **Special events:** Several respondents commended that special events are already very good, others mentioned they would like to see more family friendly events.
- **More welcoming atmosphere:** The predominant theme from more than 40 suggestions was more landscaping, better sidewalks and more pedestrian friendly surroundings. Also mentioned was a desire for longer and more consistent shop hours.
- **Better information on what exists:** Most of the ideas focused on conventional advertising in newspaper mediums and the creation of basic marketing materials. Several respondents mentioned they only know about downtown events after they occur.
- **Other:** Several respondents mentioned they would like to see more bike/walking paths and trails.

If You Could Add or Change ONE THING About Downtown What Would It Be? More than 200 respondents answered this question. Notable suggestions included:

- Better/more accessible parking and a discomfort with diagonal parking
- Encourage more street beautification: planters, lighting, street furniture, etc.,
- Fill empty storefronts
- Widen streets and sidewalks
- Add more retail and restaurant options

Survey Cross-Tabulations

Respondents by “Work Downtown”: Several notable themes emerged indicating different as well as similar habits and preferences of those who work downtown versus those who don’t:

- Both respondents who indicate they work downtown and those who do not work downtown visit downtown once a week or more at about the same rate. 38% who work downtown indicated they visit downtown (in addition to work visits) once a week or more and 39% of respondents who do not work downtown indicate they visit downtown once a week or more.
- Those who work downtown are slightly more predisposed to visit downtown bars and restaurants, shop downtown, go to the farmer’s market at Depot Square and use the library than those who don’t work downtown. Those who do not work downtown are slightly more predisposed to go downtown for hospital and medical care and tend to personal business than those who do work downtown.
- Interestingly, those who work downtown and those who don’t work downtown cited lack of diverse retail at the same rate (22%) as a reason *not* to visit downtown. Also interesting is parking rated higher as a reason not to visit downtown by those who

work downtown (22%) than those who do not work downtown (19%). Lack of restaurant options was also mentioned as a reason not to visit downtown by downtown workers (16%) and by those who do not work downtown (13%).

- Downtown workers are generally more receptive to downtown improvements than those who do not work downtown.

Work Downtown?	Top Three Improvements to Encourage Downtown Visitation (% that would or may encourage visitation)
Yes	1. Better information on what exists (93%) 2. Special events (88%) 3. More restaurants (87%)
No	1. More restaurants (80%) 2. Better information on what exists (69%) 3. Unique shopping/Brand name stores (67%)

- Those who work downtown have higher household incomes than those who don't. 57% of downtown workers have annual household incomes of \$75,000 or more, while 37% of those who do not work downtown have annual household incomes of \$75,000 or more

Respondents by Age: There are some interesting differences and similarities between the age groups that responded to the survey. (It should be noted the small number of responses from those between the ages of 18 to 24 years disallowed accurate measurement of responses from that age group):

- Restaurants and bars rated highly as a downtown activity for every responding age group.
- The library was cited more often as a downtown activity by 25-34 year olds than the older responding age groups.
- Government (City/County/State/Federal) business rated high with all respondents 35 and older.
- Hospital and medical care and personal business were the highest rated downtown activities by those 70 and older.

Age Group	Top 3 Downtown Activities (% response within each age group)
25 to 34	1. Restaurants and bars (15%) 2. Library (13%) 3. Shopping (11%)
35 to 49	1. Restaurants and bars (17%) 2. Gov't/Personal business (15%) 3. Farmer's Market (11%)
50 to 69	1. Restaurants and bars (13%) 2. Gov't business (12%) 3. Farmer's Market (11%)
70+	1. Personal business/medical (14%) 2. Gov't business (13%) 3. Restaurants and bars (11%)

- Limited parking and lack of diverse retail were uniformly the most highly rated reasons for avoiding downtown by all age groups, closely followed by lack of restaurant options.
- More and different restaurants rated as one of the highest downtown improvements for all responding age groups. Better information on what exists was also frequently mentioned, followed by special events. Younger respondents seem more open to downtown improvements than older respondents.

Age Group	Top 3 Improvements That May Encourage Visitation (% response within each age group)
25 to 34	1. Better information on what exists (100%) 2. More/different restaurants (95%) 3. Special events (83%)
35 to 49	1. More/different restaurants (86%) 2. Better information on what exists (80%) 3. Special events (79%)
50 to 69	1. More/Different Restaurants (85%) 2. Better Information (73%) 3. Unique One-of-a-kind Shops (73%)
70+	1. More/different restaurants (65%) 2. Brand name stores (61%) 3. Unique shops (60%)

**Downtown Cheyenne Retail Study
Retail Strategy & Recommendations
The Laramie Company
May 2006**

Introduction:

The Laramie Company was retained by P.U.M.A. to participate in the Downtown Cheyenne Retail Assessment and Market-Based Downtown Plan as the retail real estate expert. Laramie's assignment was focused on analyzing existing retail conditions in downtown Cheyenne, Wyoming and providing specific recommendations to strengthen its retail core. To accomplish this Laramie toured the trade area, met with property owners, existing retailers and public officials to gather data on existing and proposed developments and retailers' performance. General demographic information and retail sales data were reviewed. In addition, key prospective retail tenants were identified and contacted to determine their potential interest in locating a store in downtown Cheyenne. The following are Laramie's summary and findings.

Existing Retail Conditions:

Cheyenne is known to national and regional retailers as the largest city in Wyoming, the state capitol and located at the intersection of two major highways, I-80 and I-25. While acknowledged as a regional trade center, which draws shoppers from as far as Nebraska and Colorado, most national retailers have gravitated to the Dell Range/Frontier Mall area. Downtown, while rich with daytime population via the state and local government workers and popular during Cheyenne Frontier Days, lacks consistent evening and weekend customers. In addition, the absence of residential density in the immediate downtown area is a major factor that inhibits retail sales. Because of this, retail has struggled in downtown and in the past has not been targeted by national or regional retailers for new stores. Those retailers who have survived and thrived have done so because they are unique, destination tenants, offering an unusual product or service. It is also interesting to note many of those retailers have long-term connections to Cheyenne.

Typically, full service national restaurant operators require a minimum sales projection of \$300 per square foot annually to justify opening a new unit. Current studies by PUMA show average downtown restaurant sales at about \$160 per square foot. Therefore, the prospect of attracting larger restaurants is low at the present time. However, the recent opening and initial success of smaller format food operations, shows the ability for new food operators to survive in downtown.

The emergence of Quick-Service-Restaurants (QSR's), which Pizzeria Venti is considered, average approximately 2500 square feet in size and are actively expanding. While QSR's also require similar annual per square foot sales projections as full service restaurants their limited size gives them a better chance of succeeding in a downtown environment. Additionally, these retailers are more flexible in the design of their interior space than making it easier to work with historic buildings.

The redevelopment of the Depot Square, the recently announced new Marriott extended stay hotel in the Hynds Building, the proposed redevelopment of the Dineen Property along with several new

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THE LARAMIE COMPANY

boutique restaurants are all recent positive additions to downtown Cheyenne which will help support a larger and stronger retail tenant base.

The majority of the existing retailers in downtown are comprised of local independent merchants, however recently a few national retailers have begun to consider downtown Cheyenne, including Starbucks Coffee.

While there are many cases of successful retailers in downtown Cheyenne, the following four retailers have been chosen to study the ingredients of their success to then understand the challenges and opportunities of the downtown retail trade area.

- 1.) Wyoming Home, a long time Cheyenne retailer, offers a unique selection of western style furniture and pulls customers from Colorado and Nebraska. As more residential units populate downtown Cheyenne and suburban residential sales continue to increase unique home furnishings and interior stores have a greater opportunity to succeed.
- 2.) City News, another established retailer in downtown Cheyenne, provides a great mix of products and environment where customers want to gather.

Two new retailers to downtown Cheyenne, while small, are making an impact.

- 3.) Pizzeria Venti, a quick service Italian restaurant, provides a great product with strong interior décor. Operated by local owners, this franchise concept, feels unique and local.
- 4.) Ben Appetit, a gourmet chocolate store and bakery, offer a unique boutique approach to food service. Operated by a native Cheyenne, who relocated from Denver, this store has been well received in the Cheyenne market.

The latter two tenants have reported strong sales and attract customers from downtown office workers, suburban residents and visitors.

Most of the owners of these retail stores have roots in Cheyenne and believed a better product and environment would be welcomed in downtown. Many have on-site owner operators who can respond to their customers and closely monitor their operations. An interesting observation, all of the above mentioned retailers are not located adjacent to or near one another downtown, proving the theory that customers will travel for unique products and services. While there are other successful retailers in downtown Cheyenne these four are highlighted to support our recommendations that additional unique retailers should be targeted for downtown Cheyenne.

"Hit List"

The Laramie Company was asked to identify key retail categories and specific retail tenants to be directly marketed to for a potential store in downtown Cheyenne. Either destination retail establishments or better quick-serve restaurants (QSR) make up the majority of these suggested retailers. A better sit-down restaurant is suggested for The Dineen Building, however the customer base will need to continue to grow to support such an establishment.

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Destination Outdoor Apparel:

- Sierra Trading Post
- REI
- Patagonia

Furniture:

- Boutique Furniture/Home Stores currently in Front Range
- Room and Board

Coffee:

- Starbucks
- Caribou Coffee
- INK

Quick Service Restaurant:

- Wahoo's Fish Taco
- Chipotle
- Q'Doba
- Noodles & Co
- Panera Bread
- Pei Wei
- Einstein Bros. Bagels
- Great Harvest
- Tokoyo Joe's
- Sushi Den

Full Service Restaurant:**Steakhouse:**

- Texas Land & Cattle
- Cattleman's Club
- Lone Star Steakhouse

Diner:

- Rocky Mountain Diner
- Ruby's Diner
- Gunther Toody's

Family Casual:

- Old Chicago
- Rio Grande

Art Gallery:

- Western Art galleries – independently owned
- Images of Nature



Novelty/Souvenir Shop:

- Made in Wyoming Store

Drug Store/Pharmacy:

- Pharamaca
- Walgreen's

The Laramie Company was asked to contact the several national and regional retailers directly to determine their interest in downtown Cheyenne. Either the real estate representative for the company or their retail broker were contacted and interviewed. Categories of retailers chosen included QSR's and full service restaurants. The QSR's respondents showed the highest level of interest in downtown Cheyenne.

Concerns over limited residential density and evening business were commonly voiced. Lack of convenient parking and proximity to the employment centers were also mentioned. There are and were a few QSR's and full service restaurants considering downtown. Those other retailers who are active in the front range said Cheyenne will be on their radar screen once they have built out the Denver and North Denver/ Fort Collins Metro areas.

Final Recommendations:

Food retailers are a priority to attract to downtown Cheyenne. While Dell Range will continue to attract national chain casual dining restaurants, downtown should distinguish itself with regional or local restaurant operations. Clothing stores will also have to be unique, like the Wrangler and Just Dandy to compete with Dell Range/Frontier Mall. In most downtowns, these are typically the most challenging retailers to attract.

As this study was undertaken there was a noticeable increase in several redevelopment projects, new retailers opening, with good sales performance and national retailers seriously considering a downtown location. As long as these activities and retail sales continue to grow there is a good story to tell about Cheyenne.

The following is a list of recommendations to target and attract new retailers and developers to downtown Cheyenne.

