



# **Cheyenne Downtown Development Authority Survey of Downtown Property Owners**

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# **Cheyenne Downtown Development Authority Survey of Downtown Property Owners**

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# Cheyenne Downtown Development Authority Survey of Downtown Property Owners

## 1. Executive Summary

In January 2010 the Cheyenne Downtown Development Authority (CDDA) commissioned the Survey Research Center (SRC) of the Wyoming Survey & Analysis Center (WYSAC) to conduct a survey, the purpose of which was to seek feedback from individuals owning property in downtown Cheyenne, Wyoming. Survey questions touched upon a variety of issues of importance to the economic development of the area. Key findings of the telephone survey include the following:

- Respondents were asked to rate the job that the CDDA has been doing in recent years with regard to key programs and services offered by the organization. *Event Sponsorship* is rated highly by nearly 80% of the respondents, and a majority of the respondents rate *Downtown Beautification*, *Clean & Safe*, and *Capital Improvements* as “Very Good” or “Good.”
- *Business Recruitment & Retention* is rated highly by only 13% of respondents and rated as “Poor” or “Very Poor” by 53% of respondents.
- *Business Recruitment & Retention* is considered to be the most important of the services provided by the CDDA, with 68% of respondents choosing *Business Recruitment & Retention* when asked their opinion of what is the most important program or service.
- Nearly 60% of the respondents to the survey voted in the most recent mill levy election, of which 63% report voting “For” the levy. Of those respondents who did not vote, 63% would have voted “For” the mill levy. As a result of these data, we suspect that if voter turnout had been better, the mill levy would have likely passed.
- The majority of respondents (75%) feel that the downtown “hole” should be redeveloped with a new building, rather than have a permanent pocket park placed in the area. Of those who feel that a new building is in order, the vast majority (83%) feel that private ownership should redevelop the area rather than having the city of Cheyenne take ownership and redevelop or having the CDDA attempt to purchase and re-sell the property to a motivated buyer.
- Finally, it is clear that those responding to the survey feel that the CDDA should continue, with nearly 86% responding “Yes” to the question of whether the CDDA should continue to exist.

## 2. Introduction

The Cheyenne Downtown Development Authority (CDDA) is a quasi-governmental agency affiliated with the City of Cheyenne, Wyoming. The CDDA directs its efforts toward planning and management of development or improvement activities, marketing and promotion, business development activities, and capital improvements to the downtown area of Cheyenne. The CDDA is comprised of a board of directors committed to a long-term vision of improving and revitalizing the downtown area of Cheyenne.

With this vision in mind, in January 2010 the CDDA commissioned the Survey Research Center (SRC) of the Wyoming Survey & Analysis Center (WYSAC) to conduct a survey, the purpose of which was to seek feedback from individuals owning property in downtown Cheyenne. Survey questions touched upon a variety of issues of importance to the economic development of the area.

## 3. Project Overview

### 3.1. Background

In December 2009, the CDDA contacted the SRC to discuss the possibilities of conducting a survey of property owners in the downtown area of Cheyenne that would seek feedback on a variety of issues critical to the development of the area. As a result of this early communication, the SRC learned of the CDDA's efforts toward planning and management of development or improvement activities, marketing and promotion, business development activities, and capital improvements to the downtown Cheyenne area. It became clear through continued talks that knowledge of citizen opinions and attitudes was important to the CDDA for fashioning policy and making educated decisions. Additionally, by soliciting citizen opinions and attitudes, the CDDA could provide a valuable tool for citizens to communicate with decision makers.

It was decided that the best method for assessment would be a telephone survey, the purpose of which would be to seek feedback from property owners in downtown Cheyenne on a variety of issues of importance in view of the development of the area.

#### 3.1.1. Topics of Interest

Collaboration between the Board of Directors of the CDDA and the SRC consisted of phone and email communication as well as an onsite meeting in Cheyenne in January 2010 to discuss questionnaire development. The following section describes the topics of interest discussed in this collaboration and then included in the survey.

*Programs and Services.* The CDDA offers a range of programs and services to aid in the development of downtown Cheyenne. Specifically, the CDDA was interested in gathering the opinion of property owners in downtown Cheyenne on how well the CDDA is doing regarding:

- Capital improvements: Examples of capital improvements include awnings and signage, streetscape, furnishing the plaza and parking structure, obtaining capital improvement grants, and architectural assistance.

- Marketing and branding: Examples of marketing and branding include consumer and visitor marketing and advertising, street banners, the Boots Walker campaign, and obtaining advertising grants.
- Clean & Safe program: Examples of Clean & Safe activities include acting as ambassadors for downtown, public garage cleaning, Depot Plaza cleaning, and Depot Plaza event support.
- Downtown beautification: Examples of downtown beautification include the addition and upkeep of planters, trash cans and benches, and adding holiday decorations to the area.
- Event sponsorship: Examples of event sponsorship include Fridays on the Plaza, Depot Plaza events, DCMA events and other cultural events.
- Business recruitment and retention: Examples of recruitment and retention include working with property owners and developers interested in projects downtown, investment into the parking garage and parking lots, being advocates for downtown enhancements, DCMA sponsorship, and updating the downtown vacancy list.

*Mill Levy Election.* Downtown property owners recently failed to vote for a mill levy that has traditionally not had any problems passing. The CDDA was interested in assessing why the mill levy did not pass, and whether lack of voter turnout was responsible for the outcome.

*Downtown "Hole".* The downtown area has a "hole" left from a 2004 fire. The CDDA was interested in what property owners feel is the best option for dealing with the area.

*Future of the CDDA.* When considering the future direction of the CDDA, the Board of Directors was interested in what property owners think. The board wanted to find out if property owners think the organization should continue to exist.

## 4. Methods

### 4.1. Questionnaire Development and Data Collection

The survey instrument was developed through collaboration between the CDDA and the SRC. This process involved numerous drafts of the questionnaire discussed through phone and email communication, as well as an onsite visit at the offices of the CDDA. After the survey instrument was finalized it was programmed for use with WYSAC's Computer Assisted Telephone Interviewing (CATI) software. The programmed questionnaire was tested over several days for skip logic and proper flow by members of the SRC. The final questionnaire covers the four main areas of interest to the CDDA as described in the previous section.

### 4.2. The Sample

The original contact list was supplied by the CDDA and included respondent name and phone number, as well as the property address for all known owners of property in the downtown area of Cheyenne. Names, phone numbers, and property addresses were imported in the CATI system for automatic-dial telephone interviewing. It should be noted that no demographic information was collected during the interviews, and all personal information was removed from the data set for final analysis.

As delivered to WYSAC, the CDDA list of potential contacts consisted of 199 records for which there was a valid property address and telephone number. Of these 199, six were found to be disconnected or non-working, with another six respondents being coded as “already done the survey,” presumably the owners or representatives of more than one of the properties on the list. This left 187 valid records for continued calling.

### 4.3. Survey Administration and Response Rates

Telephone interviews were conducted by trained WYSAC telephone interviewers from February 2, 2010 until February 23, 2010. Data collection protocol for this project included phone numbers being called as many as 12 times if previous attempts did not result in a completed survey, an irate refusal, a disconnected number, or an otherwise ineligible number. Soft refusals were attempted a second time by specially trained interviewers in an attempt to complete the survey. In fact some numbers were called as many as 20 times before further efforts at completing an interview ceased. Most calling sessions were from 9:30 am to 12:00 pm and 2:00 to 4:30 pm on weekdays. In addition a few evening sessions were added to the calling schedule.

Participation in the survey was voluntary. Interviews lasted between 10-15 minutes.

As indicated, after subtracting the non-working numbers WYSAC interviewers had to work with 187 potentially good contacts, of which 99 completed the survey, for a response rate of 53%.

Looking more closely at the results at the conclusion of the calling effort, it is reasonable to calculate response rate more liberally. Of the 187 potentially good contacts, 17 respondents indicated that they did not recognize either the name or the property location specified and were therefore coded as “no eligible respondent available.” Counting these records as non-eligible records, we are left with 170 potentially good contacts and a response rate of 58%. It was also recorded during the calling period that 30 respondents were unable to participate in the interview during our allotted field period, for reasons of being away or otherwise not available during that period. If we take these 30 records out of the equation, we are left with 140 potentially good contacts and a response rate of 71%.

