



CHEYENNE DDA/MAIN STREET Downtown Cheyenne

**STRATEGIC PLAN
FY2016: 3rd and 4th quarter and
FY2017**

EXECUTIVE SUMMARY

This plan is a result of multiple strategic planning sessions with the Board and stakeholders and is categorized utilizing the Main Street 4 Point Approach.

Other previous documents considered in this plan include:

- Alleyways and Streetscapes Plan (2015)
- DDA's Downtown Vision Summit (2014)
- Historic Placemaking Strategies for Invigorating Downtown Cheyenne (2012)
- LEADS Workforce Study (2014)
- Lincolnway Placemaking Study (2014)
- Market-Based Downtown Plan (2005)
- Smart Growth of America Seminar for Cheyenne (2015)
- West Edge Plan (2014)
- Wayfinding Plan (2010)

THE VISION

Four end goals for the Downtown have been identified and are as follows:

- Promote a Strong sense of Place through Design and Planning
- Create a climate of support and foster new and existing business and property owners.
- Make Downtown Cheyenne the desired destination
- Create a Downtown Residential Community

The Board has identified several tactics under each goal for the remainder of FY2016 and FY2017. These are outlined in this document under the responsible committee and include deadline, budget, and measurable outcomes.

1st Q = July-September

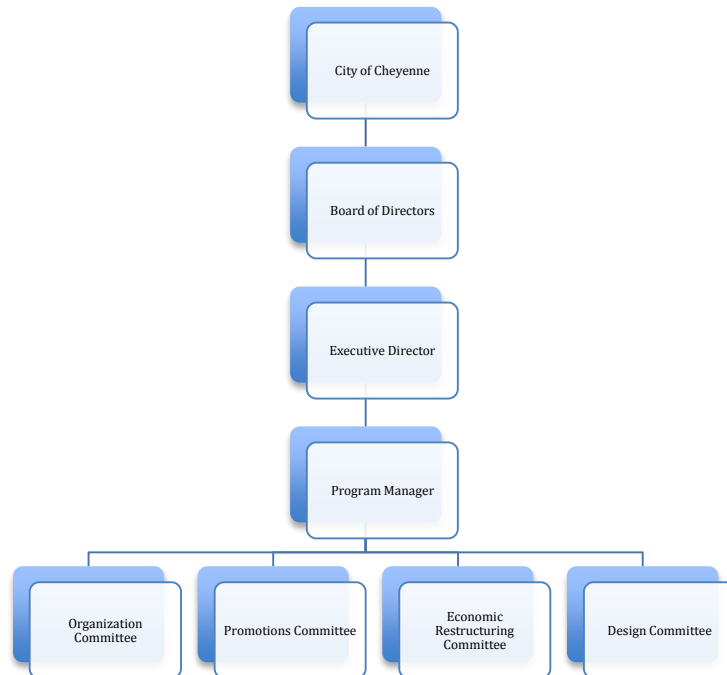
2nd Q = October – December

3rd Q = January – March
4th Q = April- June

THE TEAM

Downtown Cheyenne is made up of a Board of Directors, Committees, staff, and volunteers. See Organizational Chart. It is essential that each project, program, and affiliated entity fall under one of the committees.

Organizational Chart



Internal Tactics for the team:

Program	Cost	Due Date	Metric
Revamp Website	\$	FY2016: 3 rd Q	1. A new website will be in effect. 2. A place for the community to deposit their ideas will be included.
Board Member Compliance	No Cost	FY2016: 3 rd Q	All Board Members (except 2) will live, own property, or be a lessee in the DDA District.
Further Main Street Participation	No Cost	FY2016: 3 rd Q	Downtown Cheyenne will host the State Main Street Quarterly session in Cheyenne in January 2016.
Committee Policy Update	No Cost	FY2016: 3 rd Q	Each Committee will review and update its policies and procedures.
Increase Volunteer Workforce	No Cost	FY2016: 4 th Q	We will increase our active volunteers by 20% (currently have 30).
Further Main Street Training	\$	FY2016: 4 th Q And ongoing.	1. At least 1 staff and/or Board member will attend the National Main Street Conference. 2. At least one staff member and/or Board member will attend quarterly conferences in Wyoming.
Relocate Office to allow for better use of prime real estate	\$	FY2017: 4 th Q	Current space will be occupied by a different tenant and the office will relocate.

Cost: \$ = up to \$25,000; \$\$ = \$25,000-\$50,000; \$\$\$ = \$50,000-\$100,000; \$\$\$\$ = \$100,000 +

ORGANIZATION COMMITTEE

Organization establishes consensus and cooperation by building partnerships among the various people and groups that have a stake in downtown. Everyone works towards the same goal.