- A proactive direct marketing effort from public economic agencies like the Downtown Development Authority is important to target and attract new retailers. This includes continued direct contact with prospective retailers identified on the "hit list" to educate them on the successful retailers operating in downtown, new developments coming online to determine their interest and potential for a downtown store.
- Continue to identify unique destination retailers for downtown Cheyenne that will act as "anchors" for downtown. These special retailers also create a shopping experience that cannot be found in a mall. Sierra Trading Post is a priority tenant to



target to open a store or smaller satellite for its main operation east of town.

- Ongoing meetings with property owners of key retail buildings. Solicit providing assistance to help residential developments market their retail space brokers and retailers.
- Continue to track existing retail sales performance on a category basis. This information is key to provide new retailers considering the market. Retail is the “herd” mentality. Successful retailers will draw others.
- Become active in the Rocky Mountain Chapter of the ICSC (International Council of Shopping Centers) and attending the annual national convention will provide Cheyenne with visibility to national retailers and an opportunity to meet with this targeted retailers, brokers and developers.
- Meet with select economic development officers in front range cities to share information on growth of downtown and network to determine how they are setting and implementing retail strategies for their cities.
- Continue to modify the plan as needed. Retail evolves quickly. Staying on top of trends, new concepts, and new retailers committing cities of similar size as downtown Cheyenne is crucial.



Urban Design Concepts

17th Street

17th street has the potential to be an exciting nighttime dining and entertainment district. The street design can establish its character as a special place both during the day as well as at night. To be attractive and comfortable to pedestrians, the space needs to feel dense and packed with detail. It needs to feel protected and populated. Wide, windy western streets are not intrinsically cozy (Fig.1). They need to be scaled down with street trees, pedestrian lights, street furniture, sidewalk café outdoor seating, and other elements. Pedestrian lights and banner poles need to be larger to affect the scale of the 80 foot wide streets. They need to include light swags and banners that stretch across the street to unite both sides of the street, and create the feeling of an outdoor 'room'. (Photos 1 – 5) The following are some options to add pedestrian amenities to 17th Street. Option 2 or 2B appear to be the choices that best balance the various objectives.

Option 1 Leave curb and gutter, existing sidewalks and diagonal parking for both sides of the street in place. Add 'amenity islands' with street trees and pedestrian lights / banner poles in the parking zones. (Fig.2)

- Pro: Street re-construction costs and business impacts are possibly the least of all of the options depending on whether utilities have to be relocated from under the amenity zones.
- Pro: On-street diagonal parking mostly maintained for both sides of the street.
- Pro: Equally distributes amenities between the two sides of the street.
- Pro: Street trees provided for shade, scale and interest and are spaced far enough away from the building facades so as not to crowd either the trees or the facades.
- Pro: Taller pedestrian lights add nighttime lighting to reinforce restaurant / entertainment uses.
- Pro: Larger scaled historic poles reinforce the stock of historic buildings and through their graphic design identify the street as a special place.
- Pro: Taller pedestrian lights and banner poles visually knit both sides of the street together with light swags and/or banners, as well as creating visual density and interest within the street space.
- Pro: 'Postcard' panels provide windbreaks as well as interest and local flavor.
- Con: *Sidewalk width remains insufficient for outdoor sidewalk café seating.*
- Con: *Snow removal is more difficult and expensive.*
- Con: *Utilities may have to be relocated to avoid conflicting with the street trees and pedestrian lights in the amenity islands.*

Option 2 Reconstructs north side to provide 16 foot sidewalk. Leaves south side in place. No change in drainage / curb and gutter on the south side. Adds street trees, pedestrian lights / banner poles and 'postcard' panel windbreaks. Street trees could possibly be added on the north side only, where they are spaced further from the building façade. (Fig. 3, and 4)

Pro: Adds sufficient sidewalk width on sunny side of the street for sidewalk café seating.

Pro: Maintains diagonal parking as an amenity for the south side of the street.

Pro: Taller pedestrian lights add nighttime lighting to reinforce restaurant / entertainment uses.

Pro: Larger scaled historic poles reinforce the stock of historic buildings and through their graphic design identify the street as a special place.

Pro: Taller pedestrian lights and banner poles visually knit both sides of the street together with light swags and/or banners, as well as creating visual density and interest within the street space.

Pro: 'Postcard' panels provide windbreaks as well as interest and local flavor.

Con: *Unequal distribution of sidewalk widths and amenities between the two sides of the street.*

Con: *Street trees on narrow south sidewalk squeezed tightly against the buildings.*

Con: *Sidewalk too narrow on south side for outdoor seating for cafes and restaurants.*

Con: *Reduces on-street parking by about a third.*

Option 2A Reconstructs both sides of the street: north side sidewalk increased to 16 feet, allowing sidewalk seating. South side curb is serrated, following the form of the diagonal parking to gain extra sidewalk width for street trees, pedestrian lights and windbreak panels. (Fig. 5)

Pro: Adds sufficient sidewalk width on sunny side of the street for sidewalk café seating.

Pro: Adds additional space through the 'serrated' curb edge to comfortably include street trees, and bigger wind brake panels.

Pro: Maintains diagonal parking as an amenity for the south side of the street.

Pro: Taller pedestrian lights and banner poles visually knit both sides of the street together with light swags and/or banners, as well as creating visual density and interest within the street space.

Pro: 'Postcard' panels provide windbreaks as well as interest and local flavor.

- Pro: Larger scaled historic poles reinforce the stock of historic buildings and through their graphic design identify the street as a special place.
- Pro: Taller pedestrian lights add nighttime lighting to reinforce restaurant / entertainment uses.
- Con: *Unequal distribution of sidewalk widths and amenities between the two sides of the street.*
- Con: *Probably the most costly of all of the alternatives. Serrated edge requires complete rebuilding of the street to drain away from the curb on the south side.*
- Con: *Increases construction impact on businesses by requiring complete reconstruction of the street. Phasing probably not an option.*

Option 2B Reconstructs north side to provide 16 foot sidewalk. Leaves south side in place. No change in drainage / curb and gutter on the south side. However, 'amenity' islands for street trees and banner poles are provided on the south side within the diagonal parking zone. (Fig.6)

- Pro: Adds sufficient sidewalk width on sunny side of the street for sidewalk café seating.
- Pro: Adds additional space on the south side through the 'amenity islands' to comfortably include street trees, and pedestrian lights / banner poles without crowding narrow sidewalk.
- Pro: Maintains diagonal parking as an amenity for the south side of the street.
- Pro: More equitably distributes amenities between the two sides of the street.
- Pro: Less cost and construction impacts than Option 2A.
- Pro: Taller pedestrian lights and banner poles visually knit both sides of the street together with light swags and/or banners, as well as creating visual density and interest within the street space.
- Pro: 'Postcard' panels provide windbreaks as well as interest and local flavor.
- Pro: Larger scaled historic poles reinforce the stock of historic buildings and through their graphic design identify the street as a special place.
- Pro: Taller pedestrian lights add nighttime lighting to reinforce restaurant / entertainment uses.
- Con: *Sidewalk too narrow on south side for outdoor seating for cafes and restaurants.*
- Con: *Reduces on-street parking by about a third.*
- Con: *Snow removal is more difficult and expensive.*

Con: Utilities may have to be relocated to avoid conflicting with the street trees and pedestrian lights in the amenity islands.

Option 3: Reconstruct both sides of the street to provide 20foot wide sidewalks and parallel parking instead of diagonal parking. Curb, gutter, and drainage relocated for both sides of the street. (Fig.7)

Pro: Adds generous width on both sides of the street for sidewalk café seating, and all amenities.

Pro: Equitable distribution of pedestrian amenities for both sides of the street. Maximizes pedestrian benefit.

Pro: Taller pedestrian lights and banner poles visually knit both sides of the street together with light swags and/or banners, as well as creating visual density and interest within the street space.

Pro: 'Postcard' panels provide windbreaks as well as interest and local flavor.

Pro: Larger scaled historic poles reinforce the stock of historic buildings and through their graphic design identify the street as a special place.

Pro: Taller pedestrian lights add nighttime lighting to reinforce restaurant / entertainment uses.

Con: Probably the second most costly of all the options.

Con: *Increases construction impact on businesses by requiring complete reconstruction of the street. Phasing each side of the street separately may be an option.*

Con: *Existing utilities may have to be relocated with new street tree positions.*

Con: *Reduces on-street parking substantially.*

16th Street

16th Street or Lincolnway is a difficult street for pedestrians. The vehicle / pedestrian balance of the street definitely favors the vehicle, and is unlikely to change. Four lanes of traffic with a substantial amount of trucks overpowers the narrow sidewalks. On street parking provides not only needed parking for the businesses along the street, but also offers crucial buffering for the pedestrians on the sidewalk. Narrow sidewalks can only be widened by eliminating the on street parking, which hurts the businesses and paradoxically reduces the attractiveness of the pedestrian environment by exposing it to the moving lanes of the street. Intersections are already have curb extensions to shorten the pedestrian crossing distances.

However, at least visually, the balance of the street could be tilted in favor of the pedestrian by providing pedestrian lights and banner poles that possess an intermediate scale – one that is detailed and interesting to pedestrians but can stand up to the big scale of the street. The bigger scaled pedestrian lights and graphics can visually narrow the street space, and with light swags and/or banners stretching between the poles, they can visually link the two sides of the street together. With frequent spacing, roughly four per block, they can establish a special quality for the street, commensurate with the street's extraordinary historic building stock and its role as one

of the main entries to downtown. Once the street gains this special quality, it may attract pedestrian uses and activity in spite of the heavy traffic. (Fig 8, 9 and Photos 1 - 5)

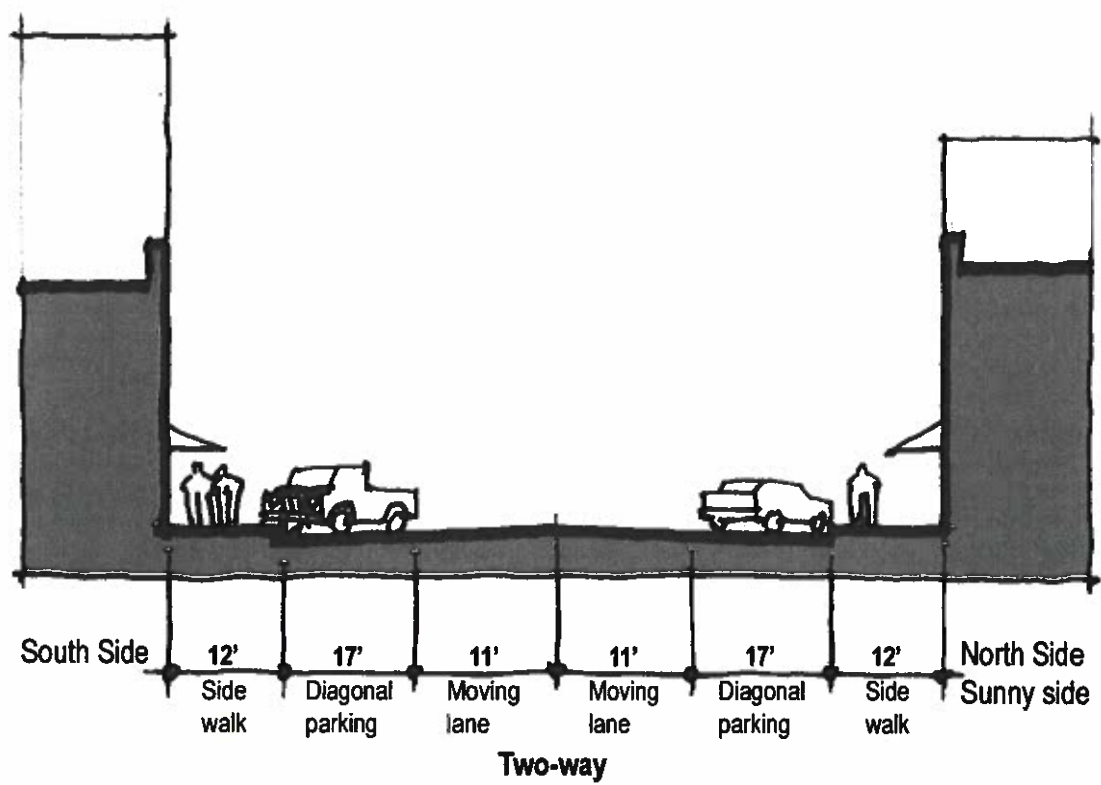
Wind breakers and wind sculptures

Consistent wind is a special condition in Cheyenne and Wyoming in general. For pedestrian streets, some wind protection is proposed in the form of vertical panels in the amenity zone of the sidewalk (the zone next to the curb where street trees and pedestrian lights are located). These panels should carry interesting graphics, art and/or information about Cheyenne. They could focus on old postcards of Cheyenne including their messages, or display classic western railroad posters, or provide historical insights about places and people. Externally lit at night, they could add ambiance and safety to the street. (Fig. 4 , 10 and Photo 6)

