

Strategic Action Plan

CHEYENNE DOWNTOWN DEVELOPMENT AUTHORITY
FY 2021 - 2022



Prepared by

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CHEYENNE DDA BOARD OF DIRECTORS

DDA 2021 STRATEGIC ACTION PLAN

COMMUNITY TRANSFORMATION STRATEGY

	OBJECTIVES	ACTIONS
ORGANIZATION	<ul style="list-style-type: none"> · Develop stable, long-term funding to ensure the viability of the DDA. · Improve Communications with Property & Business Owners · Continued Public Education through Refining Message · Downtown Development Foundation · Board Education 	<ul style="list-style-type: none"> · Expand the DDA Boundaries from Carey to Westland Road along 23rd and, if necessary, 24th Street to incorporate Black Hills Energy, allowing the TIF to be reinstated; Connex Container Project (alternate to TIF). · Open Houses, Mail Annual Report, Simplify/Clearly Define the Mission and Objective of the DDA, Continue Bi-weekly meetings of Downtown Businesses · Explore fundraising opportunities like Amazon Smile & Day of Giving Campaign; Website Page to Give Year Round; Grants/Foundation Opportunities · Provide board with more in-depth training of Main Street and strategic planning.
PROMOTION	<ul style="list-style-type: none"> · Utilize social media to promote businesses downtown through storytelling. · Facilitate events that encourage people to shop/dine downtown. · Promote downtown events. · Improve wayfinding. · Visitor’s Guide to Downtown · Continued Development of Downtown Directory · Expanded Community Engagement 	<ul style="list-style-type: none"> · #WyoWednesday Campaign; New Business Announcements/Highlights · Summertime on the Streets, Cheyenne Day Sidewalk Sale, Traveling Dinner Fundraiser, Halloween Costume Parade, Small Business Saturday, Running of the Santas. · Continue to identify and post downtown events to DDA FB page and website. · Utilize existing banner arms as wayfinding signage for downtown businesses. · Design & publish the Visitor’s Guide for distribution in May. · Identify additional opportunities to disseminate information about downtown
ECONOMIC VITALITY	<ul style="list-style-type: none"> · Continuation of the Capital Improvement Grant · Reinstate the Façade Improvement Program · Develop Business Attraction Program · Provide property owners with tools to market and promote spaces that are for sale or lease. · Provide support to entrepreneurs and innovators. · Develop working list of other organizations who work toward similar goals that offer additional useful tools and resources to local business owners · ArtSpace 	<ul style="list-style-type: none"> · Continue to promote the program to business owners and work with them to identify projects for funding. · Revise and reopen grant in fall of 2021. · Use our TIF to pass on to developers to encourage development of distressed buildings. · Launch the Downtown Real Estate webpage. · Offer technical assistance workshops like writing a business plan. · Identify organizations in addition to the WBC resources (i.e. Wyoming Women’s Business Center, SBDC, etc.) for local business owners to utilize additional resources · Work with LEADS to bring ArtSpace to fruition with targeted completion by 2022.
DESIGN	<ul style="list-style-type: none"> · Implement the Lincolnway Placemaking Plan that was completed in 2016. · Completion of the Reed Avenue Rail Corridor. · Facilitate greater awareness and appreciation of our historic character. · Completion of the 17th Street Lights Project. · Modernization of planters in Downtown. · Decorate downtown for Christmas. · Address the Hole. · Pocket Park Downtown · Install Welcome to Downtown Signs on Lincolnway 	<ul style="list-style-type: none"> · Inclusion on the 6th Penny Ballot · Serve on Executive Committee & Steering Committee; Provide support and assistance as needed · Implement History Under Foot & History Over Head Project; Host community workshops on Historic Preservation 101 · Install lighting on Municipal Court block and replace Dinneen block lights · Utilize funding from DDA Golf Tournament to install new planters along Lincolnway; host DDA Golf Tournament to fund planters for 17th this year · Install decorations acquired in FY21 with goal of expanding. · Work with LEADS to install a temporary solution that doesn’t impede future development. · Continuation of temporary pocket park in the Paramount alley parking lot; Install Freedom’s Edge Pocket Park

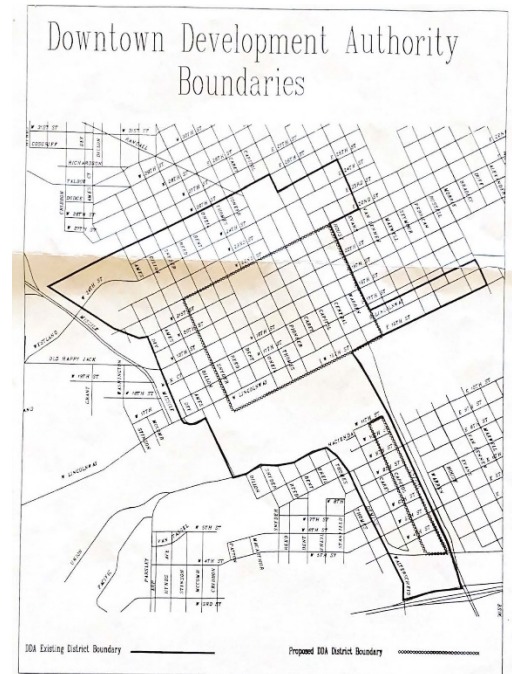
1. ORGANIZATION

Organization involves creating a strong foundation for a sustainable revitalization effort, including cultivating partnerships, community involvement, and resources for the district.

