

Downtown Cheyenne's 2019-20 Strategic Plan of Action

In order to be truly successful, downtown needs to develop a critical mass of interconnected residential density, pedestrian activity, arts, civic attractions and retail/dining/entertainment destinations.

This is a strategic plan of action for moving these goals forward.



Table of Contents

Introduction, 3

Strategy 1: Enhance the look, feel and functionality of the downtown district, page 4

- A. “Connect the Dots” planning that helps identify and solve obstacles that impede the development of a vibrant downtown district
- B. Street and Plaza Décor Initiatives
- C. Identify issues and create plan to address noise, safety and security concerns

Strategy 2: Play a more proactive role in downtown redevelopment, page 7

- A. Identify barriers and create new programs to help spur upper floor housing development
- B. Build relationships that support property and business development
- C. Enhance and grow DDA grant programs that support property and business development
- D. Strengthen DDA’s relationship to, and support for, the West Edge District development group and associated development

Strategy 3: Support business development initiatives that enhance downtown for everyone, page 9

- A. Foster and support downtown grocery/convenience offerings
- B. Expand dining, entertainment and retail options, including creating and expanding events; identify and develop other services attractive to downtown residents and workers
- C. Conduct more events to raise awareness and promote pedestrian traffic
- D. Identify and develop other goods and services attractive to, needed by, downtown residents and workers
- E. Offer training and assistance for business owners
- F. Evaluate and improve ReRide Bike Program

Strategy 4: Implement a comprehensive communications program to better educate and engage the community, page 12

- A. Develop integrated marketing plan to build stronger relationships with downtown business and property owners
- B. Provide quarterly communication with property and business owners, city officials and the community-at-large

Strategy 5: Support the ongoing ability of Downtown Cheyenne to lead downtown revitalization initiatives, page 13

- A. Create and implement detailed plan for Mill Levy passage in Fall 2019

Introduction

Increasing the attractiveness and vitality of downtown Cheyenne is a complicated and time intensive process. Yet, it is a critically important endeavor in creating the most livable and inviting community possible.

With this mission in mind, the Board of Directors and staff of Downtown Cheyenne (Cheyenne Downtown Development Authority/Main Street) have updated their Strategic Plan of Action for FY2019-20. The strategies, and associated implementation details, were taken from the 2017-18 Strategic Plan and updated through a robust 4-session planning process that took place from October – December 2018. The updated Strategic Plan of Action also identifies other downtown and community planning documents that support the strategies.

The strategies outlined in this document address downtown’s look and function, property and business development, communications and the ongoing ability of Downtown Cheyenne to lead catalytic revitalization efforts. None of the strategies are stand-alone but integrate and connect with each other to create a holistic road map to guide Downtown Cheyenne’s efforts over the next six months (remainder of FY18-19), the coming year, and beyond.



Unique offerings such as free carriage ride tours of downtown help celebrate our history and set Cheyenne apart.

Strategy 1:

Enhance the look, feel and functionality of the downtown district



Reference Documents:

- **Forward Greater Cheyenne**: Aggressively implement existing strategic plans supporting downtown development, including but not limited to: West Edge Area Plan, Reed Avenue Rail Corridor Plan & other relevant plans.
- **Historic Placemaking** – Strategies #1, 2, 3, 7, 15, 16, 17, 22, 25, 26, 27, 31, 33, 34,39
- **Vision Cheyenne 2020, Progress and Prosperity**
- **Plan Cheyenne**

A. Implement “Connect the Dots” planning that helps identify and solve impediments to the development of a vibrant downtown district by:

- a. Evaluating existing individual plans for downtown and identifying gaps and potential opportunities.
- b. Creating a cohesive, prioritized masterplan (incorporating recommendations from individual plans) with phased implementation plan for streetscape & infrastructure improvements. This should include defining and creating opportunities to develop pedestrian walkways and greenspace and possible long-term parking solutions integrated into the phased masterplan.

Initiative Sponsors: Alane West and Jeff White

Team: Alane West, J.J. Chen, Vicki Dugger, Consultant Bruce Perryman AVI; EV/DEV committee; integrate input from city Planning and Engineering department heads along with MPO & WYDOT

Timeline: Jan to June 2019 planning timeframe; March – August 2019 to achieve commitment from City Council for implementation plan

- ✓ This is high impact, 6-month planning and process to procure city commitment; long term implementation 5 to 10 years.