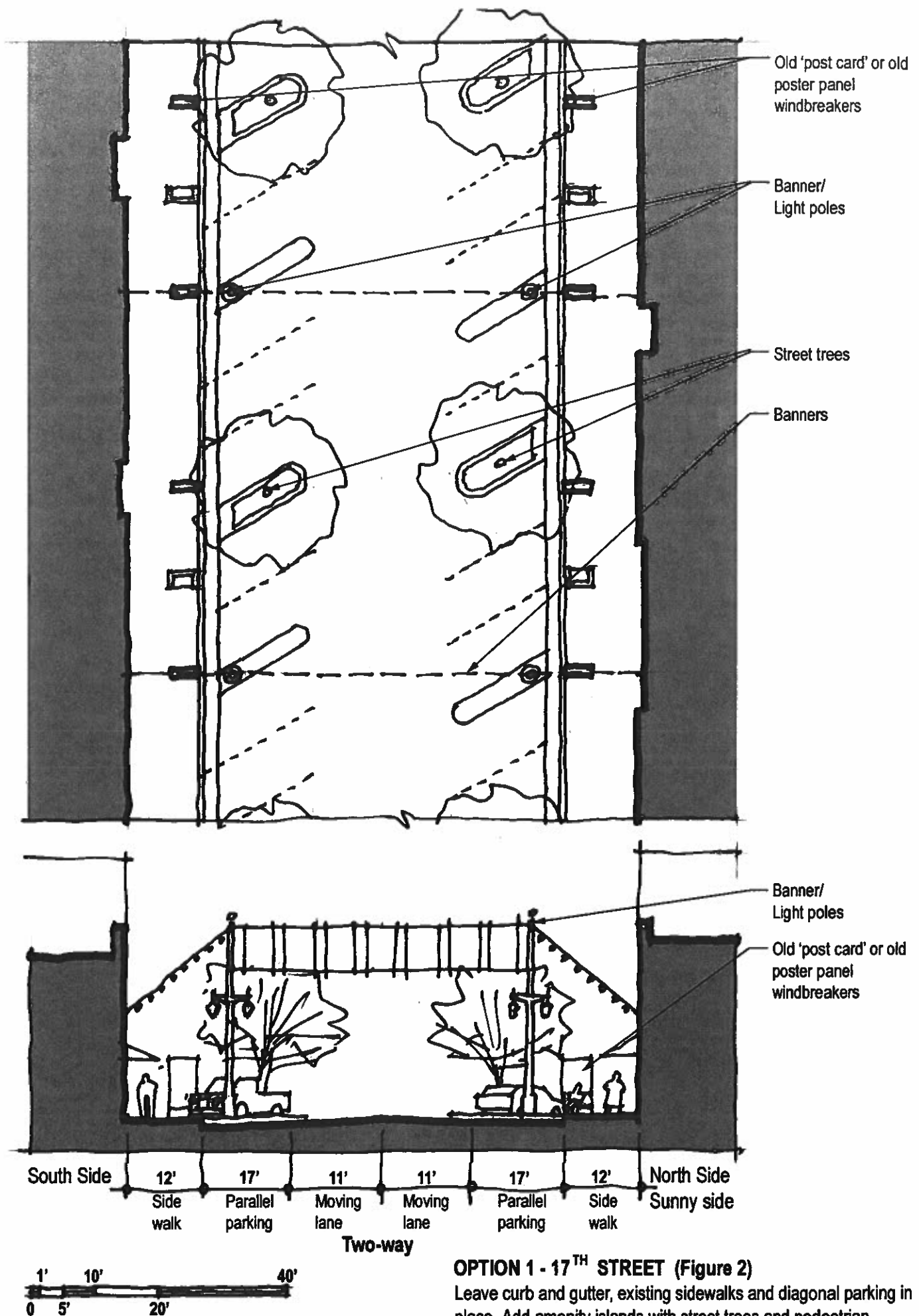
The wind could be used in an entertaining way as well. Wind sculptures could be installed throughout downtown, along pedestrian streets, at entry points, at important intersections, in Depot Square and other plazas. (Fig. 11, 12, and Photo 7) They could become a downtown attraction in their own right – something to take visitors and children downtown to see. They could be big and small, grand statements or little surprises. Even the small planters distributed throughout downtown could receive removable pinwheel tops to become colorful and attractive elements in the wintertime.

Carey Street and the Gunslingers

As other studies have indicated, Carey Street between 16th and 15th Streets should be reopened to traffic in order to better connect the attractive district adjacent to the railroad yards to the rest of downtown, and to revitalize this segment of Carey Street. However, the quintessential western drama – the gunfight, performed by the Gunslingers – is worth preserving downtown. It is part of the west's mystique, and endlessly fascinating (as first and best realized by Buffalo Bill Cody's Wild West Show) regardless of the real and frightening violence in the world today. While Carey Street should be reopened to traffic, it could be redesigned to include a new home for the Gunslingers, as well as an informal outdoor stage for other events, such as western music venues, fiddler contests, and school performances. This could be accomplished by building a permanent and detailed two story brick façade / backdrop / stage along the western edge of the street between 15th Street and the alley. It should be structured to be free standing, and could be incorporated into a future building on the site behind it. It would also simultaneously screen the current parking lot next to the street, and visually complete the street. It should be high enough to provide some wind protection, and screen the glare of the west sun. The street itself could be designed to accept occasional closures, informal seating, and to provide some soft surfaces for the actors' inevitable falls. (Fig.13)

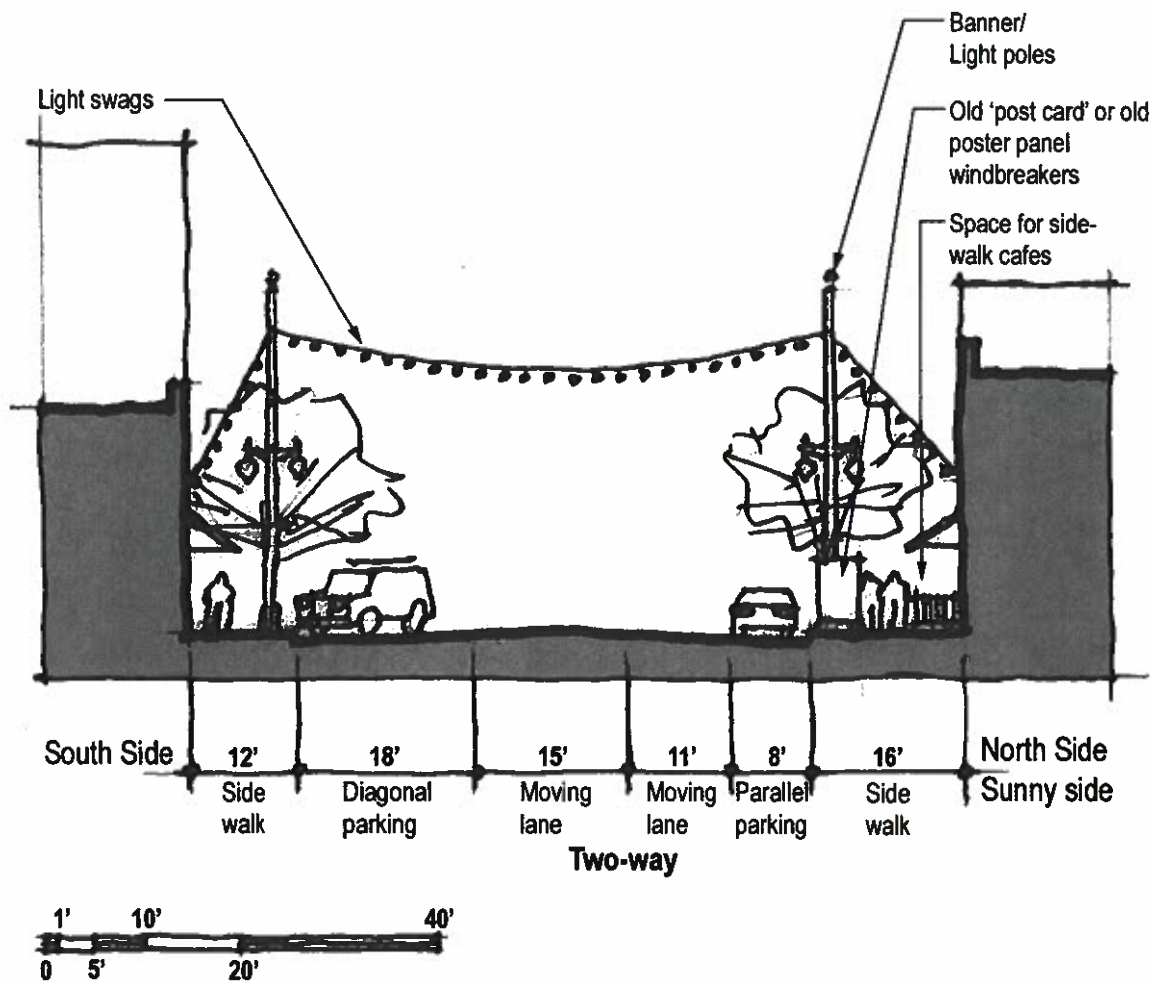


EXISTING 17TH STREET (Figure 1)