### 4.4. Data Compilation and Analysis

Upon completion of the data collection effort, data was exported from the CATI system into IBM’s SPSS statistical analysis software. The only unique identifier tying the respondent to their responses (phone number) was removed from the data set before analysis began. Data was processed to produce the raw frequency counts and percentage distributions of responses to all items on the survey. The results are presented in Section 5.2, *Frequencies and Percentage Distributions*, of this report. Data were also processed to produce graphic illustrations of the findings as appropriate on items of particular interest. These results are presented in Section 5.1., *Discussion of Key Findings*, of this report.

The responses to the open-ended questions were minimally edited for grammar and are presented in the Appendix to this report.

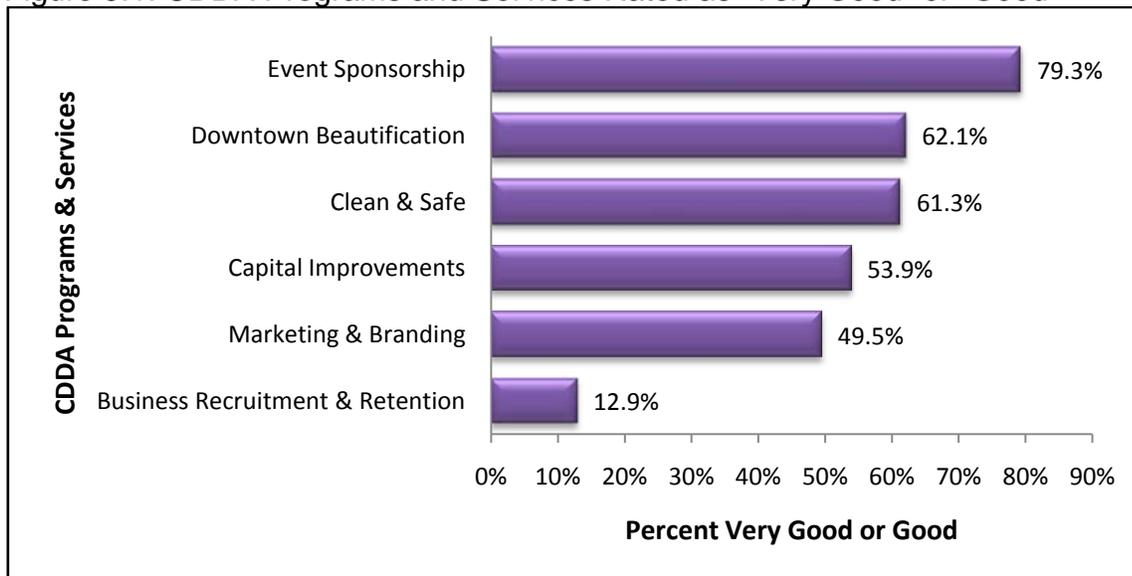
## 5. Survey Results

### 5.1. Discussion of Key Findings

Survey results show a number of interesting findings with regard to the topics of interest to the Board of Directors of the CDDA. In general, respondents have a positive view of the CDDA and the programs and services offered. An in-depth look at some of the key findings follow:

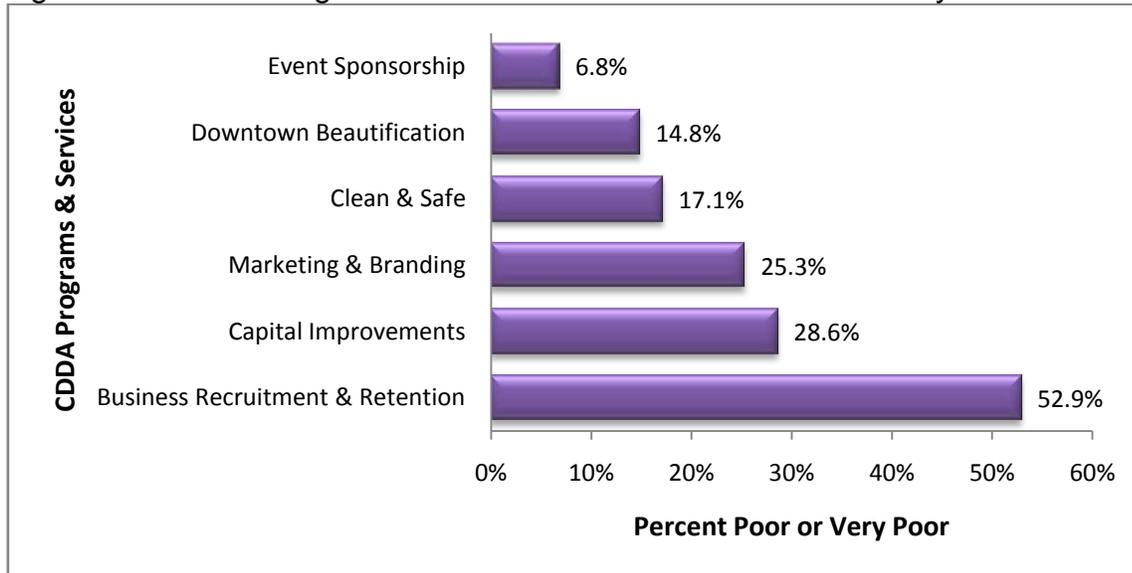
*Programs and Services.* Respondents were asked to rate the job that the CDDA has been doing in recent years with regard to key programs and services offered by the organization. Figure 5.1 below presents the percent of respondents indicating that the CDDA has done a “Very Good” or “Good” job in recent years.

Figure 5.1. CDDA Programs and Services Rated as “Very Good” or “Good”



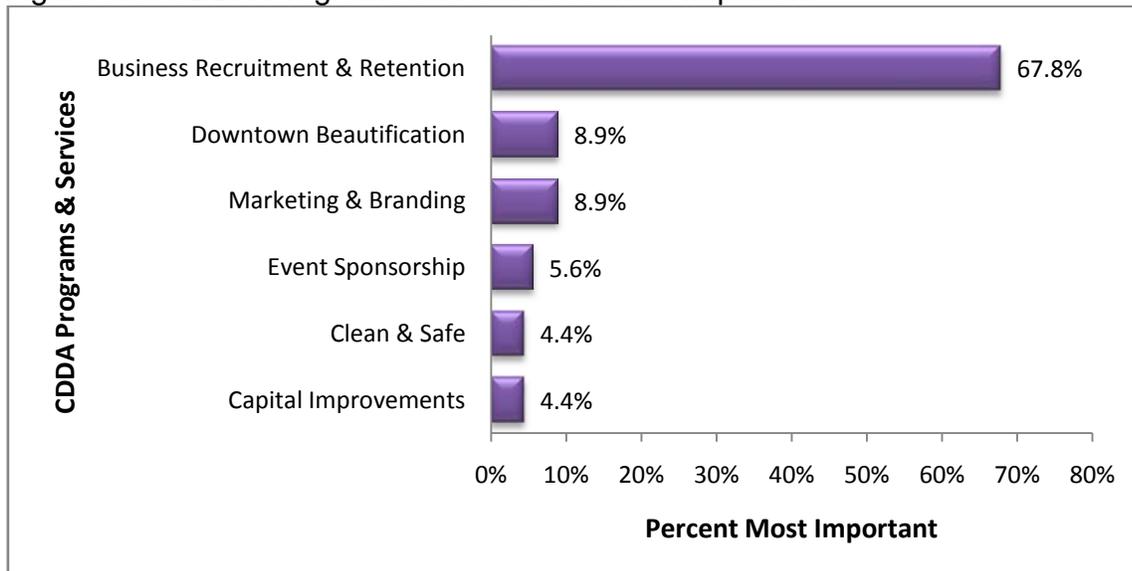
Event Sponsorship is rated highly by nearly 80% of the respondents, and a majority of respondents rate Downtown Beautification, Clean & Safe, and Capital Improvements as “Very Good” or “Good.” Business Recruitment & Retention, however, is rated highly by only 12.9% of respondents. We see in Figure 5.2 that Business Recruitment & Retention was also rated as “Poor” or “Very Poor” by the majority of respondents.