Develop stable, long-term funding to ensure the viability of the DDA.

Expand the DDA Boundaries from Carey to Westland Road along 23rd and, if necessary, 24th Street to incorporate Black Hills Energy, allowing the TIF to be reinstated.

1. In 1984, the DDA was established. The original district originally was substantially larger and went from Missile Drive on the West to 26th Street on the North.
2. Black Hills Energy, located at 1301 W. 24th Street, would have been located in the original boundary.
3. The DDA already planned to approach Mead Lumber to annex since it is the northern most block of the Reed Avenue Rail Corridor.
4. Expanding the boundary to include the blocks between 22nd & 23rd Street, starting at Carey and extending to W. 24th, would allow us to bring Black Hills Energy back into the District.
5. W.S. 15-9-223. *"Inclusion of additional property into development area; procedure. Subsequent to the organization of an authority, additional property may be included in the development area. Proceedings for inclusion shall be initiated by petition to the board of the authority signed by the owner or owners in fee of each parcel of land adjacent to the existing area sought to be included. The petition shall include evidence satisfactory to the board concerning title to the property and an accurate legal description thereof. If the board approves the application, it shall submit the application to the governing body of the municipality. If the governing body also approves the application, it shall then, at a regular or special meeting, by amendment to the ordinance treating the authority, redescribe the development area so as to include the additional property as described in the petition. From the effective date of the amendment the additional property shall be included within the development area and shall be subject to any taxes thereafter imposed by the municipality for the use and benefit of the authority."*
6. Our initial research indicates that the TIF was never removed. It simply stopped being collected when Black Hills moved out of the District because collections fell below the threshold.
7. Bringing Black Hills back into the District would allow the TIF to be restarted.
8. In FY16, the DDA budgeted \$657,569 for TIF revenue collection.
9. In addition to generating revenue via the TIF, the property tax assessment would increase.
10. Confirmation with County Assessor is needed to determine whether there are additional properties along the route that would be need to included.
 - a. A copy of the petition on the next page was emailed to Ken Guille on January 15th.



The City's goal setting session, held on January 20th, indicates that while there is broad support for this, there is concern regarding how much revenue might be generated if, for example, Microsoft were to develop in the City and how the City will pay for costs associated with growth. At this point in time, this proposal is on hold per an email from Alessandra pending further direction from the Governing Body.

PETITION FOR EXPANSION OF THE DDA BOUNDARIES

In accordance with W.S. 15-9-223, WE, THE UNDERSIGNED, being non-residential property owners, hereby petition the governing body of the City of Cheyenne to reorganize the District boundaries to include our property in the District. A public hearing will be held by the governing body in order to redescribe the development area so as to include the additional property described herein. WE, THE UNDERSIGNED, understand that, from the effective date of the amendment, our property shall be included within the development area and shall be subject to any taxes thereafter imposed by the municipality for the use and benefit of the authority.

Authorized Signature	Name	Property Address	Legal Description	Estimated Mill Levy Assessment
	Black Hills Energy	1301 W. 24 th Street, Cheyenne, WY 82001	GRIFFIN ADDITION: LOT 3, BLOCK 4	
	MORANDIN PROPERTIES LLC	1200 W. 22 nd Street Cheyenne, WY 82001	CHEYENNE: LOT 8, BLOCK 214	
	Kathy Sabo	2200 Dillon Avenue Cheyenne, WY 82001	CHEYENNE: LOT 8, BLOCK 212	
	Norman Bradley	2222 Snyder Avenue Cheyenne, WY 82001	CHEYENNE: LOTS 1, 2, 3 & 4, BLOCK 211	
	Western Sky Development, LLC	902 West 22 nd Street Cheyenne, WY 82001	CHEYENNE: EAST 1' OF LOT 7, LOT 8, BLOCK 211	
	Richard Patrick Sara ET UX	820 West 22 nd Street Cheyenne, WY 82001	WESTLAND HOLDINGS ADDITION: LOT 1, BLOCK 1	
	Mead Lumber Co	813 W. 23 rd Street Cheyenne, WY 82001	CHEYENNE: TWO TRACTS OF LAND BEING A PORTION OF LOTS 1 - 4 AND 7 - 8, BLOCK 210, ORIGINAL CITY, DESC AS: BEG AT THE NORTHEAST CORNER OF SAID BLOCK 210, THENCE S 26 DEG 38' 52" E., ALONG THE EAST LINE OF SAID BLOCK 210, A DISTANCE OF 132.15' TO THE NORTH LINE OF THE ALLEY IN SAID BLOCK 210; THENCE S 63 DEG 33' 05" W., ALONG SAID NORTH LINE, A DISTANCE OF 114.17' TO THE BEGINNING OF A NON-TANGENTIAL CURVE TO THE LEFT; THENCE ALONG SAID CURVE THROUGH AN ANGLE OF 07 DEG 32' 56", A RADIUS OF 1042.30 FEET, AND WHOSE LONG CHORD BEARS N 65 DEG 27' 32" W., A DISTANCE OF 137.22 FEET; THENCE N 69 DEG 14' 00" W., A DISTANCE OF 34.53' TO THE NORTH LINE OF SAID BLOCK 210; THENCE N 63 DEG 30' 23" E., ALONG SAID NORTH LINE, A DISTANCE OF 223.54' TO THE POINT OF	