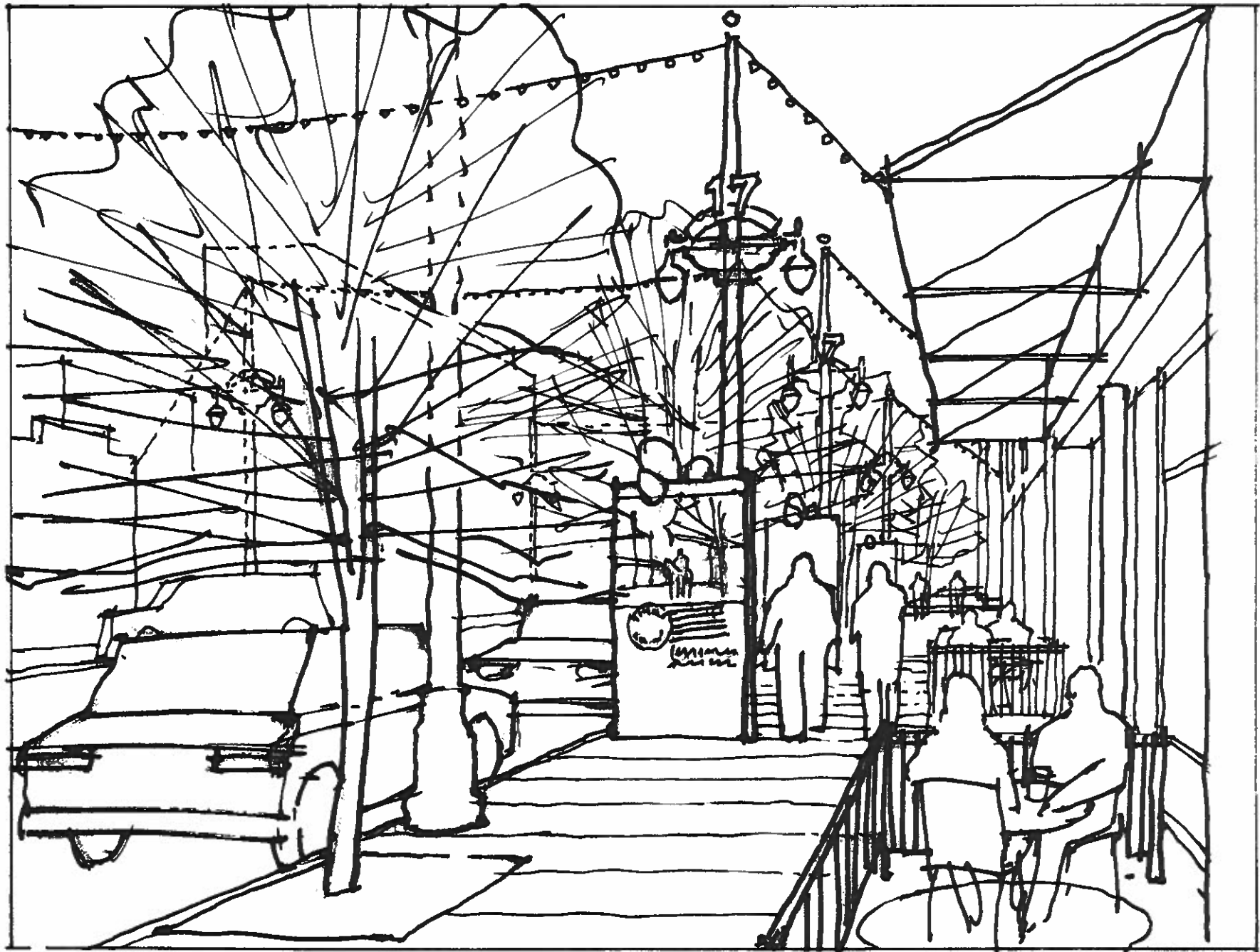
OPTION 1 - 17TH STREET (Figure 2)

Leave curb and gutter, existing sidewalks and diagonal parking in place. Add amenity islands with street trees and pedestrian lights/banner poles in parking zones.

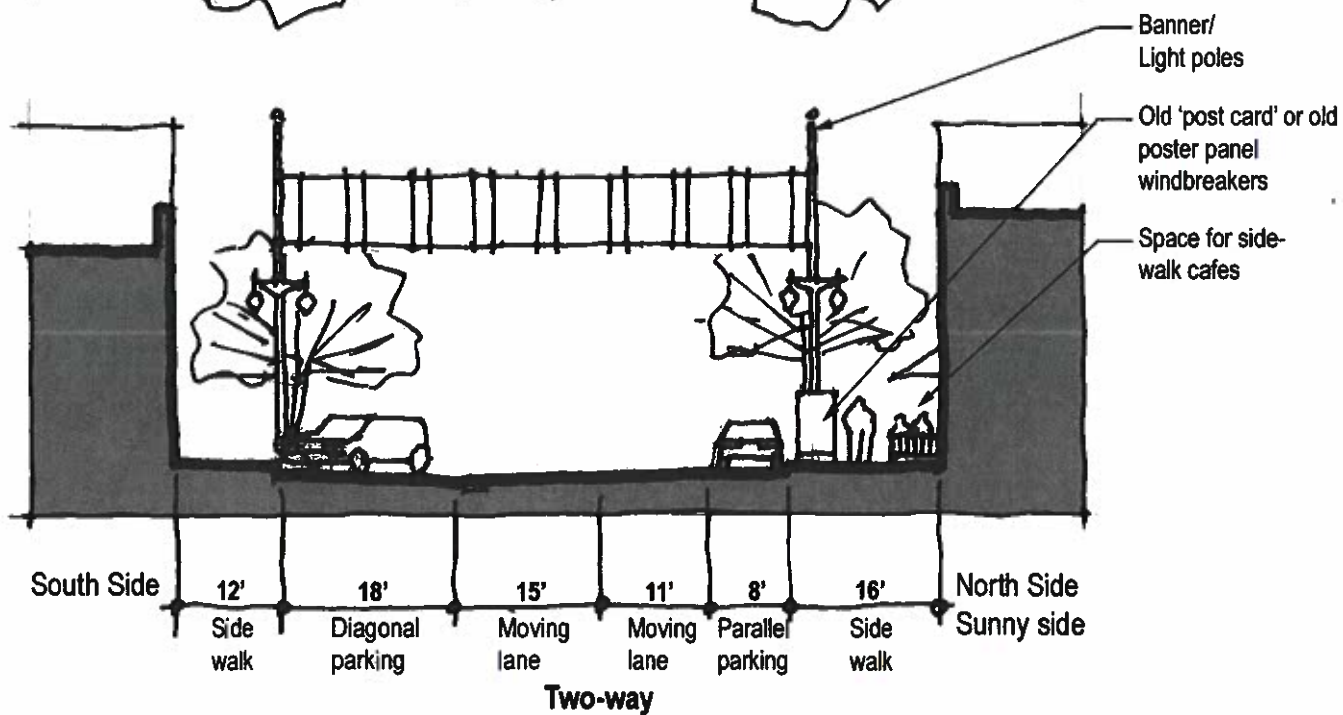
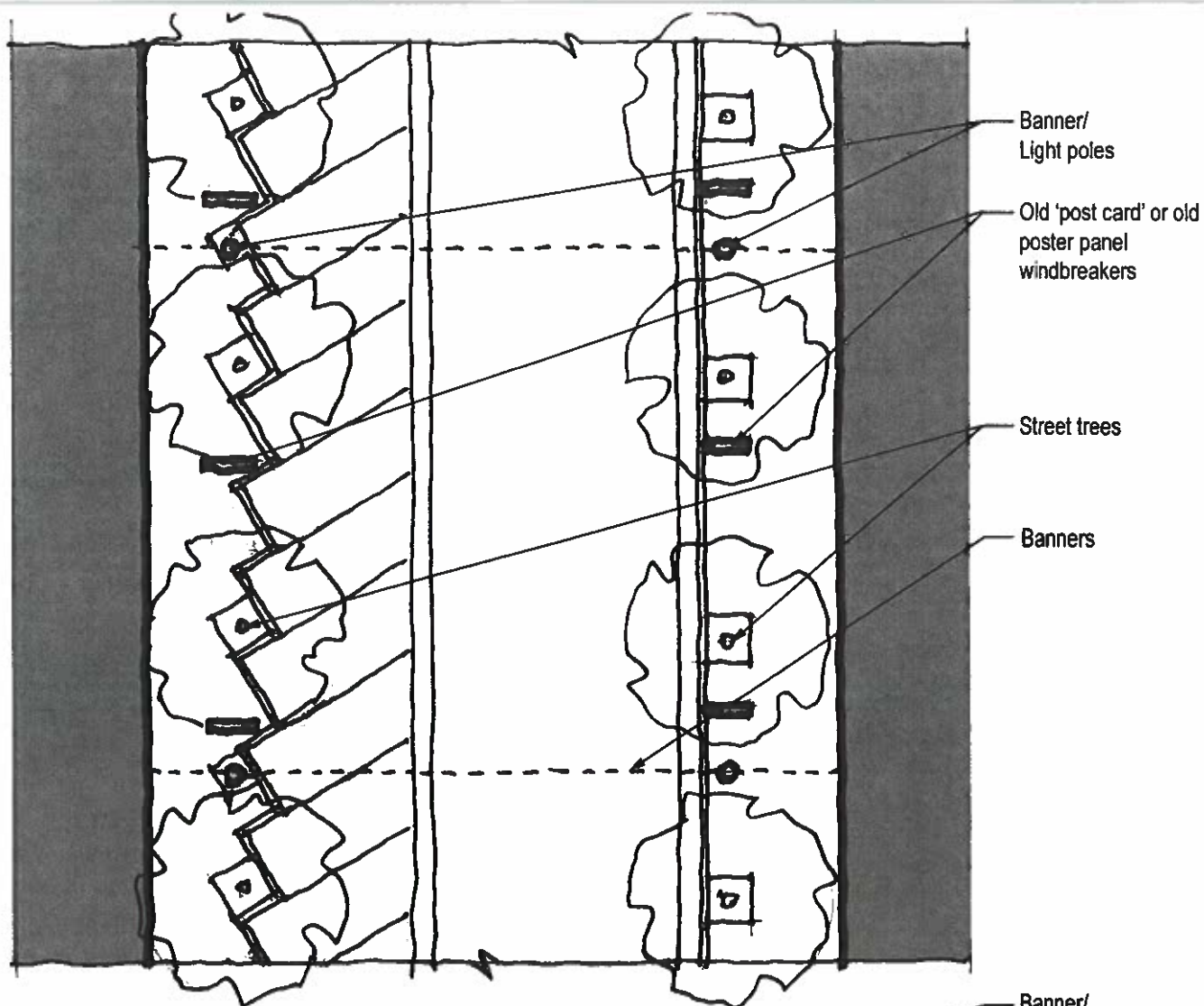


OPTION 2 - 17TH STREET (Figure 3)
(Redo half of the street)

Reconstructs North side to provide a 16' wide sidewalk. Leaves South side in place. No change in drainage on South side. Adds street trees, pedestrian lights, banner poles, and post card windbreaks (street trees possibly only on North side)