Figure 5.2. CDDA Programs and Services Rated as “Poor” or “Very Poor”



While the CDDA’s job with regard to Business Recruitment and Retention is perceived by the least number of respondents as “Very Good” or “Good”, it is clearly considered to be the most important of the services provided by the CDDA. As seen in Figure 5.3, the overwhelming majority of respondents (68%) chose Business Recruitment & Retention when asked their opinion of what is the most important program or service.

Figure 5.3. CDDA Programs and Services Most Important



**Mill Levy Election.** Nearly 60% of the respondents to the survey voted in the most recent mill levy election, (see Figure 5.4) of which 63% report voting “For” the levy (as seen in Figure 5.5). If the 99 respondents to the survey were truly representative of the entire population of property owners, we would be quite surprised by these data since the actual vote went against the levy. What we can assume by these results, however, is that those that refused or were unable to make time to complete the telephone interview tended toward voting against the mill levy or were not inclined to vote at all.

Figure 5.4. Percent Voted in Recent Mill Levy Election

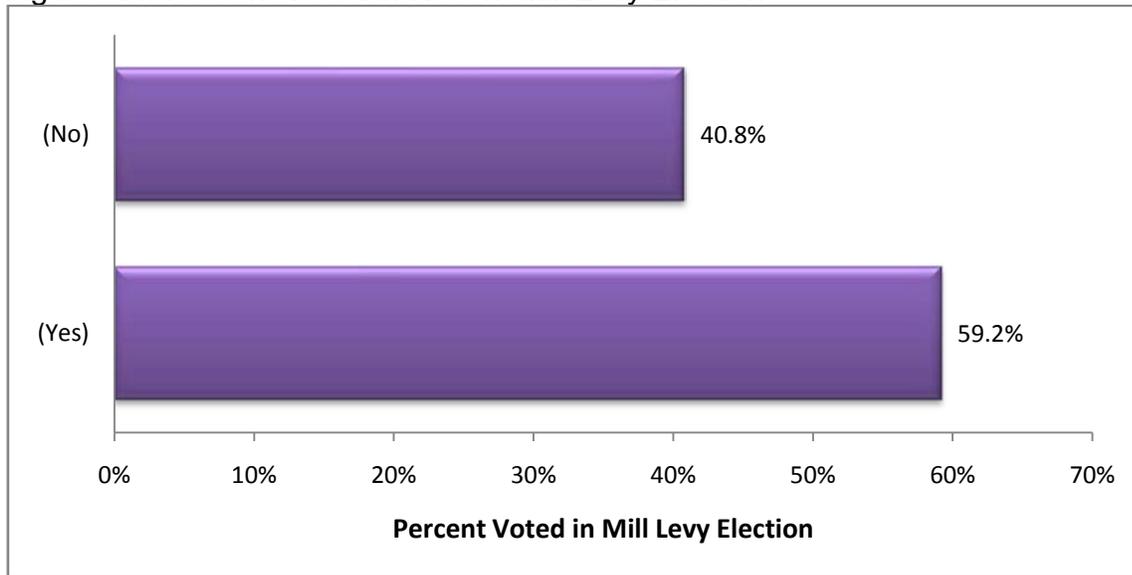
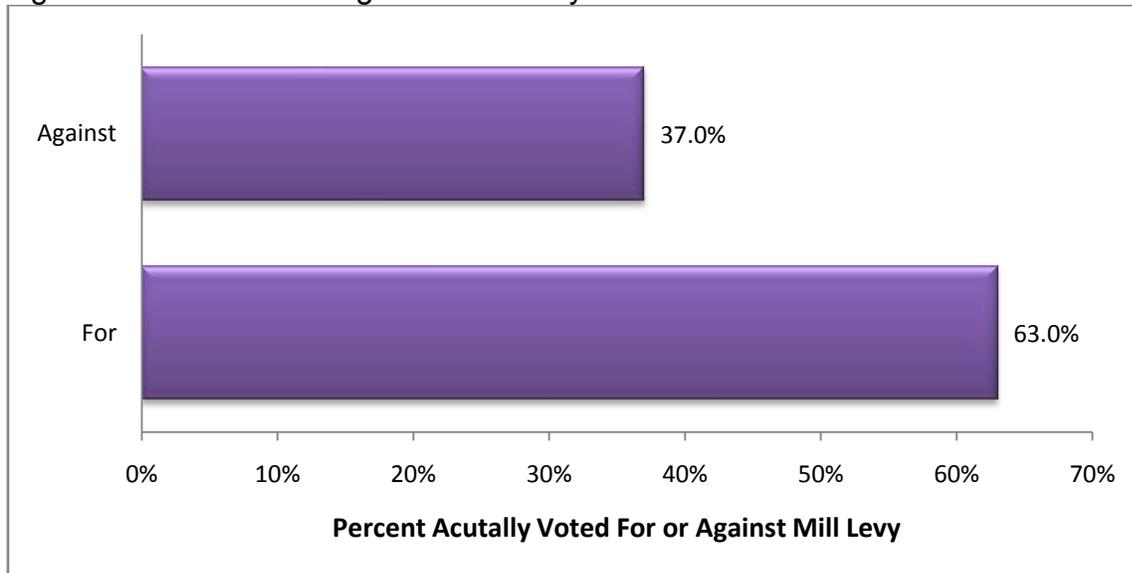
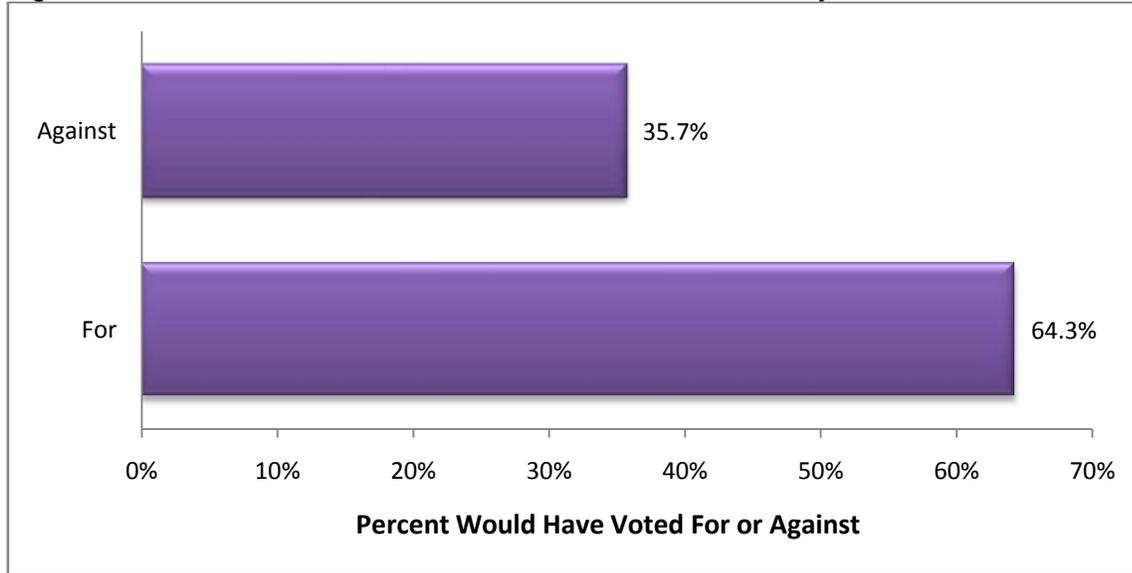