			BEGINNING. AND: BEG AT THE SOUTHEAST CORNER OF SAID BLOCK 210, THENCE S 63 DEG 35' 46" W., ALONG THE SOUTH LINE OF SAID BLOCK 210, A DISTANCE OF 27.42' TO THE BEGINNING OF A NON-TANGENTIAL CURVE TO THE LEFT; THENCE ALONG SAID CURVE THROUGH AN ANGLE OF 08 DEG 23' 29", A RADIUS OF 1042.30 FEET, AND WHOSE LONG CHORD BEARS N 56 DEG 25' 08" W., A DISTANCE OF 152.52' TO THE SOUTH LINE OF THE ALLEY IN SAID BLOCK 210; THENCE N 63 DEG 33' 05"E., ALONG SAID SOUTH LINE, A DISTANCE OF 103.15' TO THE EAST LINE OF SAID BLOCK 210; THENCE S 26 DEG 38' 52" E., ALONG SAID EAST LINE, A DISTANCE OF 132.15' TO THE POINT OF BEGINNING.	
	Mead Lumber Co	2222 Bent Avenue Cheyenne, WY 82001	CHEYENNE: LOTS 1, 2, 3 & 4, BLOCK 209	
	ACBS Inc	722 W. 22 nd Street Cheyenne, WY 82001	CHEYENNE: LOT 5, BLOCK 209	
	HALEY, WILLIAM POWELL REV TR	718 W. 22 nd Street Cheyenne, WY 82001	CHEYENNE: LOT 6, BLOCK 209	
	706 LLC	706 W. 22 nd Street Cheyenne, WY 82001	CHEYENNE: LOT 7, BLOCK 209	
	HOLMES, HAROLD W ET AL C/O TACO JOHNS INC	2220 Carey Avenue Cheyenne, WY 82001	CHEYENNE: N1/2 OF LOTS 1 & 2, BLOCK 205	
	First Presbyterian Church	Carey Avenue Cheyenne, WY 82001	CHEYENNE: S1/2 OF LOTS 1 & 2, BLOCK 205	

In the event that we are unable to reimplement the TIF, the Connex Container Project would be a viable alternative. This project would be built with DDA reserves. The objective would be to keep costs below \$1 million so that there is no debt service.

The City's goal setting session, held on January 20th, indicated that the City's preference is that we focus on infrastructure improvements rather than revenue generation. I would recommend that a contract be instituted with the City for a minimum period of time if we are going to go that direction.

1. The Connex Container Project is similar in concept to The Exchange down in Fort Collins, Colorado: <https://theexchangefortcollins.com/> or the Downtown Container Park in Las Vegas, Nevada: <https://downtowncontainerpark.com/>.



Photo of The Exchange, Fort Collins, Colorado

2. Explore working with a company like Container Concepts ([Modified Shipping Container Restaurants, Bars, Retail, and Events | Container Concepts \(conceptinabox.com\)](https://conceptinabox.com)) who specialize in building containers for retail and dining experiences.
3. Ideally, this project would be located next to the Depot and 2 stories high with a balcony on top that looked into the Roundhouse.
 - a. The City of Cheyenne owns this parking lot. Ideally, the City would give the DDA the lot for development of this project.
 - b. Loss of parking for Depot tenants and events in the Depot or on the Plaza will need to be addressed for this to advance.
4. As envisioned, the project would provide 14 containers for storefronts, 1 restaurant and bar, the DDA office, and (1) container for popup storefronts.
 - a. Actual size and scope may need to shrink to keep project in budget.
 - b. Potential for grant opportunities including USDA (dedicated space for local agriculture products) and WBC funding.
5. Assuming 14 storefronts and 1 restaurant and bar at \$1,000 per month (actual rates would vary, anticipate the restaurant/bar rate being higher than storefronts), this project would generate \$180,000. The popup isn't included in this calculation since the primary objective is variety and market testing for entrepreneurs. Revenue generated by the popup would hopefully offset utility costs.

- a. Revenue would increase over time as market rental rates increase and it becomes established.
6. The DDA would also eliminate office rent costs at \$1,500 per month or \$18,000 per year.
7. This project would promote the train tourist industry by facilitating year-round viewing of the Roundhouse.
8. Alternative locations could be considered particularly in the West Edge for this project; however, you lose the opportunity to promote the Roundhouse viewing to train enthusiasts.

Improve communications with property & business owners.

Property and business owners do not understand what the DDA does or what its primary mission is. Ongoing, regular communication is an essential mechanism for educating property and business owners as well as building support.

The DDA recently surveyed Downtown Businesses about the creation of a Marketing & Promotions Committee with a dues structure. We received a lot of responses telling us that is what we receive funding for already. There is a clear disconnect between business owners' expectations and the actual purpose of the DDA. Not to mention, with over 600 businesses in the District, it isn't feasible for us to be their marketing and promotions arm.

I've heard many concerns from property owners that the only time they receive communication from the DDA is when the mill levy is up for passage. We've heard those concerns and are working towards improved communications, starting with mailing the Annual Report to all property owners in the District in FY21.

For 2021, the following activities are proposed to start educating property and business owners.

1. Simplify/Clearly define the Mission and Objective of the DDA to accurately reflect what the DDA does in a way that the general public can quickly and easily understand;
2. Host open houses in the summer and fall for people to come learn about the DDA and what it does;
3. Mail the annual report to downtown property owners; and
4. Distribute the annual report to commercial realtors and other interested parties.

Build the capacity of the Downtown Development Foundation.

The Downtown Development Foundation provides access to funds that the DDA would otherwise not be eligible for. This includes grants that are only available to nonprofits. However, the full power of the Foundation has never been harnessed. Providing additional opportunities for people to donate to the Foundation will expand and enhance our current revenue streams.