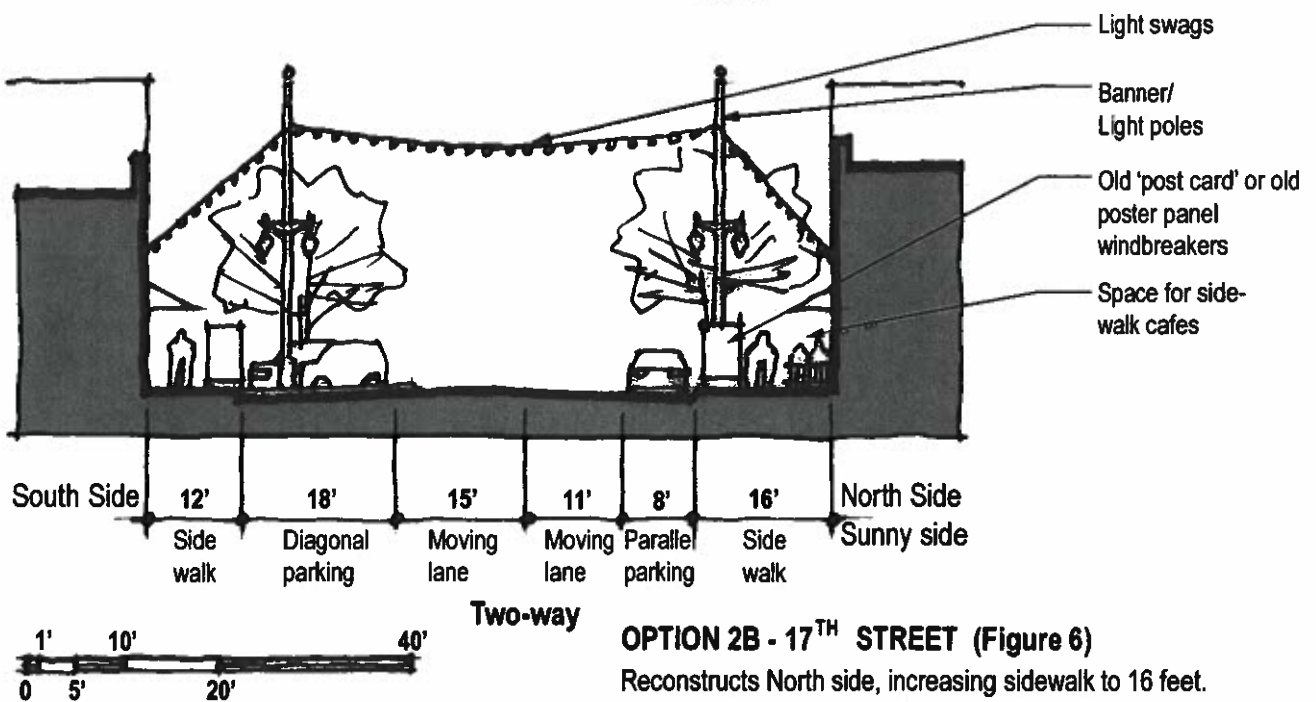
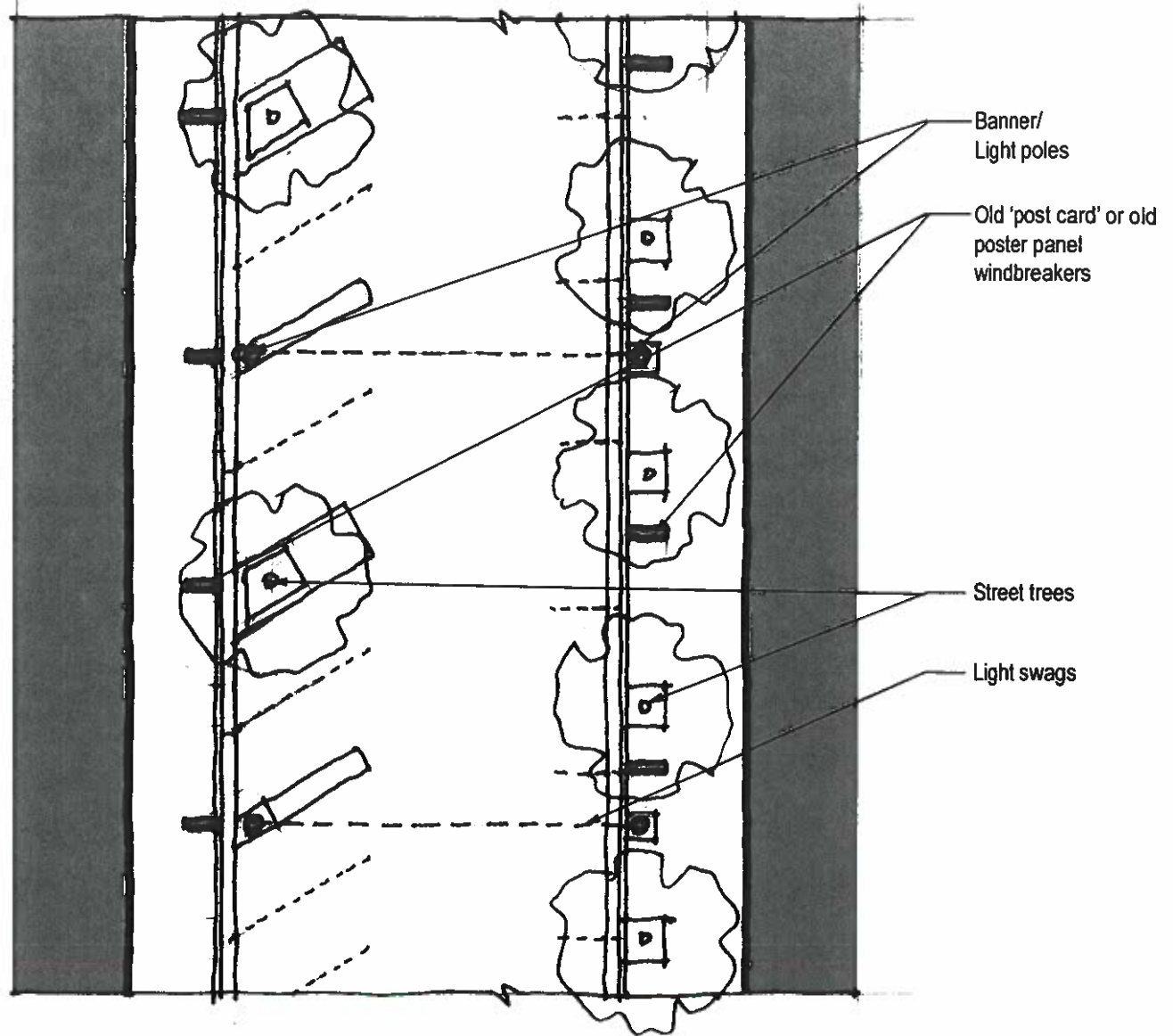


OPTION 2 - 17TH STREET (Figure 4)



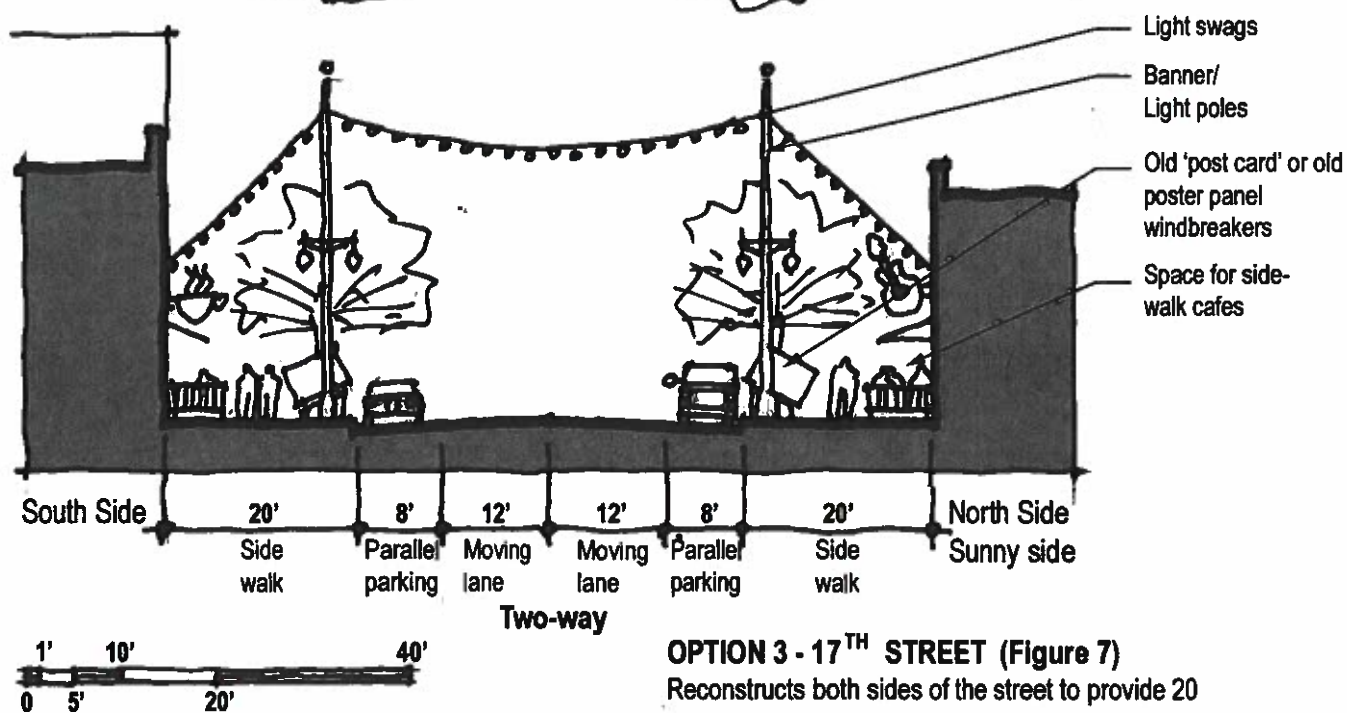
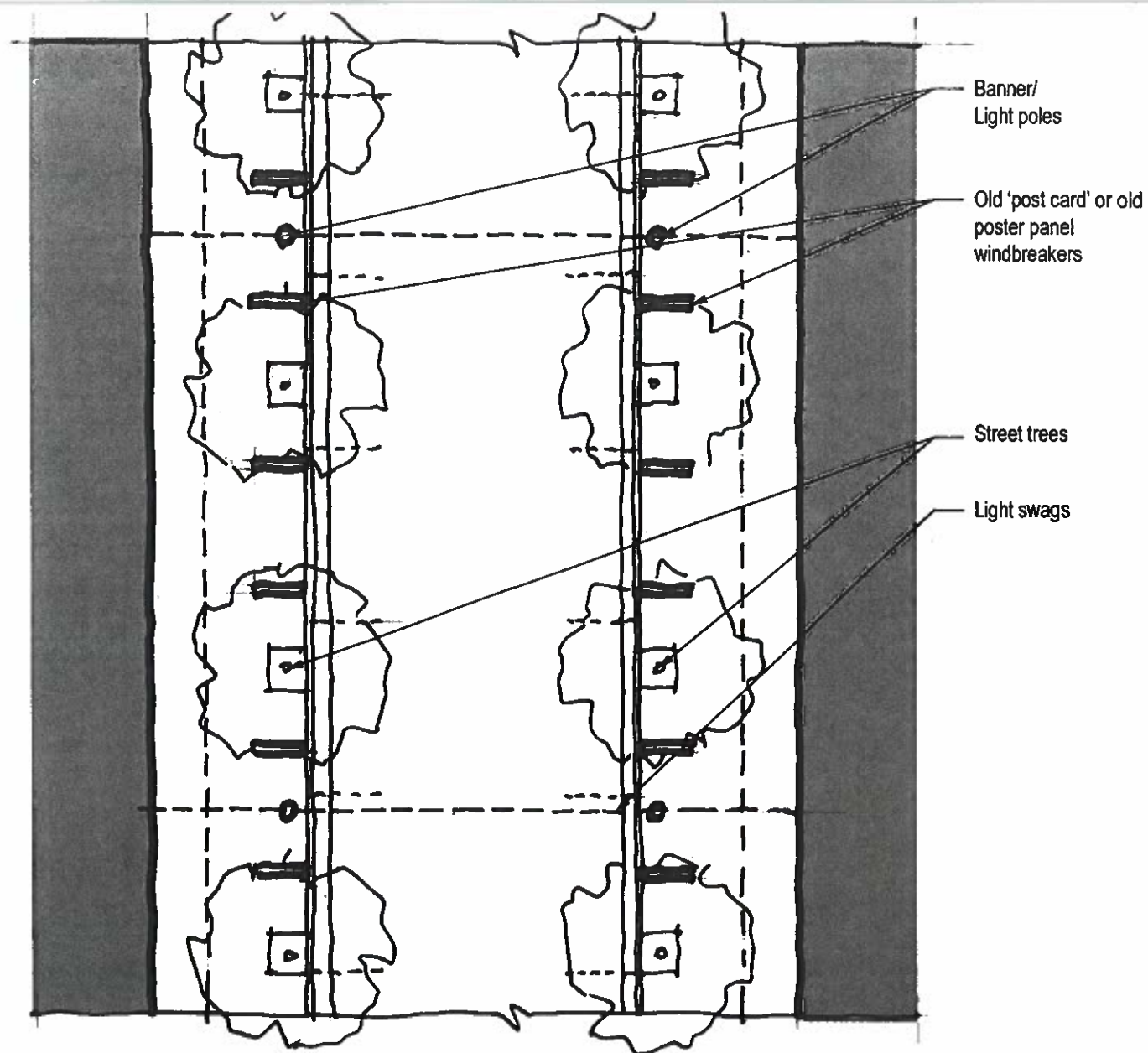
OPTION 2A - 17TH STREET (Figure 5)

Reconstructs both sides of street: North side sidewalk increased to 16 feet, allowing sidewalk cafes; South side curb 'serrated' to gain extra width for street trees and pedestrian lights.