Figure 5.5. Percent Voting “For” Mill Levy



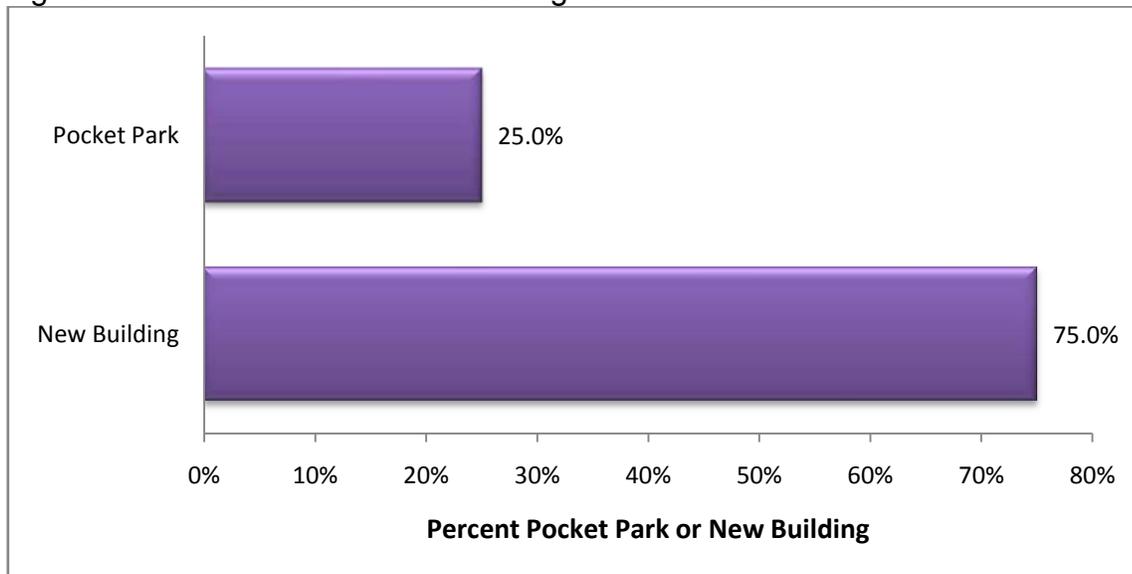
Interestingly, figure 5.6 shows that 63% of those who did not vote in the election would have voted “For” the mill levy. As a result of these data, we suspect that if voter turnout had been better, the mill levy would have most likely passed. For more information about *why* respondents did not vote, or voted against the levy, please see Appendix A.

Figure 5.6. Percent Who Would Have Voted “For” Mill Levy



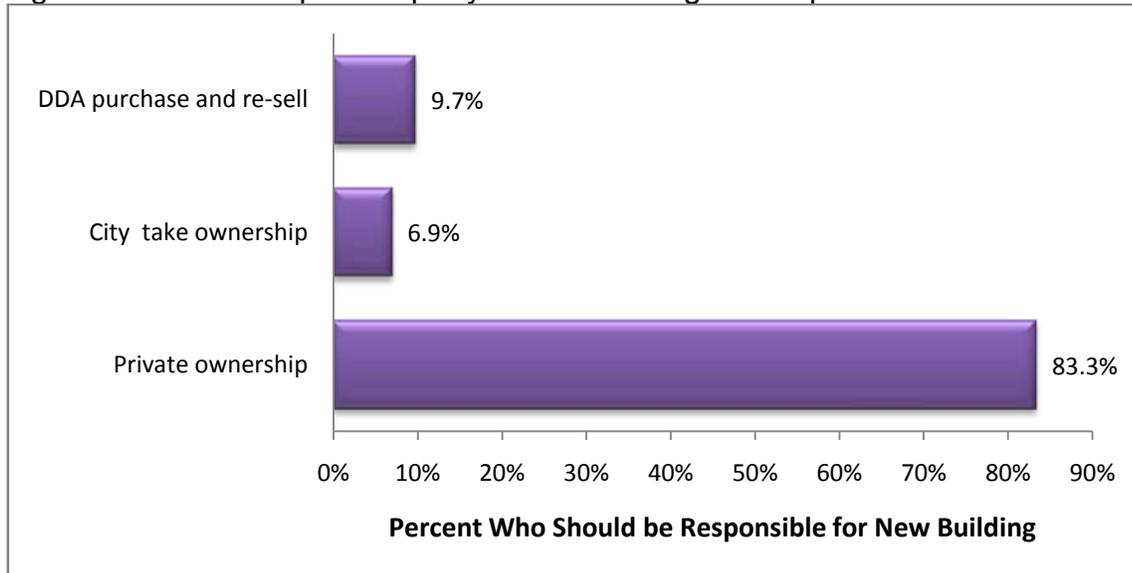
*Downtown “Hole”*. The majority of respondents (75%) feel that the downtown “hole” should be redeveloped with a new building, rather than have a permanent pocket park placed in the area.

Figure 5.7. Pocket Park or New Building for the Downtown “Hole”



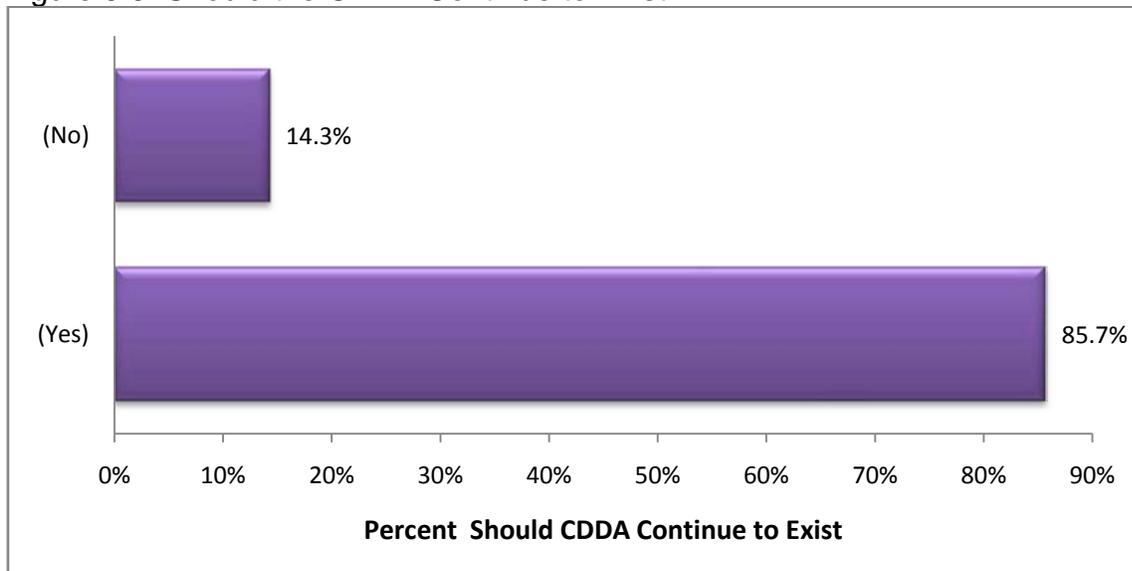
Of those that feel that a new building is in order, the vast majority (83%) feel that private ownership should redevelop the area rather than having the city of Cheyenne take ownership and redevelop or having the CDDA attempt to purchase and re-sell the property to a motivated buyer. See Figure 5.8 below.)

Figure 5.8. Ownership of Property if New Building Developed for “Hole”



*Future of the CDDA.* Finally, it is clear that those responding to the survey feel that the CDDA should continue on, as can be seen in Figure 5.9 that shows nearly 86% responding “Yes” to the question of whether the CDDA should continue to exist.

Figure 5.9. Should the CDDA Continue to Exist?



## 5.2. Frequencies and Percentage Distributions

Results from the 2010 CDDA Survey of Downtown Property Owners are presented in this appendix. Questions are presented in the order and with the phrasing used in the actual survey.

Frequency counts represent the actual number of responses for each survey question. Survey responses of *Don't Know*, *No Answer* or *Refused* are excluded from the percentage calculations. Percentages for *Check All that Apply* survey items (i.e., questions for which multiple response choices are possible) may total more than 100%.