For 2021, the DDA would like to build the capacity of the Foundation to receive funds.

1. Explore passive fundraising opportunities like Amazon Smile;
2. Create a Day of Giving Campaign for the Foundation;
3. Add a webpage to the DDA website which allows people to make contributions to the DDF year-round; and
4. Explore grants and foundation opportunities that will enhance current activities.

In addition to facilitating new fundraising paths, the DDA plans to host the 2nd Annual Golf Tournament & Calcutta on September 11th, 2021 at the County Club. Last year's fundraiser was very successful; however, there are opportunities for improvement which would facilitate additional revenue. Items for consideration include but are not limited to:

1. Evaluate whether 2 flights are feasible (COVID contingent);

2. Evaluate sponsorship levels (gold in particular) to make sure they are appropriate and providing value to sponsors;
3. Identify sponsors outside the district;
4. Improve the registration system to ensure that we have all players and sponsors contact information; and
5. Consider hosting the Calcutta the morning of the golf tournament to increase participation and reduce associated expenses.

Provide educational and training opportunities for the board.

Board educational and training is a vital part of any board's development. Board members have important duties and responsibilities requiring time commitment, particular skills, talents and resources. The responsibilities fall into five fundamental areas:

- Establishing the DDA's mission, vision and direction;
- Ensuring the financial sustainability of the DDA;
- Ensuring the existence of sufficient and appropriate human resources to carry out the work of the DDA;
- Supervising DDA operations; and
- Ensuring effective community relations.

To assist the board in carrying out its responsibilities, the DDA will provide additional training and educational opportunities to members. To that end, the DDA will work with Wyoming Main Street to provide additional education on Main Street. In addition, the DDA will also explore training on strategic planning.

Other training/educational opportunities that would be valuable to the board?

2. PROMOTION

Promotion positions the downtown or commercial district as the center of the community and hub of economic activity, while creating a positive image that showcases a community's unique characteristics.

Improve Wayfinding Downtown by utilizing the banners as additional signage for businesses.

Currently, the DDA has summer banners and winter banners which say "Shop Local" as well as the Christmas banners that were purchased in 2020. While promoting shopping locally is important, the banners aren't visually stimulating and frankly, don't fully utilize prime marketing space.

The DDA would like to replace these banners with banners that feature the store name/logo in the immediate vicinity. In addition to businesses, banners would also be purchased for to promote tourist attractions like the Nielson Museum, Cowgirls of the West Museum, and the Lincoln. These banners would hang year-round (except for Christmas season) and be replaced when/if a business closes or opens. This transition would promote wayfinding and provide businesses with additional exposure.

1. Identify businesses/non-profits that will be featured;
2. Provide business names and logos to Trophy Creative;
3. Work with Trophy Creative to design new banners;
4. Order new banners; and
5. Move banner arms where appropriate and logistically feasible to highlight as many businesses as possible.

There is no funding for this project in the FY21 budget so this project will need to be funded as part of the FY22 budget. An estimated \$6,000 would be needed for this project if we are able to obtain banners at the same/similar cost as the Christmas banners.

- This estimate does not reflect the additional costs of banner arms if needed. We have a few extra banner arms from the Senior banners which can be added as appropriate. We are ordering replacement banner arms/balls for 17th for the broken ones. They are \$240 per banner arm/ball and there isn't a more economical alternative available.

Over the long term, the DDA like to explore enhancement of the wayfinding program via directory boards similar to Cherry Creek. Funding would need to be identified for this project.

Utilize social media to promote businesses downtown through storytelling.

Over the last year, the Downtown Cheyenne social media channels have experienced a tremendous increase in growth, reach and overall engagement. We are now #3 (up from #7) on the pages to watch. Now that we have passed the Chamber of Commerce account, the DDA page is now the leading economic development page for Cheyenne and Laramie County. Additionally, compared to the #1 page to watch (Downtown Rock Springs), we triple their weekly growth rate and have 13x the engagement rate on a post-by-post basis (on average, we have about 2300 engagements with each of our posts compared to their average of 174 engagements per post).

When utilized effectively, these channels are a tremendous tool for promoting and highlighting downtown businesses and engaging the community. For example, Haylee ran a highlight on the Diamond Horseshoe Café when we found out the business was struggling. Kendra Scott, the owner, said that the highlight we ran on Facebook boosted sales more than \$500 each day and this past weekend was busier than they've been in months because of it.

While the DDA strives to highlight and promote businesses every opportunity that we have, we simply do not have the resources or staff to act as the marketing arm for businesses. The proposed social media policy on the next page provides clear guidance to set expectations and boundaries while ensuring that content remains relevant and interesting to our target audience.

In that vein, to promote businesses downtown, the DDA will emphasize the following for 2021 in accordance with the social media policy (on the next page):

1. Continue monthly #WyoWednesday Campaign, highlighting 7-8 businesses on the first Wednesday of every month;
2. Post new business announcements if we become aware of them in advance of opening;
3. Post a new business highlight either on opening day or the day of their official grand opening event;
4. Post spotlights of struggling businesses that haven't recently been featured as time/resources allow; and
5. Post spotlights of businesses that haven't been previously featured as time/resources allow.

Promote Downtown events on social media and website.

In addition to creating and facilitating events downtown, the DDA should also promote events put on by businesses and other organizations that are downtown. Large community events that should be promoted are highlighted in blue on the 2021 Tentative Schedule of Events and Promotions on the next page.