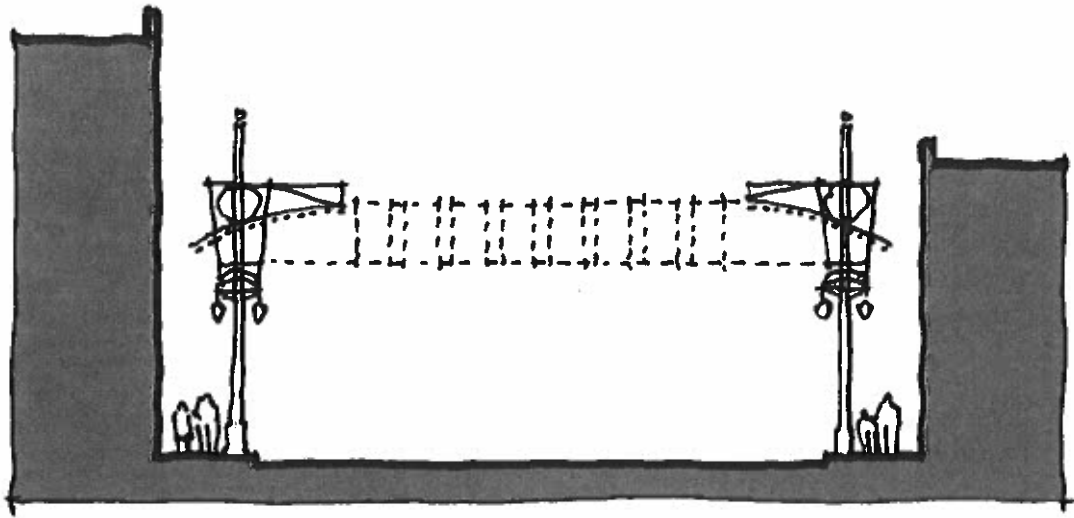
OPTION 2B - 17TH STREET (Figure 6)

Reconstructs North side, increasing sidewalk to 16 feet. Leaves South side sidewalk, curb and gutter in place, but provides 'amenity islands' for street trees and banner poles between diagonal parking stalls.

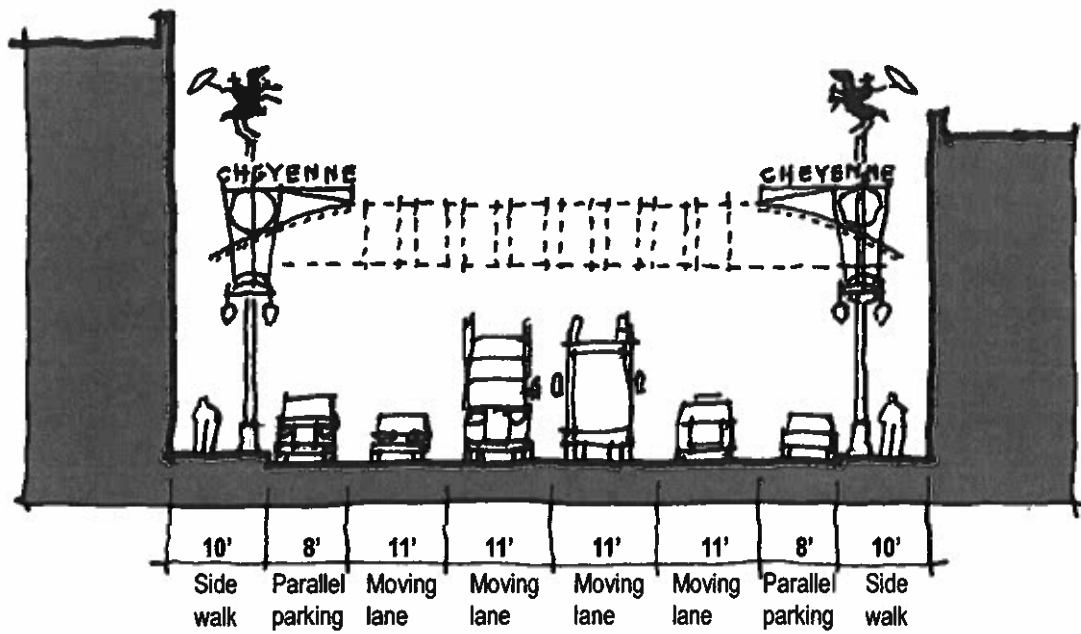


OPTION 3 - 17TH STREET (Figure 7)

Reconstructs both sides of the street to provide 20 foot wide sidewalks, and parallel parking. Drainage relocated on both sides of street.



Intermediate Pedestrian Light/Banner Pole



Two-way

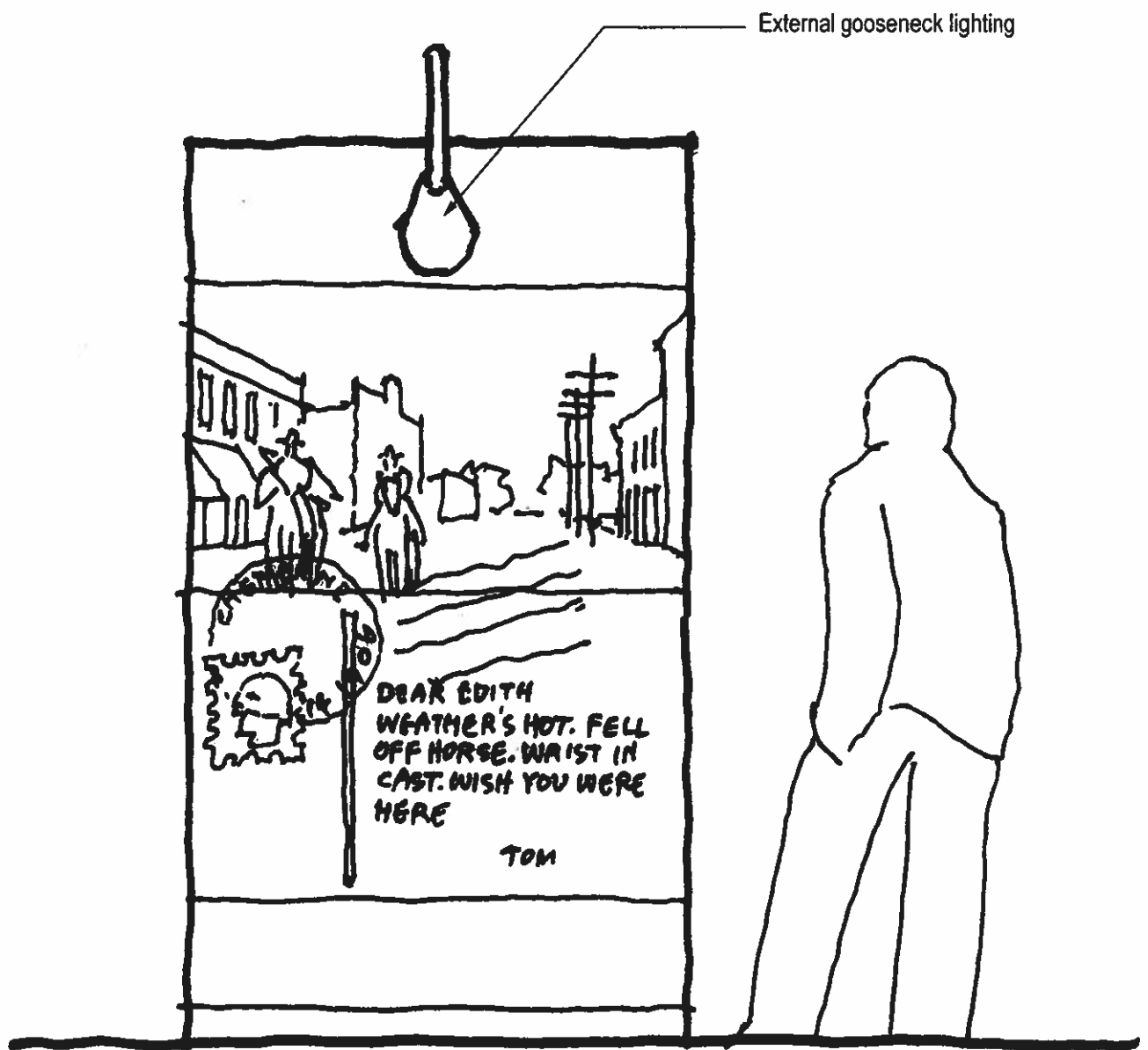
Gateway Pedestrian Light/Banner Pole



16TH STREET OR LINCOLN WAY (Figure 8)