Cost: \$20,000 for consultant and AVI for cost estimation plus staff time. Proposed budget outlay: FY2018-19: \$10,000; FY:2019-20 \$10,000

Associated Tasks:

- Review the existing plans and connect the dots map. Review the Lee’s Summit, MO approach to this same work and adapt to Cheyenne.
- Confirm approach / work strategy and assignments.
- Hire consultant to evaluate where the economic dollars are now being generated and act as an advisor.

- Identify and prioritize preliminary phases. Develop estimated costs for improvements at a conceptual level per preliminary phase (WYDOT project).
- Report monthly to Board of DDA.
- Develop a plan to convince/motivate the City to commit to a phased implementation plan.

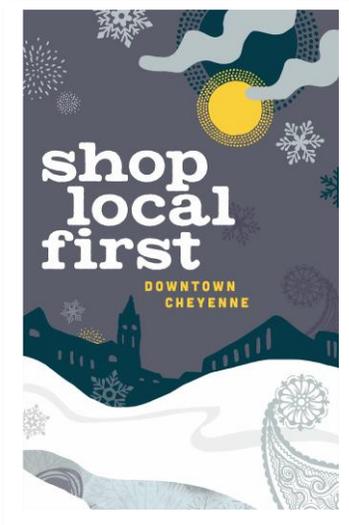
B. Review and create an integrated plan to enhance streetscape and plaza décor and amenities including banners, landscaping/planters, furnishings and postings.

Initiative Sponsor: Bruce Heimback

Team: Bruce Heimback, Vicki Dugger, Esther Gonzales, City Parks & Events reps

Timeline: December 2018 to February 2019 for cost and plan development and clarification via a MOU of responsibilities and allocation of funding responsibilities (DDA or city). Review by DDA board and key city staff. Ongoing seasonal development/design/ordering and installation.

Spring 2019, Fall 2019 and Winter 2019 for design, costs, implementation. Budget implications will be for both DDA budget and City of Cheyenne budget for 2019.



- ✓ This is high impact, short implementation regarding decor (banners, holiday lighting) long term implementation with coordination of “Connect the Dots”.

Cost: FY2018-2019, \$10,000: Based on materials needed for implementation this year and projected projects for this summer and next winter

FY2019-20 Place holder from reserves \$50,000: Costs for the next budget year would be determined by the plans developed in 2019-20 fiscal year and where fiscal responsibility would be allocated. Costs may include, but are not limited to additional banners, work on the plaza for banner arms and banners, plans for implementation of new Christmas decorations on the plaza and several of the primary streets in downtown.

Plans would be coordinated with the City of Cheyenne and other parties that are working on streetscape ideas that could include improved lighting that would enhance the overall downtown experience.

Improvements may include but are not limited to the following and would include input from the public:

- Improved and updated lighting on the plaza (coordinated with other parties)
- Benches and trash cans on the major downtown streets (enough in the right places)
- Holiday lighting on the plaza and the downtown streets
- Use of banners and their placement in downtown, public use of light poles

- Explore ways to improve communication with the public of downtown events through visual postings, kiosks, digital messaging.
- Plans for placement and use of the downtown planters
- “Connect the Dots” on past depot plaza plans and how these can be used in the updating, repair and expansion of the amenities in the plaza.
- Coordinate with the City on the construction on the splash pad to compliment what could be happening on the plaza.
- Decorate downtown vacant storefronts - HPM#2
- Illuminate downtowns’ building features and trees - HPM#3



Associated Tasks:

- Survey existing locations of benches and trash receptacles in downtown. Make plans for moving some, if needed. Determine if more are needed (to purchase).
- Phasing of implementation / key streets
- Creation of annual Project Estimates budget
- Design and then review by Board and City
- Implementation of first phase
- Ongoing review and updating of plan

C. Identify issues and create plan to address downtown noise, safety and security concerns.

Initiative Sponsors: Astrid, Jeff White and Cheyenne Police Department

Timeline: January to March 2019

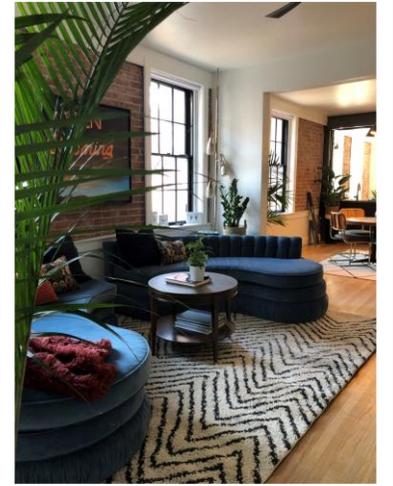
Cost: FY2018-19: \$0; F.Y2019-20: TBD

Associated Tasks:

- Research, write and present a white paper to the DDA Board describing existing conditions and recommended solutions in coordination with CPD
- Work with police department to craft appropriate solutions based on data and best practices

Strategy 2:

Play a more proactive role in downtown redevelopment. Aid in the redevelopment of properties by implementing programs to attract and match investors and business owners with properties – with a focus on unproductive properties.