In February of 2020, the events calendar was essentially blank and provided no value to the public. Since then, the DDA has completely revamped its website event calendar. Events are identified and published to the page every month. Not only are events listed but people can click on them to view details, see what time the event is, where it is being held, and click on the link to register (if needed).

For 2021, the DDA will continue to identify and promote downtown events through the following activities:

1. Continue to identify and track social media channels utilized by downtown businesses.
 - a. To date, Haylee has identified and added 79 business accounts that the DDA was not previously following on Instagram alone.
2. Continue to identify and track social media channels utilized by other organizations that host events downtown.
3. Encourage businesses and organizations to submit event information to our website utilizing our event form: <https://downtowncheyenne.com/event-schedule/>.
4. Continue to post events both to the website and to our Facebook events page.

DDA 2021 Social Media Guidelines

Over the last year, the Downtown Cheyenne social media channels have experienced a tremendous increase in growth, reach and overall engagement. In February of 2020 (when the social media analytics were first reported) the Downtown Cheyenne Facebook Page total likes were 5,422; the overall reach of the channel was 6,937; and the total engagement (which was mostly the result of paid advertising) was 16,437. At the end of the calendar year (December 2020), the Downtown Cheyenne Facebook Pages likes were 7,447; the overall reach of the channel was 47,212; and the total engagement (completely organic) was 17,408. In other words, **the total growth of the Facebook Page over 10 months was as follows: +2,025 page likes; +40,275 accounts reached; and +17,408 organic account engagement.**

Conversely, in February of 2020, the reported Downtown Cheyenne Instagram analytics were as follows: 1,225 followers and 630 accounts reached. 10 months later (December of 2020) the analytics grew to 1,756 followers with a reach of 1,168 accounts. In other words, **the total growth of the Instagram Account over 10 months was as follows: +531 followers and +538 accounts reached.**

There has also been a dramatic shift in how the Cheyenne Community is viewing our social media channels. Instead of a general social media channel that people like or follow for the sake of liking or following a page, constituents have begun viewing our Downtown Cheyenne social media channels as an information hub and as pages that add value to their overall quality of life. Our constituents as well as various local news outlets are beginning to make the connection that our social media channels are the easiest and best ways to find out about what is happening in Downtown Cheyenne - from finding out about new businesses and learning about what existing businesses offer that our community might not know about to following along with downtown promotional events (i.e. Cheyenne Day or Small Business Saturday), our social media channels are becoming increasingly valuable to the members of our community.

In order to preserve the integrity of our social media channels and continue to be a valuable source of information for our Cheyenne Community, The DDA is imposing the following social media guidelines for 2021. These guidelines are meant to continue promoting Downtown Cheyenne and everything that the district has to offer while still streamlining important and valuable information to our followers. The guidelines are as follows:

What the DDA can post:

- #WyoWednesday Initiative
- New Business Announcements (if business reaches out before their opening day)
- New Business Highlight (i.e., opening day)
- Posts regarding any DDA activity, event or initiative (i.e., ReRide Cheyenne, the DDA Golf Tournament, Community Clean-Up Days, Small Business Saturday, CIG recipient highlights, etc.)
- Business Highlights of businesses that donate/sponsor any DDA activity or initiative
- Downtown B2B Collaboration Highlights (i.e., Virtual Easter Egg Hunt, Sip and Shop, etc.)
- Business Highlight of a sale or promotion on the day of a DDA activity or event
- Other events, activities and/or initiatives organized by economic development partners as it directly relates to Downtown Cheyenne (i.e., Visit Cheyenne, Greater Cheyenne Chamber of Commerce, etc.)
- *Business spotlights on struggling businesses if they haven't been recently featured as time/resources allow;*
- *Business spotlights with an emphasis on businesses that haven't previously been featured as time/resources allow.*
- *Other items at the discretion of the DDA Executive Director or Assistant Director that provide value to our audience.*

What the DDA cannot post:

- Individual sales/promotions of businesses that do not relate to a DDA activity or event
- New products/services of a business
- Individual business event promotion as a social media post*
- *Businesses/Non-Profits/Organizations that aren't located within the DDA district (unless they are a sponsor or otherwise contributing to DDA activities/events)*
- *Events, activities, or initiatives that are held outside the DDA boundaries which do not directly benefit the DDA.*

*While the DDA cannot promote individual business events as a social media post, every Facebook Event that is created and held by a downtown business is not only added to the DDA Facebook page event calendar but is also added on our website's Events Page. If you are a downtown business that is holding an event that is not promoted as a Facebook Event, you may submit your event to be listed on our website's event calendar at downtowncheyenne.com/events-schedule

The DDA Social Media Guidelines are meant to provide clarity as to what the DDA can and cannot help with. The overall goal of the DDA's social media channels is to strike a balance between highlighting our downtown district while providing valuable content to our followers that will promote the mission of attracting our community to visit and support our downtown district. Thank you for understanding as we strive to add value for both the businesses in our district and our constituents.

Facilitate events that encourage people to shop/dine downtown.

Events encourage people to shop locally and improve the vitality of businesses downtown. The proposed schedule of events below will continue the events that were successful last year while adding two new events this year: Traveling Dinner Fundraiser and Running of the Santas .5k.

Please refer to the 2021 Tentative Schedule of Events & Promotions for a month-by-month schedule.