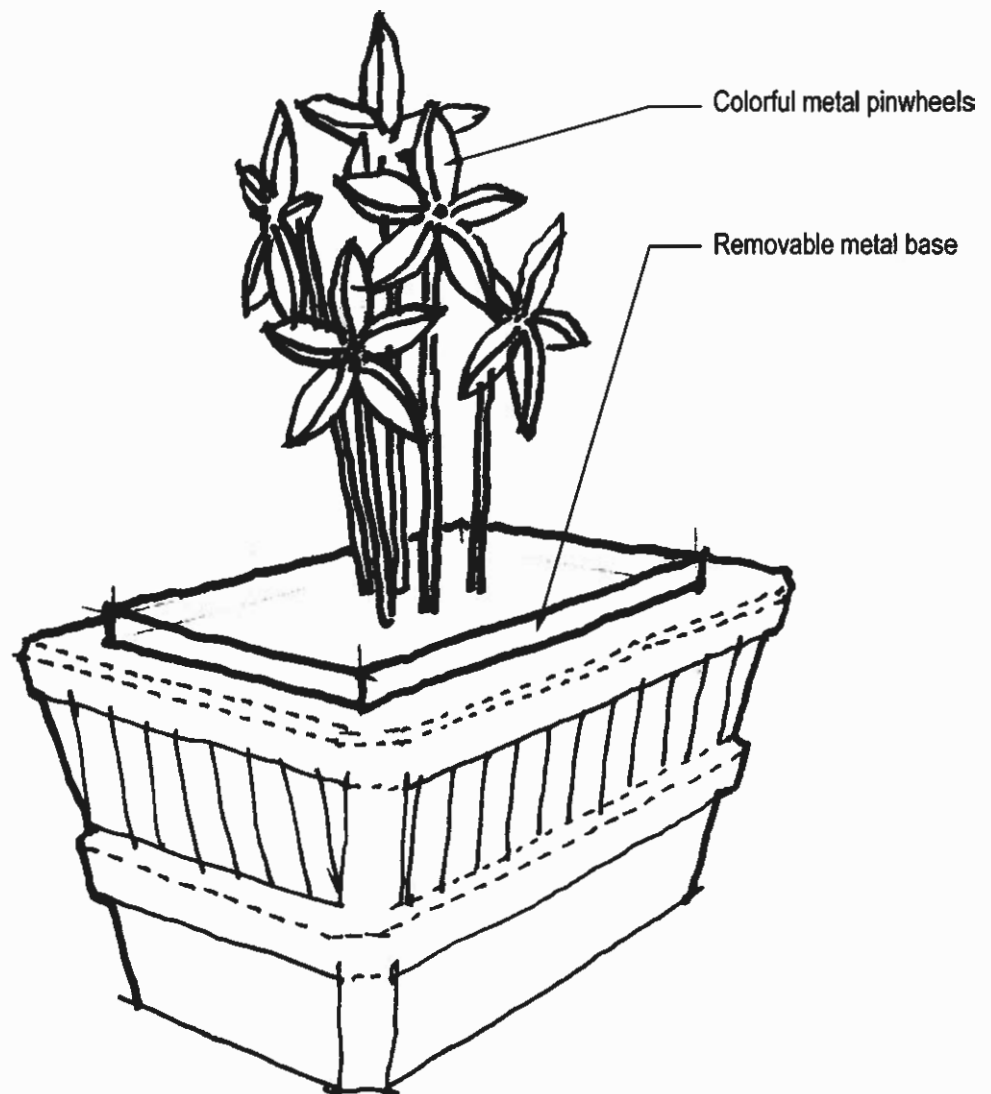
16TH STREET OR LINCOLN WAY (Figure 9)



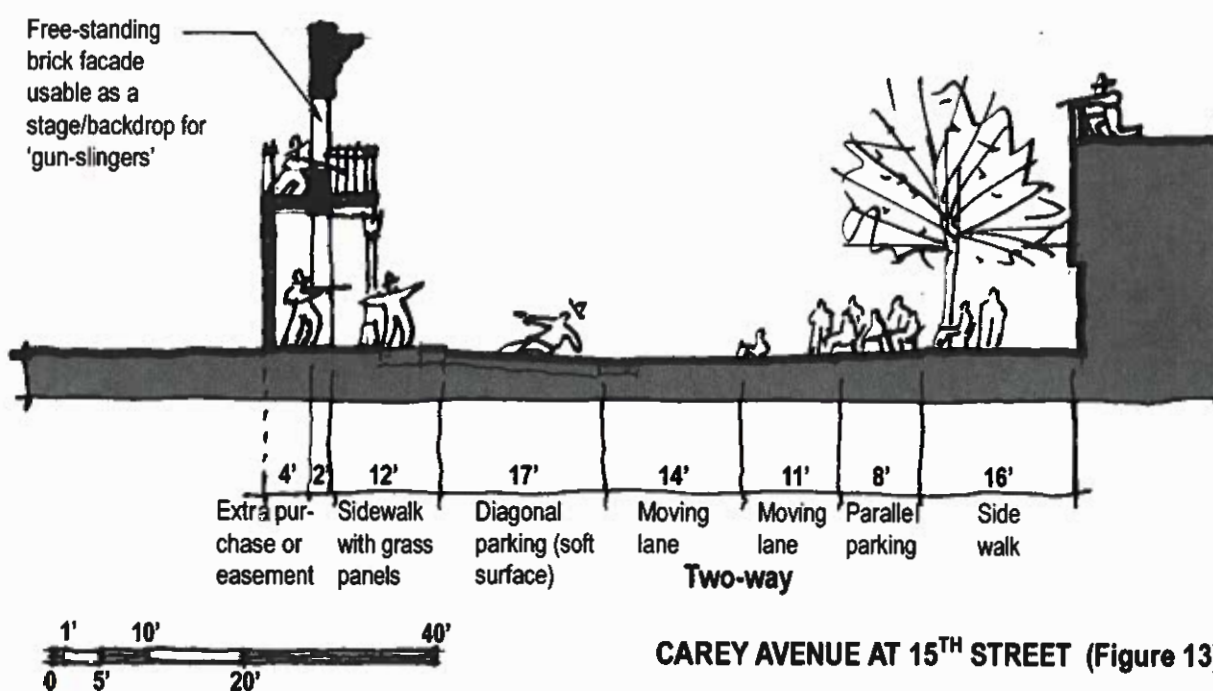
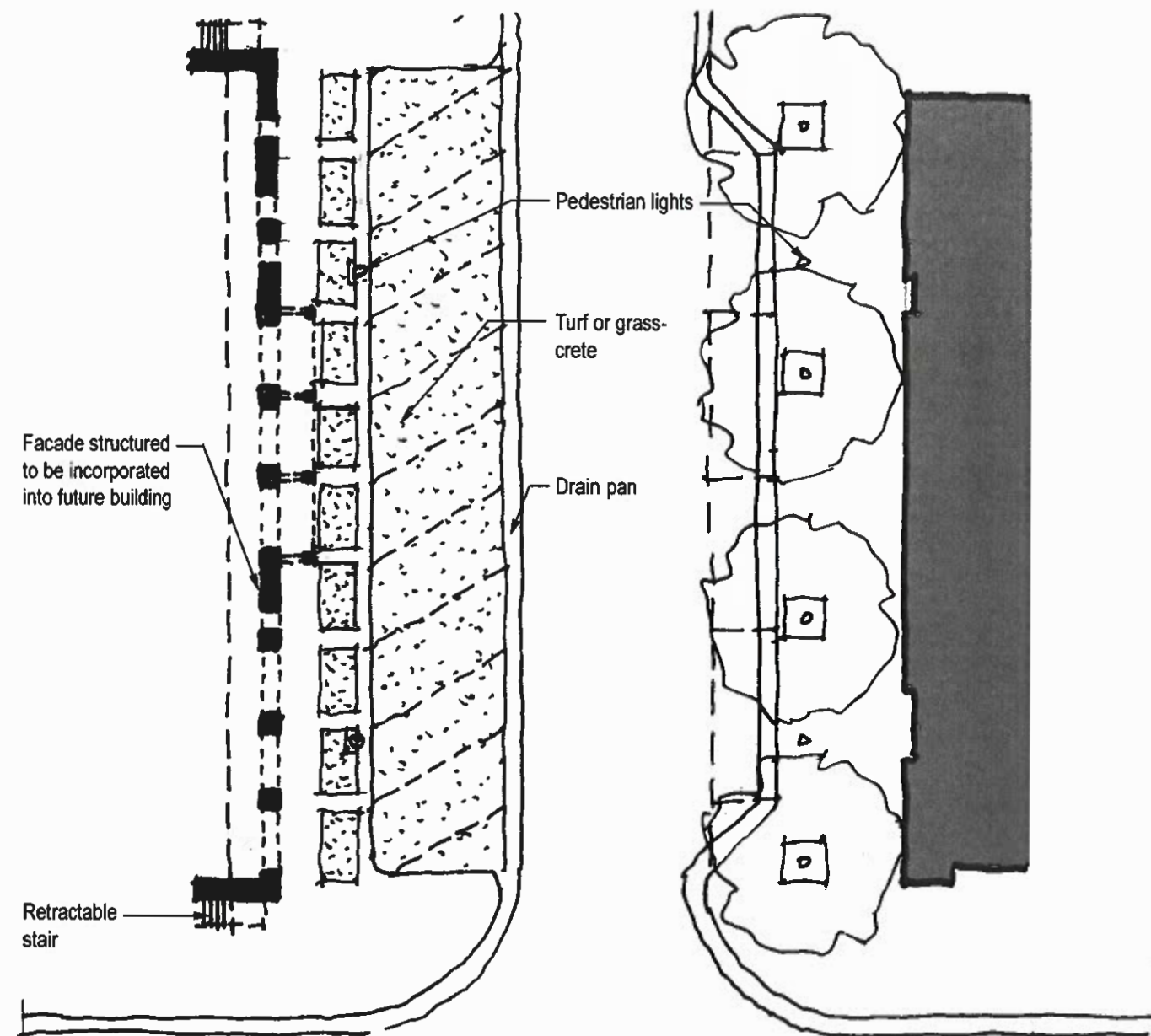
EXAMPLE OF A POSTCARD PANEL (Figure 10)



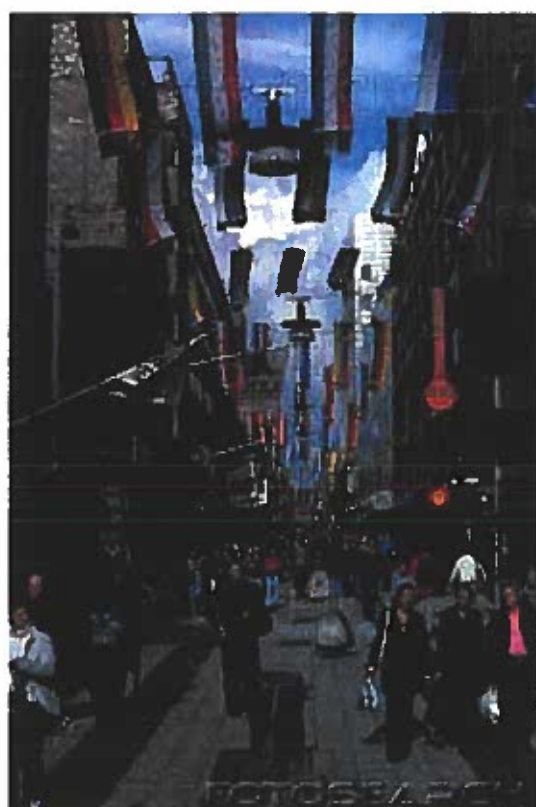
WIND SCULPTURE AT 16TH STREET AND CAPITOL AVENUE (Figure 11)



PLANTER BOX PINWHEELS (Figure 12)