**Hello. My name is [NAME] and I am calling from the University of Wyoming on behalf of the Cheyenne Downtown Development Authority, also known as the CDDA.**

**May I speak with [First Name] [Last Name] the owner or representative of the property at [Location]?**

If needed: **The business associated with the owner may be [Business Name]**

**Is this [phone number]?**

**[If Yes] You may have already been notified about a short survey we are conducting to gather input from downtown Cheyenne property owners regarding issues of importance to the development of the downtown area. The results of the survey will be used by the Downtown Development Authority to guide them in their work.**

**Your individual responses will be kept confidential and will not appear in any reports. Only aggregate data will be reported. Your participation is voluntary and you do not have to answer any questions you don't want to.**

**For more information about the survey or the various DDA Programs, you may contact Christie DePoorter at 307-433-9730.**

**The survey should take about 10 minutes. Will you help me out with this?**

[If Yes]

**1a. Do you own or operate a business on your downtown property?**

	Frequency	Valid Percent
(Yes)	75	75.8%
(No)	24	24.2%
Total Valid	<b>99</b>	<b>100%</b>
(Don't Know/Not Sure)	0	
(No Answer/Refused)	0	
Total Missing	0	
<b>Total</b>	<b>99</b>	

**1b. [If Yes] Do you have a RETAIL business on your property?**

	Frequency	Valid Percent
(Yes)	35	47.3%
(No)	39	52.7%
Total Valid	<b>74</b>	<b>100%</b>
(Don't Know/Not Sure)	1	
(No Answer/Refused)	0	
(Skipped)	24	
Total Missing	25	
<b>Total</b>	<b>99</b>	

**2. Is your primary residence in Cheyenne?**

	Frequency	Valid Percent
(Yes)	81	81.8%
(No)	18	18.2%
Total Valid	<b>99</b>	<b>100%</b>
(Don't Know/Not Sure)	0	
(No Answer/Refused)	0	
Total Missing	0	
<b>Total</b>	<b>99</b>	

3. I am now going to list a number of programs and services provided by the DDA. Please tell me how you would rate the job that the DDA has been doing in recent years with regard to that program or service. How would you rate the job that the DDA has been doing in the past 3-5 years regarding CAPITAL IMPROVEMENTS? Would you say it has been...

[If needed] DDA stands for Downtown Development Authority. Examples of capital improvements include Awnings & Signage, Streetscape, Furnishing the Plaza and parking structure, Capital Improvement Grants, and Architectural Assistance.

	Frequency	Valid Percent
Very Good	13	14.3%
Good	36	39.6%
Neither Good nor Poor	16	17.6%
Poor	18	19.8%
Very Poor	8	8.8%
Total Valid	<b>91</b>	<b>100%</b>
(Not familiar with program or service)	6	
(Don't Know/Not Sure)	1	
(No Answer/Refused)	1	
Total Missing	8	
<b>Total</b>	<b>99</b>	

**4. How would you rate the job that the DDA has been doing in the past 3-5 years regarding MARKETING AND BRANDING? Would you say it has been...**

[If needed] DDA stands for Downtown Development Authority. Examples of marketing and branding include Consumer & Visitor Marketing and Advertising, Street Banners, Boots Walker Campaign, and Advertising Grants.

	Frequency	Valid Percent
Very Good	10	11.0%
Good	35	38.5%
Neither Good nor Poor	23	25.3%
Poor	18	19.8%
Very Poor	5	5.5%
Total Valid	<b>91</b>	<b>100%</b>
(Not familiar with program or service)	5	
(Don't Know/Not Sure)	3	
(No Answer/Refused)	0	
Total Missing	8	
<b>Total</b>	<b>99</b>	

**5. How would you rate the job that the DDA has been doing in the past 3-5 years regarding CLEAN AND SAFE activities? Would you say it has been...**

[If needed] DDA stands for Downtown Development Authority. Examples of clean and safe activities include Act as Ambassadors for Downtown, Public Garage Cleaning, Depot Plaza Cleaning, Depot Plaza Event Support.

	Frequency	Valid Percent
Very Good	9	10.2%
Good	45	51.1%
Neither Good nor Poor	19	21.6%
Poor	10	11.4%
Very Poor	5	5.7%
Total Valid	<b>88</b>	<b>100%</b>
(Not familiar with program or service)	6	
(Don't Know/Not Sure)	4	
(No Answer/Refused)	1	
Total Missing	11	
<b>Total</b>	<b>99</b>	

**6. How would you rate the job that the DDA has been doing in the past 3-5 years regarding DOWNTOWN BEAUTIFICATION? Would you say it has been...**

[If needed] DDA stands for Downtown Development Authority. Examples of downtown beautification include Planters, Trash cans & Benches, Holiday Decorations.

	Frequency	Valid Percent
Very Good	14	14.7%
Good	45	47.4%
Neither Good nor Poor	22	23.2%
Poor	9	9.5%
Very Poor	5	5.3%
Total Valid	<b>95</b>	<b>100%</b>
(Not familiar with program or service)	0	
(Don't Know/Not Sure)	3	
(No Answer/Refused)	1	
Total Missing	4	
<b>Total</b>	<b>99</b>	

**7. How would you rate the job that the DDA has been doing in the past 3-5 years regarding EVENT SPONSORSHIP? Would you say it has been...**

[If needed] DDA stands for Downtown Development Authority. Examples of event sponsorship include Fridays on the Plaza, Depot Plaza events, DCMA events and cultural events.

	Frequency	Valid Percent
Very Good	22	25.3%
Good	47	54.0%
Neither Good nor Poor	12	13.8%
Poor	3	3.4%
Very Poor	3	3.4%
Total Valid	<b>87</b>	<b>100%</b>
(Not familiar with program or service)	7	
(Don't Know/Not Sure)	4	
(No Answer/Refused)	1	
Total Missing	12	
<b>Total</b>	<b>99</b>	

**8. How would you rate the job that the DDA has been doing in the past 3-5 years regarding BUSINESS RECRUITMENT AND RETENTION? Would you say it has been...**

[If needed] DDA stands for Downtown Development Authority. Examples of recruitment and retention include working with property owners and developers interested in project downtown, Investment into the Parking Garage & Parking lots, Advocates for downtown enhancements, DCMA sponsorship, Updates to the Downtown Vacancy list.

	Frequency	Valid Percent
Very Good	0	0
Good	11	12.9%
Neither Good nor Poor	29	34.1%
Poor	32	37.6%
Very Poor	13	15.3%
Total Valid	<b>85</b>	<b>100%</b>
(Not familiar with program or service)	8	
(Don't Know/Not Sure)	5	
(No Answer/Refused)	1	
Total Missing	14	
<b>Total</b>	<b>99</b>	

9. Of the programs and services just mentioned, which in your opinion is the MOST important?

	Frequency	Valid Percent
Capital Improvements	4	4.4%
Marketing & Branding	8	8.9%
Clean & Safe	4	4.4%
Downtown Beautification	8	8.9%
Event Sponsorship	5	5.6%
Business Recruitment & Retention	61	67.8%
Total Valid	<b>90</b>	<b>100%</b>
(Don't Know/Not Sure)	8	
(No Answer/Refused)	1	
Total Missing	9	
<b>Total</b>	<b>99</b>	

10. Which ONE in your opinion is the least important?

	Frequency	Valid Percent
Capital Improvements	9	14.3%
Marketing & Branding	16	25.4%
Clean & Safe	8	12.7%
Downtown Beautification	14	22.2%
Event Sponsorship	12	19.0%
Business Recruitment & Retention	4	6.3%
Total Valid	<b>63</b>	<b>100%</b>
(Don't Know/Not Sure)	32	
(No Answer/Refused)	4	
Total Missing	36	
<b>Total</b>	<b>99</b>	

**10a. What other programs or services would you suggest the DDA provide?**

➤ See Appendix A for complete text listings.

**11. Do you feel confident that making improvements to your downtown property is a good investment?**

	Frequency	Valid Percent
(Yes)	90	93.8%
(No)	6	6.3%
Total Valid	<b>96</b>	<b>100%</b>
(Don't Know/Not Sure)	2	
(No Answer/Refused)	1	
Total Missing	3	
<b>Total</b>	<b>99</b>	

**12. Would you be in favor of some regulatory requirements for the design, maintenance and upkeep of existing properties to maintain the appearance, function, and quality of the downtown area?**

	Frequency	Valid Percent
(Yes)	55	64.7%
(No)	30	35.3%
Total Valid	<b>85</b>	<b>100%</b>
(Don't Know/Not Sure)	12	
(No Answer/Refused)	2	
Total Missing	14	
<b>Total</b>	<b>99</b>	

**13. Would you be in favor of making the DDA Design Guidelines mandatory in an effort to promote economic development?**

	Frequency	Valid Percent
(Yes)	35	39.8%
(No)	53	60.2%
Total Valid	<b>88</b>	<b>100%</b>
(Unfamiliar with DDA Design Guidelines)	6	
(Don't Know/Not Sure)	4	
(No Answer/Refused)	1	
Total Missing	11	
<b>Total</b>	<b>99</b>	

**14. Did you vote in the recent *mill levy* election?**

	Frequency	Valid Percent
(Yes)	58	59.2%
(No)	40	40.8%
Total Valid	<b>98</b>	<b>100%</b>
(Don't Know/Not Sure)	0	
(No Answer/Refused)	1	
Total Missing	1	
<b>Total</b>	<b>99</b>	

**14a. [If Yes] Did you vote "For" or "Against" the mill levy?**

	Frequency	Valid Percent
(For)	34	63.0%
(Against)	20	37.0%
Total Valid	<b>54</b>	<b>100%</b>
(Don't Know/Not Sure)	1	
(No Answer/Refused)	4	
(Skipped - Did not vote)	40	
Total Missing	45	
<b>Total</b>	<b>99</b>	

**14b. [If Yes] Why did you vote the way you did?**

- See Appendix A for complete text listings.