The following events will be paid for out of the FY21 budget:

- St. Patrick's Day Pub Crawl
 - Fundraiser
 - Partner with Freedom's Edge to Sell Tickets
- ReRide Bicycle Sharing Program Launch for 2021
 - Advertise in the WTE and on Facebook/Instagram.
 - Since there are only 21 bicycles, advance registration and multiple flights may be required.
 - Food & beverage bicycle crawl to provide business exposure while encouraging use of the bicycles.
 - Kid Emphasis
 - Deserts (like cookies & cupcakes) as well as comic books, collector cards, stickers, balloons, or other fun items for kids.
 - Adult Oriented (Last Flight)
 - Free Beer/Wine/Shot from Participating Breweries/Bars/Restaurants
- Community Clean Up Day & Flower Planting
 - Collect and dispose of litter; remove bandit signs and tape; sweep sidewalks, curbs, alleys, and gutters; and scrape gum off sidewalks and window ledges.
 - Plant approximately 100 planters downtown.
 - Goal is 100 volunteers.
 - Target 8 am to 11 am.
- Open the Doors Initiative (No date has been set yet albeit it would make sense to offer it during May since that is Historic Preservation Month)
 - Various buildings open their doors for a behind the scenes look at the city. Participants could include historic buildings, businesses not typically open to the public, government offices, and public spaces.
 - If Visit Cheyenne and the Historic Preservation Board assist, this event could be a city-wide open house.
 - Explore ticketed tours (free or minimal cost), but primarily self-guided.
 - Modeled after Doors Open Milwaukee (<https://historicmilwaukee.org/doors-open/>).
- Summertime on the Streets
 - Partner with Alf and Corey again to highlight businesses downtown.
 - Evaluate whether street closures are necessitated and/or make sense.
 - Look for local musicians for sidewalk performances.

The following events are proposed for FY22. To ensure successful implementation, a minimum of \$20,000 will need to be allocated in the FY22 budget.

- Cheyenne Day Sidewalk Sale and Events

- Event would begin immediately following the pancake breakfast to capture people while they are downtown and before they head to CFD park.
- Crown - Street Dance; Freedom's Edge - Live Band; Blacktooth - Live Band; Rib & Chop – Crawfish Boil;
- Others?
- DDA Traveling Dinner Fundraiser
 - Ticketed Event
 - Each course is hosted by a different establishment.
 - Cocktails + Hors d'Oeuvres
 - Soup & Salad
 - Main Entrée
 - Dessert
 - After Dinner Cocktails
- Halloween Trick or Treating & Costume Parade
 - Partner with downtown businesses to offer candy and toys (Teal Pumpkin Project).
 - In an effort to improve upon last year and provide a better experience, organize a parade. This will ensure that all businesses have the same participation.
 - Consider making a ticketed event so that we know how many kids to expect.
- Hanging of the Wreaths Ceremony
 - Continue partnership with Visit Cheyenne and the Chamber of Commerce.
 - Market and promote on website and social media.
- Small Business Saturday
 - Contact businesses to obtain promotions.
 - Promote event on KGWN and in the WTE/Cheyenne Post.
- Running of the Santas .5k
 - This fun event will start and end at Danielmark's.
 - Encourage people to dress up in Santa, reindeer, Mrs. Clause, elf, or other appropriately themed costume.
 - Participants will receive a mug of age-appropriate hot chocolate at the finish line.
 - Mug will be a commemorative mug in lieu of t-shirt or hoodie.
- Season's Greetings Storefront Contest
 - Take pictures of all businesses and storefronts downtown that are decorated for the holidays.
 - Post pictures to Facebook.
 - Offer a financial prize for the business with the most votes.
 - Consider 1st, 2nd, and 3rd Place this Year
 - Consider Eligibility for Prize Rules
 - Offer a financial prize for individual participation.

2021 Tentative Schedule of Events & Promotions

January

- January 6th: #WyoWednesday (New Year's Resolutions)

February

- February 3rd: #WyoWednesday (Valentine's Day)

March

- March 3rd: #WyoWednesday
- March 17th: Potential St. Patrick's Day Pub Crawl
- Mayor's Youth Council Scavenger Hunt
- Business Plan 101 Class (\$10 Fee for Participants)

April

- April 7th: #WyoWednesday

May

- May 5th: #WyoWednesday
- May 15th: ReRide Launch Bike Event (Food/Non-Alcoholic Beverage Bike Crawl)
- May 15th: Depot Days
- May 22nd: Community Clean Up Day & Flower Planting
- Potential Historic Preservation 101 Class (\$5 Fee for Participants)
- Potential Open the Doors Initiative in Conjunction with Visit Cheyenne and the Historic Preservation Board
- Summer Banners Installation

June

- June 2nd: #WyoWednesday (School's Out for Summer)
- June 4th: Fridays on the Plaza
- June 11th: Fridays on the Plaza
- June 12th: Summertime on the Streets
- June 18th: Fridays on the Plaza
- June 18th & 19th: Brewfest
- June 25th: Fridays on the Plaza
- June 26th: Superday

July

- July 2nd: Fridays on the Plaza
- July 3rd: Firecracker 5K
- July 7th: #WyoWednesday
- July 9th: Fridays on the Plaza
- July 15th-18th: Forever West Tattoo Festival

- July 16th: Fridays on the Plaza
- July 28th: Cheyenne Day Sidewalk Sale/Events
- July 23rd: Fridays on the Plaza
- July 24th: Fridays Extended Concert
- July 23rd – August 1st: Cheyenne Frontier Days
 - Parades: July 24th, 27th, 29th, and 31st @ 9 am
 - Pancake Breakfast: July 26th, 28th, and 30th from 7 am to 9 am
- July 30th: Fridays on the Plaza