Reference Documents:

- **Main Street – Residential density in downtown (leverage downtown workers & newcomers)**
- **Forward Greater Cheyenne**
 - **Enable new mechanisms to finance and guide intentional redevelopment in Downtown Cheyenne**
 - **Support the development of broadband infrastructure- potentially including fee public wi-fi network- to help facilitate job creation and Downtown Cheyenne’s economic evolution**
 - **Invest in catalytic projects that can help kick- start investment and transformation**
- **Historic Placemaking – Strategies #5, 23, 24, 25, 27,28 29, 30, 35,36, 37,**

A. Identify barriers (parking, fire code, redevelopment costs, etc.) to upper floor and property redevelopment. Create an incentive program for housing development.

Initiative Sponsors: Alane West, Steve Borin, Dan Holbrook,

Team: Alane West, Steve Borin, Dan Holbrook, Charles Bloom, Vicki Dugger, EV/DEV committee, Fire Consultant, City Planning and Fire Marshall’s offices

Timeline: Development January to March 2019, April 2019 adoption board and funding by DDA, Ongoing promotion and management. The timeline will be influenced by the City wavier of permitting fees.

- ✓ This is high impact, 3-month planning with short implementation promotion and administration of grants; could be on-going like the façade grant program to be budgeted each year.

Cost: FY2018-19 Legal fees- \$3,000; Fire code Consultant, \$10,000; Housing Study \$20,000
FY2019-2020 Grant Funding for 1st year \$200,000 (from Reserves)

Associated Tasks:

- Determine number of available upper floors not in use and or that can be converted to living units. Evaluate barriers to redevelopment.
- Hire Fire consultant to assist in the support of property owners in the process of “fire code” compliance.
- Research other existing grant programs (WBC) and TIF funding.

- Develop the needed criteria and documents for the grant application and agreement for the grant funding
- Develop management procedure for program
- Long term: Explore other funding and support, i.e. WBC grant

B. Build new, and nurture existing, relationships with real estate brokers and the CORE Team that support property and business development.

Initiative Leaders: Steve Borin, Dan Holbrook,

Team: Steve, Borin, Dan Holbrook, Del Lummis, Vicki Dugger, Alane West, Esther Gonzales, CEOs of CORE TEAM, Chair of Commercial Brokers

Time line: Ongoing

Cost: \$2,000 for support events, seminars, printing; \$500 for Chamber membership
 FY2018-2019: Staff time FY 2019-20: \$2,500

Associated Tasks:

- Quarterly “Fill the Gaps” Property Tour events
- Attend commercial broker and CORE Team meetings. Provide DDA update on property and development opportunities and incentives.

C. Enhance and grow DDA’s Façade Improvement Program, Capital Improvement Grant, and Microloan Program

Initiative Sponsors: Jonathan Savelle, Bruce Heimbeck

Team: Jonathan Savelle, Bruce Heimbeck, Design Committee, Vicki Dugger, Esther Gonzales

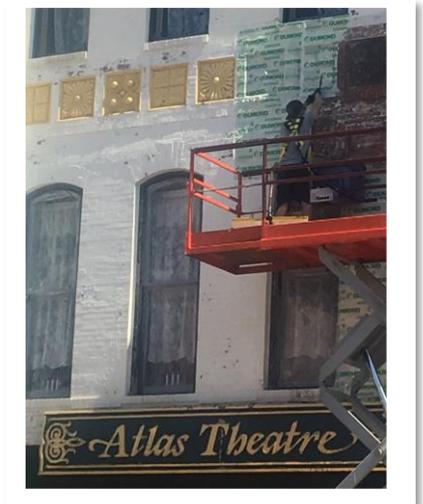
Time line: Ongoing

- ✓ This is medium impact, short implementation project

Cost: FY2018-2019: Staff time FY2019-20: Staff time

Associated Tasks:

- Research existing successful, similar grant programs; incorporate applicable ideas into DDA’s existing programs
- Explore the creation of an “innovation grant” for great ideas that benefit downtown as a whole; look at the possibility of transforming the Micro-Loan Grant into a Downtown Innovation Grant



D. Strengthen DDA's relationship to, and support for, an implementation partnership with the West Edge Development team.

Initiative Sponsor: Jonathan Savelle

Team: Jonathan Savelle, West Edge development team, Vicki Dugger

Timeline: Ongoing

Cost: FY2018-2019, \$20,000 for TIF Study and Staff time for coordination; FY2019-20: Staff time

Associated Tasks:

- Integration into "Connect the Dots" planning and TIF Feasibility Study
- Support of Reed Corridor Completion

Strategy 3:

Support business development initiatives that enhance downtown for residents, visitors, workers and citizens. Develop programs to extend the stay and spending of visitors. Create new opportunities to promote downtown visits and spending.

Reference Documents:

- **Main Street – Building an entrepreneurship ecosystem transformation strategy, Main Street Arts & Entertainment + Culinary Dining Transformation Strategy**
- **Historic Placemaking - Strategies #4, 6, 8, 9, 10, 11, 12, 13, 14, 16, 18, 19, 20, 38, 40,**
- **Market-Based Downtown Plan**

A. Foster the development of downtown grocery/convenience offerings.

Initiative Sponsor: Elisa Maggio

Team: Elisa Maggio, Vicki Dugger & Esther Gonzales

Timeline: Ongoing

- ✓ This is high impact

Cost: FY2018-2019: Staff time FY2019-20: Staff time

Associated Tasks:

- Work with existing and potential grocers to either expand existing grocery offerings (Cash-Wa, The Albany, La Rosa and Tortilleria La Paz))
- Explore bringing a new grocer in if need isn't met
- Explore potential for year-round public market (with a partner such as Community Action)

B. Expand downtown dining, entertainment and retail options including growing existing downtown events and develop new events centered around potential seasonal events to create more interest, traffic and shopping in the downtown core.

Initiative Sponsor: Bruce Heimback

Team: Bruce Heimback, Vicki Dugger, Esther Gonzales and Jenn Adu

Timeline: Ongoing

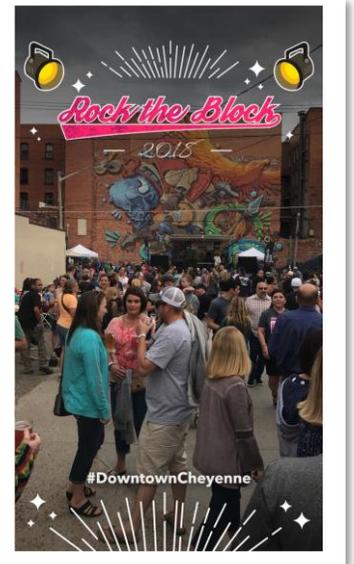
- ✓ This is high impact, ongoing implementation project

Cost: FY2018-2019: Staff time and \$500 for property tours, \$500 for printing costs

FY2019-20: \$20,000 for retail challenge

Associated Tasks:

- “Fill the Gaps” Property Tours, “Living It Up In Downtown” Housing Tours, etc.
- Proactive outreach and recruitment of compatible businesses
- Create a “Retail Challenge” Program for downtown Cheyenne (based on the Red Wing, MN model)
- Initiatives to encourage use of the district such as “Eat Out Friday” and “Food Truck Thursdays”, “Monday Specials”, “Trolley Tuesdays”, etc., to encourage more seasonal outdoor dining
- Explore the potential of adding more events throughout downtown, especially ones that complement “food events” or existing events
- Work with, and support, Array coders as they develop app for downtown Cheyenne restaurants
- Explore the gaps and opportunities in current events schedule
- Create new, fun events and initiatives to help fill the gaps and bring more people downtown



C. Conduct more retail events/visitor activities to promote pedestrian traffic

Initiative Sponsor: Bruce Heimback and Astrid

Team: Bruce Heimback, Esther Gonzales, Jenn Adu & Jamie Clintsman

Timeline: ongoing

- ✓ This is high impact, short implementation

Cost: FY2018-2019: An additional \$7k has been requested for current budget FY2019-20: an additional \$7k has been requested for next year's budget (total event related: \$70k)

Associated Tasks:

- Highlight business clusters to appeal to “park once, shop often” mindset
- Create special events such as retail scavenger hunts, etc.
- Coordinate with local shops to get more participation on existing and new events.
- Create materials to assist visitors such as the downtown map
- Support the Cowboy Triangle, create a seasonal “bucket list” of things to do in downtown
- Collaborate with the City Civic Center, Symphony, Lincoln Theater and Visit Cheyenne to create special promotions that benefit downtown businesses



D. Identify and develop other goods and services attractive to, and needed by, downtown residents and workers

Initiative Sponsor: Jonathan Savelle

Team: Jonathan Savelle, Esther Gonzales, Vicki Dugger, EV/Dev. Committee

Timeline: January to May 2019

- ✓ *This is high impact, short implementation*

Cost: FY2018-2019: Staff time FY2019-20: \$40,000

Associated Tasks: Survey needs/wants; look at good examples of what other cities are doing; use existing resources through Main Street; explore the use of pop-ups.

E. Offer training and assistance to downtown business owners.

Initiative Sponsor: TBD

Team: TBD Board sponsor, Esther Gonzales, Vicki Dugger, Dev Committee

Timeline: Ongoing

Cost: FY2018-19: Staff time FY2019-20: \$2,000 (+ possible grant funding)

Associated Tasks:

- Research timeframe for, interest in, and Wyoming Job Training funds for Jon Schallert’s Retail Boot Camp; put plan together based on research
- Research other opportunities (through Main Street) for on-site business development training.

F. Evaluate and improve the ReRide bike share program

Initiative Sponsor: TBD

Team: Vicki Dugger

Timeline: on-going

Cost: FY2018-19: Staff time FY2019-20: Regular budget (\$2k)

Associated Tasks:

- Working with Visit Cheyenne and the City Greenway Coordinator, make the “connection” between hotels and the greenway;
- Get more/updated greenway maps for distribution
- Explore other programs that will also help visitors get around (scooters).



Strategy 4:

Implement a comprehensive communications program to better engage with, and educate, the community.

Reference Documents:

- **Historic Placemaking - - Strategy # 23**
- **Vision 2020:** Progress and Prosperity, Plan Cheyenne

A. Develop an integrated marketing plan to engage and build stronger relationships with downtown business and property owners.

Initiative Sponsor: Jennifer Adu

Team: Jennifer Adu, Esther Gonzales and Vicki Dugger

Timeline: Ongoing

Cost: FY2018-2019: Staff time FY2019-20: (increase of \$4k from 2019-20) to \$20k

Associated Tasks:

- Continue “Business Spotlights”
- Explore and implement applicable best practices that other communities are using
- E-newsletters on a regular basis
- Coordination with other entities as possible

B. Implement quarterly communication updates to district property owners, business owners, city council and the community-at-large.

Initiative Sponsor: Alane West

Team: Alane West, Vicki Dugger, Jennifer Adu

Time line: Ongoing

✓ *This is high impact, short implementation*

Cost: FY2018-2019: Staff time FY2019-20: Staff time



Associated Tasks:

- Provide regular updates via email, mailings, and social media
- Invite Mayor & Council and property owners to events and get them interested/invested through one-on-one visits
- Press Release and WTE Guest Columns every 6 weeks (written by various board members and staff on the projects they are sponsoring) to update Cheyenne Community as a whole
- Quarterly activity reports to City Council

Strategy 5:

Support the ongoing ability of Downtown Cheyenne to lead downtown revitalization initiatives.

A. Create and implement a detailed plan for the Mill Levy passage in Fall 2019.

Initiative Sponsor: Alane West

Team: Alane West, DDA Board, DDA Staff in support

Timeline: FY2018-19: Create plan; first half of FY2019-20: Outreach to property owners and coordination with city

✓ *This is high impact, short implementation*

Cost: FY2018-29: Staff time FY2019-20: \$1,000 (estimated for registered mail and database assistance)

Associated Tasks:

- Verify with DDA Board Mill Levy proposed rate; create budget based on recommendation
- Collect and verify property owners' information, including Mill Levy paid and address
- Create and mail tailored letter to each property owner regarding DDA success stories and Mill Levy "re-up" information
- Work with the City to create updated Mill Levy ordinance; work this through the City process
- Schedule Mill Levy vote for November 2019 (working backwards from this date to create detailed workplan)
- Implement DDA multi-faceted marketing plan and outreach regarding Mill Levy
- Once through the Mill Levy process, if successful send out "thank you" letters to property owners