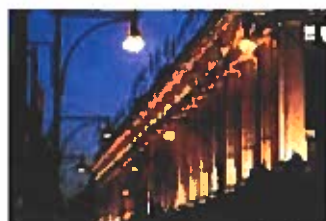


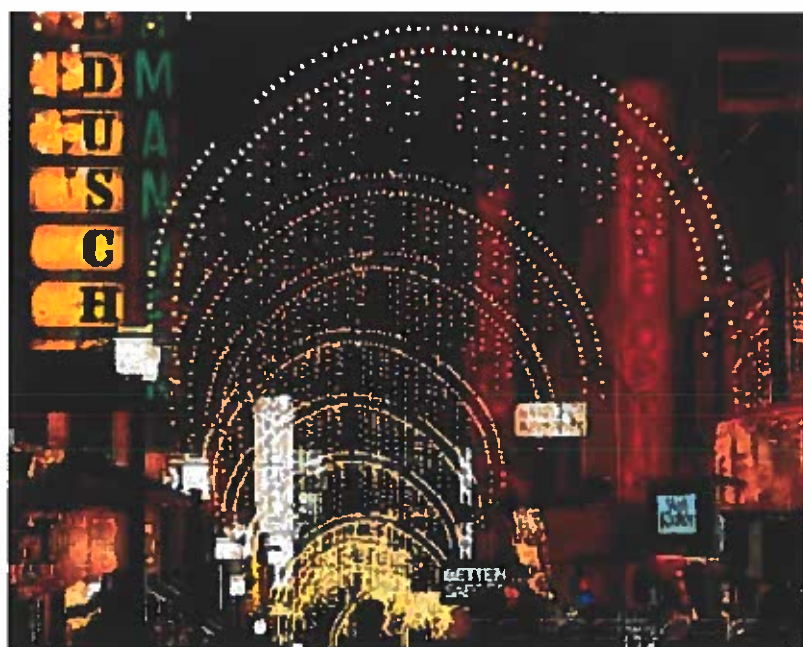
CAREY AVENUE AT 15TH STREET (Figure 13)

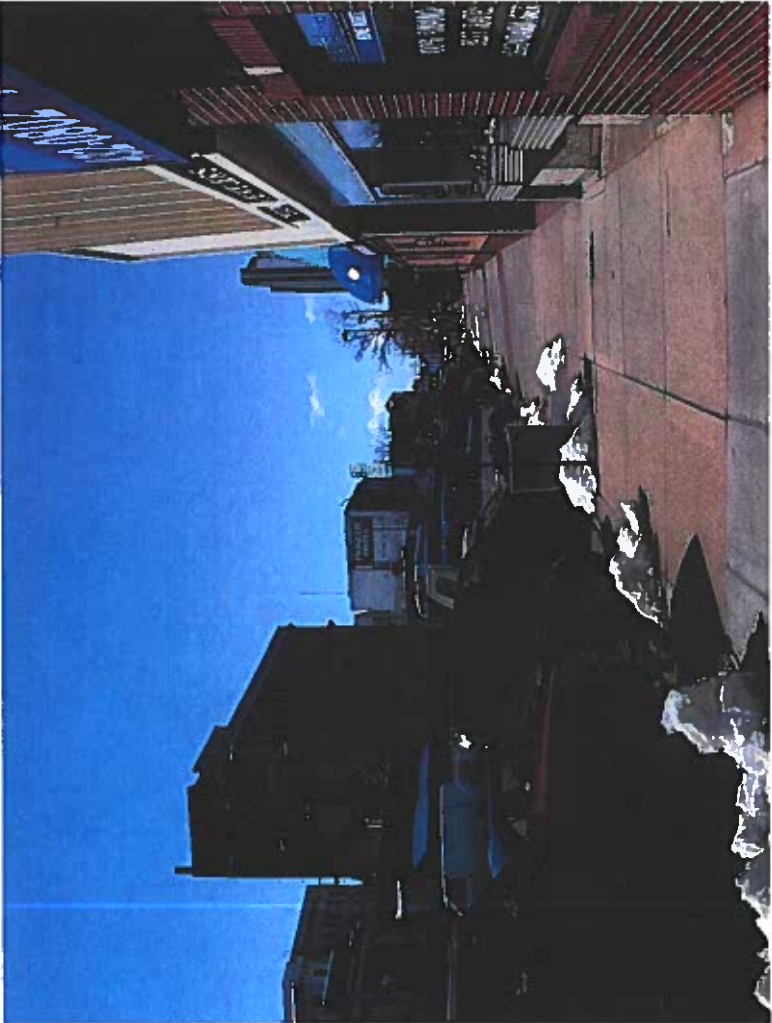


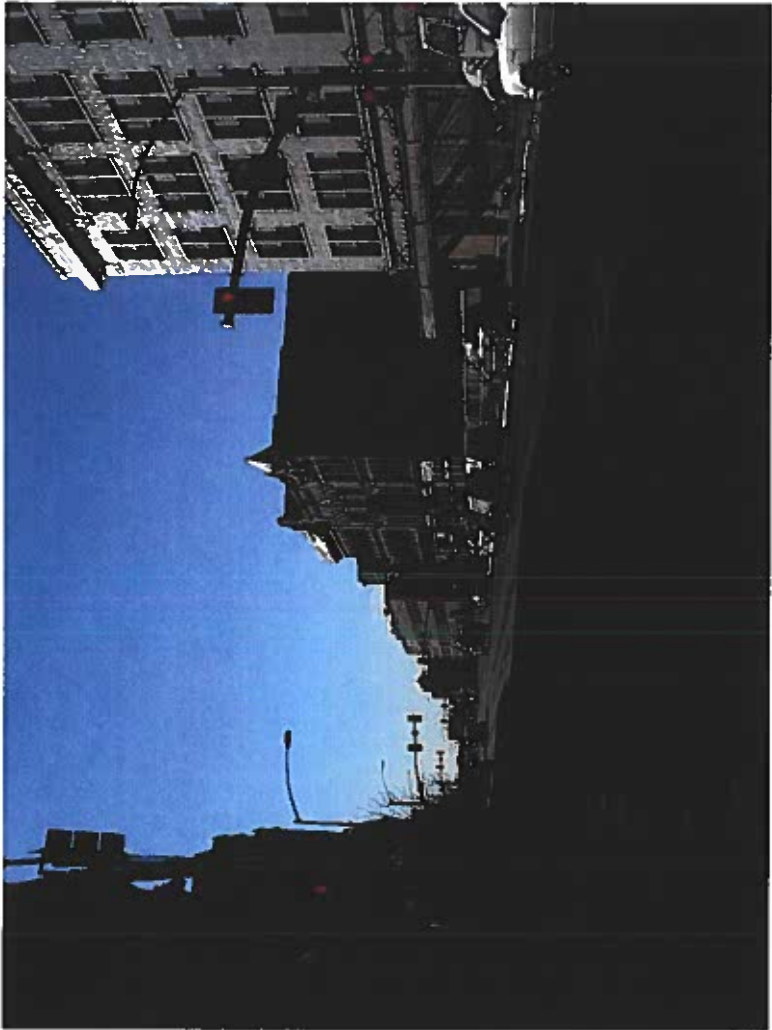


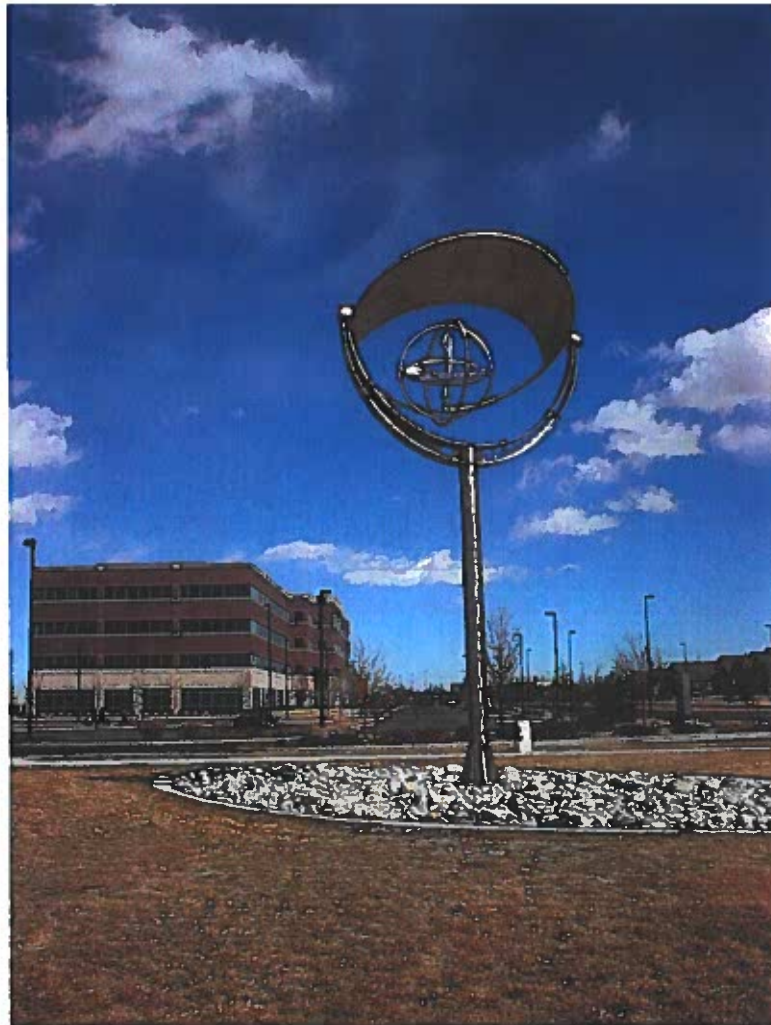


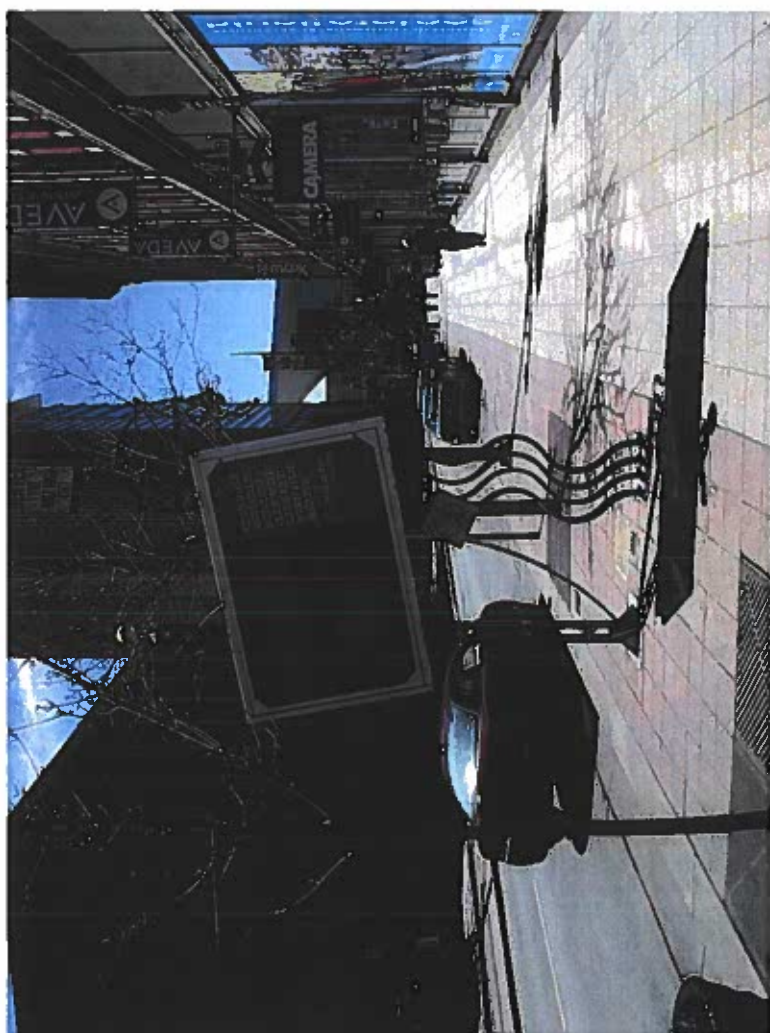












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