August

- August 4th: #WyoWednesday
- August 6th: Fridays on the Plaza
- August 13th: Fridays on the Plaza
- August 20th: Fridays on the Plaza
- August 21st: DDA Traveling Dinner Fundraiser
- August 27th: Fridays on the Plaza

September

- September 1st: #WyoWednesday
- September 11th: DDA Golf Tournament
- September 18th: Depot Event TBA

October

- October 6th: #WyoWednesday
- October 30th: Halloween Costume Parade/Trick or Treating

November

- November 3rd: #WyoWednesday
- November 19th: Final Day for Christmas Decorations to be Hung
 - Hang Christmas Banners
 - Placement of Metal Decorations
 - 17th Street Pole Wrapping
- November 20th: Hanging of the Wreaths Ceremony in Conjunction with Visit Cheyenne & Chamber
- November 27th: Small Business Saturday

December

- December 1st: #WyoWednesday
- December 4th: Running of the Santas .5K
- December 10th-17th: Season's Greetings Downtown Storefront Contest

Continue Development of Downtown Directory

The DDA created a business directory on its website in 2020. This directory is SEO optimized. In addition to the business name, it contains a description, map showing their location, their contact information, store hours, and reviews (if any). We currently have 65 business listed in the directory.

As part of the directory, the DDA has developed a form for businesses to submit their information. This form is required before we will post their information in the directory. The reason for this is that many businesses do not regularly update their business hours and information on their websites, Google, or other online mediums. As such, the information often isn't consistent and reliable.

While our goal is to eventually have every business downtown included in the directory, we plan to have 100 listed by April 1st. To achieve that goal, we plan to do the following:

1. Provide new businesses with the link to the form to submit their information when we make initial contact;
2. Send occasional reminders out over Constant Contact;
3. Send out information on the directory with the annual report; and
4. Have staff contact them directly via phone or email as time/resources allow to obtain information.

Publish the Visitor's Guide to Downtown

In 2019, the DDA published a Visitor's Guide to Downtown. This guide was published in May and distributed to downtown businesses, the Visitor's Center at the Depot, and at hotels. The guide featured events and highlighted stores as well as food/beverage establishments. In 2020, due to COVID and the corresponding unpredictability of events, the DDA decided not to produce the Visitor's Guide.

For 2021, the DDA would like to publish the Visitor's Guide again. As before, the guide will feature retailers, entertainment venues, and food/beverage establishments that encourage tourists to spend time and money downtown. The DDA has budgeted \$5,000 for this initiative; however, additional revenue could be generated by allowing businesses to purchase advertising in the guide.

1. Business Card Sized Ad - \$25
2. Quarter Page Ad - \$50
3. Half Page Ad - \$100
4. Full Page Ad - \$200

The guide will be distributed as follows by June 1st:

- Distribute guides to hotels/motels;
- Distribute guides to downtown businesses and entertainment venues;
- Distribute guides to the Visitor's Center at the Depot as well as the State Welcome Center;
- Partner with Blue Pig Promotions to distribute guide at event at the Terry Bison Ranch;
- Reach out to Laramie County Events Center to see if opportunities exist for guides to be distributed; and
- Identify additional opportunities to disseminate the guide.

Identify additional opportunities to disseminate information about downtown

This is really rather self-explanatory.

3. ECONOMIC VITALITY

Economic vitality focuses on capital, incentives, and other economic and financial tools to assist new and existing businesses, catalyze property development, and create a supportive environment for entrepreneurs and innovators that drive local economies.

Continuation of the Capital Improvement Grant

To support and encourage private investment within the Downtown Development Authority District, the DDA has allocated funds for distribution through the Capital Improvement Grant (CIG) for enhancements that improve the appearance of the façade and aesthetic improvements to a business, neighborhood and/or frontage in the public right-of-way. By granting property owners and businesses financial support, this program stimulates private investment in downtown properties, increases curb appeal that attracts customers, and activates the public environment downtown.

Currently, the CIG grant pays up to 50% of the cost for signage (excluding box signs), awnings, murals, storefront pedestrian-scaled lighting, outdoor seating, outdoor patios, painting or replacement of main entry door(s), vinyl window decals, and planter boxes.

This program should be continued and funded in FY22. In the event that the DDA is unable to offer the Façade Improvement Program due to financial instability, the DDA should look at expansion as funds allow.

Reinstate the Façade Improvement Program

Until FY21, the DDA offered a Façade Improvement Program to maintain and improve the exterior of buildings located within the DDA boundaries. The benefits of the FIP program include:

- Business development
- Brings underperforming properties to higher, more active uses
- Increase in sales tax revenue
- Increase in property valuations
- Jobs
- Livability
- Visual enhancement
- Strong signal that Downtown and its historic resources are valued

If the DDA is able to reinstate the TIF or develop sustainable, long-term funding before October, the DDA will reinstate the FIP program.

Develop a Business Attraction Program

In the event that the TIF is implemented, the DDA would work to develop a business attraction program for downtown. This program should evaluate both broad-based initiatives that address long-term growth needs as well as incentives for individual businesses.

One of the largest needs the downtown will have going forward will be power capacity. As it stands currently, we don't have enough capacity downtown for large power users. Expanding available power will expand our recruitment pool while ensuring that long-term needs are addressed well into the future.