**14c. [If No] Why didn't you vote in the election?**

- See Appendix A for complete text listings.

**14d. [If No] If you had voted, would you have voted "For" or "Against" the mill levy?**

	Frequency	Valid Percent
(For)	18	64.3%
(Against)	10	35.7%
Total Valid	<b>28</b>	<b>100%</b>
(Don't Know/Not Sure)	10	
(No Answer/Refused)	3	
(Skipped - Did vote)	58	
Total Missing	71	
<b>Total</b>	<b>99</b>	

15. Given the limited resources that the DDA has to work with, which ONE of the following statements BEST describes your view of the DDA's priorities?

- (1) The DDA should continue to offer a broad base of programs and services.
- (2) The DDA should allocate the majority of its funds to business recruitment and retention.

	Frequency	Valid Percent
(Broad base of programs)	33	35.9%
(Allocate funds to business recruitment and retention)	59	64.1%
Total Valid	<b>92</b>	<b>100%</b>
(Don't Know/Not Sure)	6	
(No Answer/Refused)	1	
Total Missing	7	
<b>Total</b>	<b>99</b>	

16. Which ONE of the following two options BEST describes your opinion about what should be done with the hole left from the downtown fire?

	Frequency	Valid Percent
(It should be redeveloped with a new building)	63	75.0%
(It should be turned into a permanent pocket park)	21	25.0%
Total Valid	<b>84</b>	<b>100%</b>
(Don't Know/Not Sure)	12	
(No Answer/Refused)	3	
Total Missing	15	
<b>Total</b>	<b>99</b>	

**16a. If the hole should be redeveloped with a new building, who should take ownership or be responsible for the renovation?**

	Frequency	Valid Percent
Private ownership should redevelop	60	83.3%
City should take ownership and redevelop	5	6.9%
DDA should attempt to purchase and re-sell to a motivated buyer	7	9.7%
Total Valid	<b>72</b>	<b>100%</b>
(Don't Know/Not Sure)	4	
(No Answer/Refused)	2	
(Skipped – Permanent pocket park)	21	
Total Missing	27	
<b>Total</b>	<b>99</b>	

**17. Have you ever contacted the DDA about an issue specific to the downtown area?**

	Frequency	Valid Percent
(Yes)	47	49.0%
(No)	49	51.0%
Total Valid	<b>96</b>	<b>100%</b>
(Don't Know/Not Sure)	1	
(No Answer/Refused)	2	
Total Missing	3	
<b>Total</b>	<b>99</b>	

**17a. [If Yes] Please describe the issue and how the DDA responded.**

➤ See Appendix A for complete text listings.

18. Have you ever read the DDA Newsletter, visited the DDA web site, and/or attended a DDA Quarterly Stakeholder Meeting? (Check all that apply.)

	Frequency	Valid Percent
Newsletter	73	75.3%
Website	41	42.3%
Meeting	43	44.3%
(None of the above)	17	17.5%
(Don't Know/Not Sure)	0	
(No Answer/Refused)	2	
<b>Total</b>	<b>99</b>	

19. Do you believe the DDA should continue to exist?

	Frequency	Valid Percent
(Yes)	78	85.7%
(No)	13	14.3%
Total Valid	<b>91</b>	<b>100%</b>
(Don't Know/Not Sure)	6	
(No Answer/Refused)	2	
Total Missing	8	
<b>Total</b>	<b>99</b>	

20. In your opinion, what are the most significant issues facing downtown Cheyenne?

➤ See Appendix A for complete text listings.

21. We are at the end of the survey. I have one last question. Would you provide us with your e-mail address and other contact information like alternative phone numbers, so that the DDA can include them in its database for future contact?

22. Respondent's Sex.

Code without asking.

	Frequency	Valid Percent
(Male)	66	68.8%
(Female)	30	31.3%
Total Valid	<b>96</b>	<b>100%</b>
(Can't Tell)	1	
(No Answer/Refused)	2	
Total Missing	3	
<b>Total</b>	<b>99</b>	

## 6. Appendices

### 6.1. Appendix A: Open End Responses

#### 10a. What other programs or services would you suggest the DDA provide?

- An active planning plan. There is no plan for downtown.
- Assistance to business owners to meet code on some of the buildings.
- Assistance to still existing businesses.
- Better communication with proxy owners and businesses. We are just never sure what they are doing.
- Better relationship with the owners.
- Both of my businesses have been on the edges of the downtown and the DDA don't do anything for business that aren't in the center of downtown. They need to focus on more than just the parade route businesses.
- Business retention such as education for small businesses.
- Business sponsorships, more funding available to business without hoops.
- Clean up 16th street and condemn the buildings that have been vacant for 25 years as it's an eyesore.
- Communication and forums among downtown business and property owners.
- Contact the owners of grants that they can use to help them with their buildings and let the owners know what is available for them.
- Doing business with downtown business owners.
- Fill buildings.
- Get more businesses downtown.
- Get off their lazy duffs and let people know what spaces are available downtown.
- Get the city rules and regulations off the backs of those who want to do business downtown, too much bureaucracy! To many layers of government who make it impossible for the landowners, clients, business owners, and renters to get together and make business happen.
- Help facilitate the means for the business to be successful, invite business to come. Go to the DDA in Fort Collins and learn how to do your jobs effectively.
- I am so new so I have no suggestions I have only been here for a year.

- I don't have any new suggestions but that they should improve and grow the current programs or services.
- I just know that the things they have done to improve the city especially in the downtown area are incredible and I'm sorry that that the extension of the tax money was voted down.
- I like to see them get involved with the city on snow removal.
- I think our biggest problem in downtown Cheyenne is absentee landlords.
- I think they could make themselves more available to the downtown property owners. Maybe having better communications link to the property owners so that not just the board members know what's going on but also the owners too.
- I think they should provide for rental and marketing of property.
- I think they should provide subsidizing of couponing or promotions for local businesses.
- I think you are overdoing the services. If there was some kind of deal where you were pushing to have people rent buildings, it would be better.
- I think you should work with various owners to create more synergetic relationships.
- I would like to come up with original ideas for the property owners have a real voice on the program and not tell us how to manage our property.
- I would like to see more done on design guidelines.
- If somehow they could tap into some network, have some of the empty storefronts, get some tenants in there, be more active in that area.
- Incentives to fill vacancies in downtown stores.
- Just be more conscientious about present services.
- Just do the services you provide better. Another service would be aiding developers of problem properties. The other thing would be working with the city to rationalize permitting.
- Just need to get the buildings full.
- Make available to people who are interested in availability of space. Maintain a list of available spaces and contacts.
- Market of available properties, mandatory design guidelines, forcing vacant property owners to maintain their vacant buildings better.

- Maybe another event to encourage shoppers to come downtown and to promote the downtown area. Also need differentiation on what is DDA and what is City of Cheyenne. Organizational meetings are needed.
- More and better bus service, something like old-time mall in Ft. Collins.
- More co-op advertising with retailers.
- More parking.
- No draw whatsoever downtown for 9 months out of the year. Maybe do something like old Ft. Collins, skating rink (small).
- No more services; top priority is to develop downtown properties! Get the homeless (or those in the halfway house downtown) to help out with the upkeep of the downtown area.
- Recruitment and getting business to open up downtown, but they can't do unless the city has more to offer. More improvement to the downtown area!
- Revitalization of the antique buildings downtown such as the one on 15th street and the Harry P. Hynes building.
- Seem to keep things hopping downtown.
- Some kind of incentive for people to open businesses downtown.
- They extend their services to area south of the overpass. Nothing is done here at all.
- They need to be more involved with snow-removal in the city and with cleaning up downtown.
- They should have the responsibility of leading the charge against the deterioration of downtown in both the alleyways, streets and sidewalks, the buildings, trying to obtain new tenants for the empty building. Making the downtown area beautiful so that business will want to establish there.
- They should market properties (empty properties) get those filled up equals more resources and services which equals improved environment.
- We need to get into business recruitment and retention.