The Chair of the Organization Committee is required to be a doer, possess high level organizational skills, forward thinking, and flexible in various support roles and multiple projects. Members need to be willing to perform tasks between monthly meetings to ensure completion in the time frame allocated.

Program	Cost	Due Date	Metric
Block Ambassadors	No Cost	FY2016: 3 rd Q	<ol style="list-style-type: none"> 1. A block ambassador program will be outlined in a written procedure. 2. At least 5 block ambassadors will be identified.
Implement Bike Share Program (ReRide)	\$	FY2016: 4 th Q	<ol style="list-style-type: none"> 1. 16 bikes will be positioned and maintained in the DDA District in 4 strategic locations for riders June through August 2016. 2. Signage at each location will be placed. 3. A volunteer subcommittee for bike repositioning will be formed.
Cheyenne Mural Project Phase 1 Completion	\$	FY2016: 4 th Q	<ol style="list-style-type: none"> 1. At least 1 more mural will be completed. 2. Remaining funds of \$6000 for the TA grant will be expended on murals.
Promote and Improve	\$	FY2016: 4 th Q	<ol style="list-style-type: none"> 1. Attend one DCBC meeting per quarter

<p>relationship with DCBC</p>		<p>2. Post DCBC information on the Downtown Cheyenne website monthly. 3. Include DCBC update in newsletter. 4. Include DCBC on Board Agenda. 5. Downtown Cheyenne will become a member of the DCBC.</p>
<p>Cultural and entertainment event support</p>	<p>\$-\$\$\$ FY2017: 1st Q</p>	<p>At least 3 events will be supported by the Downtown Cheyenne through the following means: *FB posts *Website for 1 month prior to the event *Funding for advertising if requested and approved. *A press release.</p>
<p>Improve Resources to Property Owners, Developers, and Retailers</p>	<p>\$ FY2017: 2nd Q</p>	<p>1. Available properties database will be accessible to developers. 2. A brochure with resources for new businesses and property owners will be created and accessible on website. 3. A brochure for potential retailers will be created and accessible on website. 4. A summarized leakage* report will be available for retailers.</p>

Distribute Welcome Packets to new retailers	\$	FY2017: 2 nd Q	<ol style="list-style-type: none"> 1. Each new business will receive a welcome packet within 30 days of opening. 2. A welcome to the district announcement will be made on FB.
Maintain Bike Share Program	\$	FY2017: 4 th Q	<ol style="list-style-type: none"> 1. 16 bikes will be positioned and maintained in the DDA District in 4 strategic locations for riders June through August 2017. 2. Signage at each location will be placed. 3. A volunteer subcommittee for bike repositioning will be formed.

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 * Leakage is the exit of money from the economy through leakage results in a gap between what is supplied and what is demanded.

DESIGN COMMITTEE

Design means getting downtown into top physical shape and creating a safe place that preserves a place's historic character and invites shoppers, workers, and visitors. Visual opportunities such as public and private buildings, storefronts, signs, public spaces, parking areas, street furniture, public art, landscaping, merchandising, window displays, and promotional materials, all contribute to the design of downtown. An appealing atmosphere conveys a positive message about the downtown and what it has to offer.

The Chair of the Design Committee is required to possess high level architectural and design knowledge with extreme familiarity with State Historic Preservation Board (SHPO) requirements. This person should also be able to work together in a group of highly skilled and experienced professionals and with the property owners who make the requests to the committee. Members need to be willing to meet monthly.

Program	Cost	Due Date	Metric
CIG Program Increase	\$\$-\$\$\$\$	FY2016: 4 th Q FY2017: 4 th	<ol style="list-style-type: none"> 1. A session educating property and business owners regarding the program and

			design standards will occur. 2. Remaining funds will be announced in a press release and potential participants will be encouraged to apply.
FIP Program Increase	\$\$-\$\$\$\$	FY2017: 4 th Q FY2016 4 th	1. A session educating property and business owners regarding the program and design standards will occur. 2. Remaining funds will be announced in a press release and potential participants will be encouraged to apply.
Way finding signage will be placed in the DDA District.	\$-\$\$\$	FY2017 1 st	1. Staff will participate in way finding signage planning. 2. Way finding signage will be supported financially for at least \$20,000 as requested. 3. A press release announcing the way finding will be made.
Add a water feature to downtown.	\$\$\$\$	FY2017 4 th	A water feature will be designed and constructed in the DDA district.
Assist with West Edge	\$-\$\$\$\$	FY2017 4 th	1. Staff will attend West Edge Project Management Meetings. 2. West Edge updates will be posted on website and FB as they arise.