**14b. [If Yes] Why did you vote the way you did?**

- After being a long time business owner downtown and no longer in business and more rely on the depreciation of the downtown area and it is sad.
- Because I like to see improvements.
- Because it is a valuable resource.
- Because it is an important source of funds for the DDA and the DDA cannot be effective if it doesn't have the appropriate funds.
- Because they do not know their job, they do not know what they are supposed to be doing. They are incompetent, waste time and money. They do not know how to run meetings, are afraid to communicate with constituents and do not know who their constituents are.
- Because we need the money that are available if we can get it.
- Because the financing has to be there and this is one of the ways they can get that financing.
- DDA hasn't done anything to recruit the business or capital improvements in the downtown area other than the depot.
- Did not think I was getting my money's worth.
- Downtown is very important as are the businesses downtown.
- Efforts have really not been successful.
- Funding is tight for the DDA and their heart is in the right place and I believe that all of us businesses should help the organization.
- I am always in favor of any money that can come in for capital improvements.
- I am originally from NJ so I think we can spend a little bit more for taxes to make our city look good.
- I am very supportive of the DDA.
- I believe in it.
- I believe in what they are doing.
- I did not think we were getting what we were paying for.

- I do not believe I belong in the downtown development.
- I do not see where they were utilizing the funds.
- I don't feel I am getting any worth from what I pay in levy tax.
- I don't think they do too much.
- I feel the DDA can be a positive force.
- I figure that is the best way to improve the town.
- I grew up in Cheyenne and I knew downtown when it was a actually downtown area and it is no longer the way it was in the 60s and 70s.
- I like the idea of having people look after downtown's best interest.
- I really believe that it is good for downtown to have money coming into downtown and the use of it is a good thing.
- I think a DDA is important.
- I think it is very important. I think I have a voice and it needs to be heard.
- I think that funding is important to keep downtown growing.
- I think the DDA is an important function for Cheyenne.
- I think the money has been wasted, not used correctly at all.
- I wanted to continue to see improvement.
- I'm against all taxes.
- Important to maintain the DDA.
- Look at how much better downtown looks, they have done a wonderful job and make downtown exciting. When people come for the frontier days people don't see a backwards cowboy town they see a growing and beautiful town and I do not support that control of DDA and I will fight it every time it comes up.
- Nobody is doing their job... wasted money for nothing in return.
- The big business and the core downtown streets are the focus of the DDA and the other businesses don't benefit from the DDA activities.
- The downtown guidelines and building specifications that they wanted to do.
- The economy.

- The guidelines they were trying to put in. Don't want the DDA to become another layer of government to deal with.
- There has to be necessary funding for change.
- They are not doing anything, they have very poor leadership.
- They do not do anything. It is just a bureaucracy.
- They will not use downtown businesses. I tried to look for grant money to improve sidewalks but they change every year as to what they want.
- We do not have a lot of ways to generate money for the city, so this is a good way.
- We need strong downtown development authority and to do that need strong funding.
- We need to have some operating funds to perform our required duties.
- We think they need the funding to get the job done and to protect our investments.
- Without money you can't do anything and I wanted to see my property value increase.

**14c. [If No] Why didn't you vote in the election?**

- Doesn't do anything nor mean anything.
- Forgot about it.
- Forgot due to being out of town.
- Forgot, although wasn't notified, DDA did a poor job advertising and informing how important it was, which they admitted.
- Forgot, but more notice would have been better.
- I did not know about it.
- I didn't get a ballot.
- I didn't know about it.
- I didn't know about it.
- I don't know enough about what is going on there.
- I forgot about it.
- I forgot.
- I live in the county.
- I spaced it out.
- I was busy with the business and time got away from me.
- I was going to vote but I was out of town.
- I was not aware of it at the time.
- I was out of the country.
- I was out of town and I gave a proxy to one of my employees and they wouldn't take my proxy for my two properties.
- I was out of town. [2]
- I was too busy
- I'm not one of the trustees of this property.

- Just oversight.
- Live out of state.
- Live out of town...no knowledge of it.
- Missed it, I guess.
- Missed the deadline.
- Nobody had any notice.
- Not a registered voter.
- Not qualified no good candidate
- Out of town.
- Passed over.
- Was not afforded the opportunity.
- Wasn't informed very well as to what they were going to do with the money. Like going on a blind date.
- Would have voted against it and decided to let it take its course.

**17a. [If Yes] Please describe the issue and how the DDA responded.**

- About clean and safe....e-mailed and was never answered adequately.
- About flower planters around town. It seemed the only downtown core got the funds from these. (Reverse Robin-Hood-ism) We are on the fringe and do not get anything but the bill (taxes).
- About the new road and they gave me a good response.
- Called several times about improvements to my building and they informed me I was not eligible.
- Clipped a light pole off and they put it in the path of getting into a new addition. Did not put the pole back in right.
- Concern about traffic flows and parking.
- General...not a negative issue.
- Had a house/business space for rent...they took the information and put it on the website.
- Hynes Building. They have very limited ability to help.
- I applied for DDA board opening. I was #1 on the list from the interviewing committee...DDA members sent me over as their candidate. I did not get the appointment from the mayor, so it was a waste of everyone's time.
- I applied to be on their board and I did not get on.
- I contacted them about building and asked about a low interest loan to pour a concrete slab in the rear of the building and I was told they never offered loans for things in the rear of the building, only in the front.
- I have had a great relationship with the DDA.
- I lost half of my business due to the fire and I received funds to help my business recover.
- I told them it was unfair that it was costing me \$1000 a month and it was not helping me... they told me I was benefitting from it. I am so far out of the area that was being developed, that it could not.
- I was looking for properties to rent and they used to keep a list of available properties. DDA responded by let me get a copy of list and were very friendly and helpful but the list was out of date.

- I was told by a gentleman at DDA that they could defray some costs when we started remodeling. I called him up and never got any response.
- It had to do with street and facade improvements and they responded well.
- It involved exterior signage on our remodel, and I think they handled it poorly and were feeling way too empowered.
- Listing property for rent, they were excellent...other things, I did not even have phone calls returned.
- More about the clean and safe and they responded was positive.
- My wife talked to them about a planter for some flowers on the corner and they agreed to put one there if we planted it and maintained it.
- On parking and property appearance...no response.
- On the board, and we address a variety of issues and get people's options.
- Our issue is that the money is allocated and the attention given is to the immediate downtown area such as people on the south side of town are ignored and are not included. The DDA did not respond.
- Planters cost \$700... had a \$75 offer... Stupidity is the response. Too many restrictions to bring people in.
- Regarding the improving of the businesses.
- Regarding turning our building into something different. Responses were not helpful. More and more roadblocks when you try to invest in the downtown.
- Relative to outside appearance and they responded positively and took care of it.
- Responded positively about road construction happening next to our building.
- Talked to the new manager, who said she would send me her contact info and didn't! Not good business.
- The former director was involved with planning in the development of our property and was very helpful with every part of the development.
- The issue was about beautification and the DDA responded fine.
- The issue was burdensome and unnecessary city requirements, and they indicated there was nothing they could do about it.