Assist with 17th Street Project	\$\$\$\$	FY2017 4 th	<ol style="list-style-type: none"> 1. Designs will be available for public review. 2. Construction date will be set. 3. Funds will be identified.
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PROMOTION COMMITTEE

The goal of promotion is to create a positive image that will renew community pride and tell downtown Cheyenne's story to the surrounding region. Cheyenne's unique characteristics, cultural traditions, architecture, and history are all essential components that should be incorporated in promotion. Additionally, promotion for activities for shoppers, investors, potential business and property owners, and visitors is essential.

The Chair of the Promotions Committee should have strong communication skills and a strong outgoing personality that can get tasks completed. This person needs to be willing to go door to door to advocate for the Downtown and the tasks identified. This person also needs to be able to build consensus and lead other members in participating with efforts. Members need to be willing to perform tasks between monthly meetings to ensure completion in the time frame allocated.

Program	Cost	Due Date	Metric
Increase lighting.	\$-\$\$\$\$	FY2016: 4 th Q FY2017: 4 th Q	<ol style="list-style-type: none"> 1. A lighting procedure will be in place to address how to handle lights that are out. 2. At least 10 property owners will agree to leave lights on at night.
Activities will be promoted.	\$	FY2016: 4 th Q then ongoing	<ol style="list-style-type: none"> 1. A calendar will be created and updated weekly that includes all of the downtown events in cooperation with other organizations such as the Chamber, DCBC, etc. . 2. This calendar will be posted on the Downtown

			<p>Cheyenne website and shared with Chamber, DCBC, Arts Cheyenne, and Visit Cheyenne.</p> <p>3. At least three activities will be listed on the calendar each week. If there are less than three activities, the Promotions Committee will either coordinate or assist with an additional event.</p>
Businesses will stay open later.	No cost-\$	FY2016: 4 th Q	During the summer hours, there will be at least 8 evenings in which at least 10 businesses stay open until 8pm.
Pop Up events will occur in vacant spaces.	No cost-\$	FY2017: 1 st Q FY2017: 2 nd Q FY2017: 4 th Q	At least 1 pop up event will occur in the listed quarters and be promoted by Downtown Cheyenne to include FB, website, and press release.
Host an ice rink for Christmas.	\$	FY2017: 2 nd Q	An ice rink will be in place from Thanksgiving to New Year's 2017. Sponsors will be sought to potentially reduce Downtown Cheyenne costs.

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ECONOMIC RESTRUCTURING COMMITTEE

Through economic restructuring, downtown's existing economic assets are strengthened while diversifying its economic base. This is accomplished by evaluating how to retain and expand successful businesses to provide a balanced commercial mix, sharpening the competitiveness and merchandising skills of business owners, and attracting new businesses that the market

can support. Success can be achieved through creative reuse of historic properties. Converting unused or underused commercial space into economically productive property also helps boost the profitability of the district. The goal is to build a downtown that responds to the needs of our community while maintaining the community's historic character.

The Chair of the Economic Restructuring Committee is required to be a doer, forward thinking, politically savvy, and well respected in the community. A background in strategic or project planning is beneficial. This person will work very closely with the ED. Members need to be willing to perform tasks between monthly meetings to ensure completion in the time frame allocated.

Tactical Plan

Program	Cost	Due Date	Metric
Identify development issues as they relate to code.	No Cost	FY2016: 3 rd Q	1. Staff will convene a work session with Chamber, Contractor's Association President, and pertinent City staff to discuss issues. 2. A document outlining the issues and possible solutions will be prepared.
Decorate vacant building windows.	\$	FY2016: 4 th Q	At least 3 vacant building windows will be decorated.
The DDA will form stronger relationships and align with other stakeholder groups to include LEADS, Chamber, Visit Cheyenne, DCBC, and the City.	No Cost	FY2016: 4 th Q then ongoing	1. Staff will attend Chamber and LEADS Board meetings, DCBC meetings, and Visit Cheyenne and City relevant meetings. 2. At least quarterly, the Director/CEO or a representative from each entity will convene to have high-level discussions.
Future parking solutions will be identified.	\$-\$\$\$\$	FY2016: 4 th Q	1. A consultant will be hired to study current parking situation and

			possible future solutions. 2. A residential parking permit ordinance will be presented to Council.
Grocery Store recruitment and promoting and assisting existing food providers (Mexican Grocery and Cash Wa) will occur.	\$-\$\$\$\$	FY2017: 4 th Q	1. There will be a 10% increase in sales base from existing grocery stores (per grocery store reporting). 2. At least 5 potential groceries will be contacted to encourage relocation to the downtown area.
New business will be recruitment.	\$	FY2017: 2 nd Q	At least two new businesses will be recruited. The businesses must be a need, based on the leakage data.
Continue ArtSpace exploration.	\$-\$\$\$\$	FY2017: 3 rd Q	1. A shared artist workspace will be created for 1 year. Utilization will be studied. 2. A written plan will be created to outline mile stones needed to be accomplished to pursue ArtSpace in the form of shared artist housing.
Create habitable spaces.	\$-\$\$\$\$	FY2017: 4 th Q	Identify and commit to aid in developing one space with making liveable.

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The following is a list of big questions that arose at one of the planning sessions with Executive Director responses.

- Buy building or facilitate?

- It will be difficult to commit to either of these answers until the right opportunity arises. Purchasing property as a revenue source for the Downtown Cheyenne would be a great use of resources if the Downtown Cheyenne is able to leverage its budget to obtain additional funds, the purchase impacts economic development, and the ongoing revenue for the Downtown Cheyenne is greater than the ongoing expenses. In absence of these three criteria, the Downtown Cheyenne will continue to facilitate developers in the identification and purchase of vacant space for sale.
- Are we too big (Board size and district size)?
 - The Board size is not too large, but is essential that each Board Member participate in either a committee or as a liaison to another entity (such as Historic Preservation Board) to not only share the work load but also to allow for maximum communication between entities.
 - The District is large, but not necessarily too large. Unless there is a huge desire from a specific area of the District to be removed, I suggest leaving the boundaries as is at this time. While the “core” part of the District often seems to be the area of focus, the current map allow for West Edge inclusion which will prove to be essential as the Downtown moves forward.
- Clarity of vision & mission for 2016?
 - The overall vision has been identified. The point of this tactical plan is to provide clarity for the remainder of FY2016 and FY2017.
- Possible to search out alternative funding?
 - Other funding sources will be sought and will be project specific. Specific projects may be eligible for specific grants. A long-term alternate funding source may be possible if the Downtown Cheyenne invests in a property purchase that has ground lease or building lease revenue.
- What is our vision for Downtown Cheyenne (How would an ideal downtown Cheyenne look & feel? What role do we have in helping to accomplish that vision?)
 - It is tough to put in to words exactly what vibrant and thriving looks like, but I think we can all agree it means people, slower traffic, two way streets instead of one ways, activities, events, music, pride, and smiles. It’s an energy that can’t be explained, but rather is felt. Our role is to ensure we get there.
- Committee oversight/authority Board discretion and direction?
 - It is essential that a Board member be present on each committee. That being said, each committee should have the authority to operate independently and within the guidelines of an annual tactical plan and budget. Each committee’s policy should reflect its authority to include operations, budget, and what specifically needs to go in front of the Board for approval.
- Is there something more than we’ve already generated?
 - Ideas will continually be brought to the Downtown Cheyenne. This means the community is engaged. As the ideas come in we can examine them and consider them for subsequent tactical plans or add in the current year plan if resources allow.

- How do we tackle the one BIG project that moves downtown off center? How do we best select and accomplish our big project?
 - Identifying that one big project to pursue will be a tough decision. Many different projects will need to be evaluated as they arise. With each project there will be decision-making points at which we either continue investigating or stop. Currently we are investigating the Carey Building. Concurrently, we are starting early investigations in a partnership with the Atlas and examining next steps for Art Space. There are many other possibilities, but each needs to be looked at independently and thoroughly before a decision can be made. Please feel free to bring ideas and suggestions to the table.

- What is the commitment and relation to the Main Street Program: its approach & values?
 - The Main Street Program is a program that assists with Downtown Revitalization and allows for additional staff and community resources, both training and financial. Continuing this at this time program is beneficial.

- Do we want to be a Main Street or Downtown Cheyenne or both?
 - By statute we are a DDA, by choice we are a Main Street organization. Operating as both does increase some logistics, but this is manageable. The bigger concern is the negative attitude towards the “DDA” and the mouthful of saying DDA/Main Street. It is a concern that the negative image of the DDA for some may not be overcome. Perhaps a simple way to address this would simply be to change to Downtown Cheyenne. This name is already on our logo and it is what we are here to represent.

- How to maintain momentum without burn out?
 - By engaging committees to assist and lead project, staff will have time to oversee and manage internal operations without burn out.

- What does Downtown Cheyenne do for \$800k a year?
 - Moving forward Downtown Cheyenne will participate and contribute funding to infrastructure projects that help meet end goals; be a liaison, advocate, and supporter of developers, retailers, and property owners; work closely with the City, Chamber, LEADS, and Visit Cheyenne to help meet goals and serve the community; and promote culture, arts, and events to help create a place in which everyone is proud.