- The issue was the flower pots, my suggestion was that instead of having a third party take care of them the business should take care of them or the DDA should allocate funds to take care of them and the response was some lip service.
- The issue was trying to acquire a liquor license. DDA responded by assisting us.
- The issues were on vacancies and rentals on my property, I like what they are doing with the clean and safe program. The DDA responded good not excellent or bad to my concerns.
- They just kind of blew me off.
- They responded very well to grants that I have received. Response generally has been good. Maintenance has improved.
- Trying to develop our downtown property to make it better and they have been very helpful and beneficial with our efforts.
- Using downtown businesses...at one time there were 5 print shops and you used Kinko's for election material. Payment of bills that they have with downtown businesses. Just generally the new director can come out and meet the business owners instead of doing a phone survey.
- Various issues. Response has ranged from very good and responsive to virtually no response.
- Various issues...new person seems much better and is more cooperative. Bottom line is they did not do their job... listening is good, acting on it is poor.
- Waste of energy.
- We had a request in for awnings in the building and they wouldn't allow our building to have the awnings so we had to use an attorney to get the awnings.
- Went to one of their meetings about a year ago. The issue at the time, if there was more that could be done to get new business and retain standing businesses. Responded: they were doing everything in their power to do so.
- Yes, and they have not helped much...maybe the city.

**20. In your opinion, what are the most significant issues facing downtown Cheyenne?**

- A DDA that is making things worse.
- A need for new business development, need for more parking, and a need to address the property vacancy. The DDA needs to come out and visit business owners more.
- Attracting new businesses which can only be done with bricks and mortar encourage construction of capital facilities to attract people and businesses to the downtown.
- Beautification and getting more businesses into the vacant buildings.
- Bringing in new businesses...the south side.
- Bringing industry and/or business downtown to simulate growth in the downtown area.
- Bringing new business downtown.
- Business development.
- Business recruitment and capital improvements.
- Business recruitment and retention. It is pretty blighted. Some buildings have been boarded up for 20 years or more.
- Business recruitment and property conditions.
- Business retention and there are too many stipulations from the city to do anything.
- Business retention.
- Cleaning it up, getting certain areas to look better.
- Communication problem...between owners and the city. Railroad tracks where they go to the Water Department. Traffic jams in downtown Cheyenne. (Reed Street)
- Community events are extremely important...advertising and marketing would help.
- Continued business development, funding to help with that process.
- Continuing marketing and promoting. Make it a desirable place to put your business.
- Correctional facility, Pioneer Hotel riff-raff, ghost town at night, teens in parking garage...relocate the correctional facility.
- Economic development.

- Empty buildings that will continue to deteriorate, projecting a bad image, direction spiraling downward.
- Empty buildings, streets tore up. Capitol/Carey closed off...kills off businesses (parking garage went in). Nobody eating downtown ,etc.
- Empty buildings. People in buildings. We have to rethink what the downtown is... good points and bad points. Need unified, cohesive workable plan is what they should be doing.
- Empty storefronts.
- Empty! No business can stay in downtown Cheyenne, lots of vacancies and so nobody wants to stay in downtown.
- Filling up business building and getting parking to support then.
- Filling up the empty buildings.
- Fixing the big hole.
- Getting a lot of the vacant buildings leased or torn down and getting the downtown going (economically) again.
- Getting and retaining businesses.
- Getting business and keeping downtown.
- Getting more business and promoting it so more people use it.
- Getting more businesses into the vacancies so that the city looks alive and not caught in this depression. DDA should help us encourage people from all over the US to come to us.
- Getting more recruitment of new businesses, force property owners to either sell or renovate their deadbeat properties. These abandoned buildings should be torn down or re-developed now! Build something cool in their place.
- Getting new businesses in here.
- Growth in general.
- I am worried about the economy for Wyoming.
- I think absentee ownerships and the vacancy in the buildings downtown.
- I think attracting new business to downtown and additional planning for more parking.
- I think lack of reinvestment and capital improvement in downtown and there is no consistent draw, there is nothing down there that attracts people. If there was some form of unique retail draw that would make a difference.

- I think probably right now is community will and commitment to downtown that involves everyone and getting everyone involved is the most important.
- I think that it is very spread out and mixed there is no clear focus on a shopping and eating district there are all sorts of business mixed in with shops, restaurants etc. There is no focus on developing an "old town" like in Ft. Collins and that idea should be revisited.
- I think that recruitment and retention is lagging, downtown has become unsightly. I think the DDA has just made some bad decisions. For example, building a new building on the depot plaza, obscuring the view of the depot. I think they are trying to do too many things and not doing any of them particularly well. Too bureaucratic and too administratively burdened.
- I think the modernization of the downtown corners is one of the worst things they have done.
- I think they need a downtown parking garage on the east side of town.
- It always the politics of it. I have a store in downtown Ft Collin and in Cheyenne and I see my business in Ft Collins grow while in Cheyenne it has not because it all revolves around politics in Cheyenne.
- It starts with cleanliness and appearance. After that we need to recruit tenants for empty spaces.
- Its existence let alone its survival as a business entity.
- Keeping business here and in operation primary, getting people to shop in downtown areas.
- Keeping businesses here and get them to come here.
- Lack of businesses and lack of community events.
- Lack of new business and clean and safety there are a lot of dirt collecting and the plowing because there is snow where everyone parks.
- Making sure we try to get as many businesses into downtown.
- Migration toward north side of town, limited parking downtown.
- Must figure out what to do with the empty Hynes building, draw more traffic (people) to the downtown area on a year-round basis.
- Obviously we need to make it an appealing place for shoppers and for business owners to take a chance on it. Beautification project has not worked so far...start with Clean and Safe and build on that, get rid of grime, graffiti, etc.
- Overall growth and maintaining of infrastructure.

- Parking.
- People coming downtown, for concert, shopping, food or recreation that create the activity that will support the businesses and draw businesses and support re-development. This will draw more people.
- People in Cheyenne are lazy. Customers will not even walk from the garage to my building.
- Recruiting business and there is limited parking.
- Recruitment and development!
- Recruitment and retention of businesses.
- Recruitment and retention.
- Recruitment of businesses.
- Redevelopment and recruitment of new businesses.
- Redevelopment of old a decrepit buildings and bringing in more business to the downtown area which we need more parking for.
- Redevelopment and filling up the empty buildings.
- Renovation of existing properties, properties not being developed.
- Retail vacancy.
- Retention and recruitment of businesses.
- The business development.
- The business recruitment and retention and drawing people downtown.
- The downtown area look and maintenance is not good, the DDA should work with business and land owners to improve their properties either through grants or something else. Also the vacant buildings and the buildings that are not able to be fixed up. They should be pushing whoever to find tenants for the empty buildings. I think they should do a little better job obtaining the confidence of the landowners downtown so that the tax could pass next time. The owners think the DDA isn't doing a good job and that's why the tax didn't pass. The fact also is that there are a lot of owners who do not live in Cheyenne which affects these results.
- The economy of the US in general is such an uphill battle right now that it is pretty hard to take a ghetto and turn it into something.

- The empty buildings and trying to get people into them.
- The fact that business needs to be improved as to bring more in because business seems to be going out and not coming in.
- The fact that businesses are pulling out of the downtown area and the hole on the 16th street is becoming worse.
- The lack of commitment from the city to improve the downtown area to create energy.
- The main issue is having people downtown on a regular basis to not only promote the existing business but to have new business come there, perhaps gained by having more people live downtown.
- The most significant issues are to continue to work to make the downtown area a relevant area to the community that adds value to the resident's life by adding business and events that people want and would like to do business with and be involved with.
- The number one issue is fixing the downtown parking situation which is limited since the parking structure is not doable for various businesses plus many believe it's not safe, since at night it becomes a home for homeless and criminals.
- The overall state of the economy. I think a lot of Cheyenne folks do not appreciate what they have and the negativity is not warranted. The retail merchants need to band together more to pursue a common goal. I think more of the building owners, including absentee owners, need to step up and improve their buildings.
- The parking is always an issue, beautification, keeping it country.
- There doesn't seem to be much vitality downtown, there aren't many things that draw people to downtown such as on the weekends.
- They are trying to get retail down there when I think it should be more office-type businesses. Retail downtown can't compete with bigger stores.
- To continue to revitalize and occupy some of the vacant properties and be a little more selective in what types of business operate there although it could be difficult.
- Trying to get businesses to come downtown.
- Trying to get businesses to the downtown area and getting them to stay!
- Vacancies.

- We have to get people in there who are well-financed.
- We need good businesses to attract people instead of so many specialty shops. Some major thing like JC Penney that would be like a cornerstone for the rest of the downtown. Better way for people to get around (bus or shuttle service). If you are elderly, shuttle bus service. Maybe develop more loft-apartment situations, groceries, delis, etc.
- We need to get people in the empty spaces, get more businesses.