For individual business incentives, the DDA would need to determine the constitutional limitations of providing incentives to one particular business. Potential ideas could include but are not limited to:

- Facilitating electrical upgrades on buildings (hopefully one alley at a time as those horrendous lines are buried);
- Offering a tax credit for up to 20 years equivalent to Mill levy proceeds;
- Paying for water/sewer expansions or tap fees; or
- Some combination or all of the above.

In order for the business recruitment program to be successful, it will need to have positive return on investment through number of jobs created, amount of wages paid, expected increase to property value, and so forth. Rather than reinventing the wheel, the DDA will reach out to LEADS and the Wyoming Business Council for advice and guidance on how to develop an appropriate business attraction program.

Provide property owners with tools to market and promote spaces that are for sale or lease.

The DDA has developed a real estate page for property owners to list residential, commercial, and industrial property that is for sale or rent in the DDA district. This tool will provide enhanced visibility for vacant property, particularly those managed by owners who don't have access to the MLS system.

As soon as the DDA sets up banking services with Jonah Bank and implements the new merchant services, we'll set up the backend to accept payments and go live.

1. Our target date to go live is April 1st or sooner if feasible.
2. We do need to determine whether we are required by State Statute to pass on merchant fees to credit card holders (like City government) or if we can absorb the fees as a cost of doing business.
3. The proposed introductory fee for this service is **\$25 per month**.
4. As demand for the service increases, we will have the opportunity to reevaluate the fees. This fee will offset some of the costs for merchant services through Jonah Bank.

Provide support to entrepreneurs and innovators.

Entrepreneurship is vital for economic growth. Entrepreneurships improves productivity, increases competition, spurs innovation, and creates jobs. According to the Center for American Entrepreneurship, "Innovation enhances the productive capacity of an economy while holding inputs (capital and labor) constant. Growth in productivity raises the material well-being for a society, improves standards of living, and is the primary source of long-term economic prosperity."

The DDA will explore opportunities to provide support to entrepreneurs and innovators including:

- Potential partnership with EQ Capital or other investors/investment firms;
- Potential partnership with gBeta; and a
- Potential grant program.

If the DDA were to pursue the Connex container project (refer to page 5) or a similarly scoped project, it would provide support to entrepreneurs and innovators by offering low-cost retail space with flexible lease terms.

Develop working list of other organizations who work toward similar goals that offer additional useful tools and resources to local business owners

There are many existing organizations out there that provide services for businesses. For example, the DDA frequently receives calls about loans and/or grants for start up businesses. The Small Business Development Council does an excellent job of providing these resources. Rather than recreating the wheel, the DDA could create a resource page for people to reference.

Potential resources could include:

- gBeta
- Laramie County Community College
- Small Business Development Council

ArtSpace

In March of 2014, the DDA completed a preliminary feasibility study on ArtSpace. This project would provide space for creative people and businesses. Projects like this are proven to benefit communities by:

- Animating deteriorated historic structures and/or underutilized spaces;
- Bringing vacant and/or underutilized spaces back on the tax rolls and boosting area property values;
- Fostering the safety and livability of neighborhoods without evidence of gentrification-led displacement;
- Anchoring arts districts and expanding public access to the arts; and
- Attracting additional artists, arts businesses, organizations, and supporting non-arts businesses to the area.

In 2020, the DDA partnered with LEADS to update the preliminary feasibility study. The DDA, LEADS, City of Cheyenne represented by Brendan Ames, and ArtSpace identified four potential sites for consideration. Since then, we've narrowed it down to one site.

The proposed mixed-use project will provide 37 units of live/work housing in the West Edge off the Reed Avenue Rail Corridor. The initial, very conservative and very preliminary pro-forma anticipates a build cost of \$9,680,187 not including land acquisition. Of that, approximately \$8,416,533 would be funded through LIHTC, a residential mortgage, HOME funds, and CDBG funding. Additional resources will need to be identified for the remaining \$1.2 million as well as land acquisition.

To complete this project, the following steps need to be taken:

- Complete a Phase I and Phase II Assessment for Brownfield Funding (Initial conversations with Mark Christensen underway).
- Negotiate acquisition of property with owner and complete an appraisal.
- Identify funds for land acquisition.
 - DDA Reserves if TIF is implemented
 - LEADS Funding
 - Cheyenne Laramie County Joint Powers Board Funding
 - 6th Penny Ballot
- Tighten up pro forma and identify funding to cover shortfall.

- Brownfield Funds
- Lower Interest Rate (modeled on 5%)
- PACE Funding
- Fundraising
- Foundation Funding

It should be noted that this project, combined with a committed business, would make the Reed Avenue Rail Corridor a strong candidate for WBC funding.

4. DESIGN

Design supports a community's transformation by enhancing the physical and visual assets that set the commercial district apart.

Implement the Lincolnway Placemaking Plan

In 2016, the MPO office completed the Lincolnway Placemaking Conceptual Downtown Pedestrian and Urban Design Plan. The plan was a response to limited on street parking, high vehicle speeds on Lincolnway, lack of street trees, lack of perceived pedestrian crossing opportunities, insufficient lighting, lack of street furniture, and narrow and attached sidewalks. In addition to aforementioned issues, many of the globes on existing street lights have melted creating holes and the majority of outlets don't work.

The Lincolnway Placemaking Plan would address these issues by:

- Widen sidewalks and add a landscaped buffer wherever feasible;
- Decrease crossing distances whenever possible through extended bulb-outs;
- Develop a gateway intersection at Warren and Central Avenue;
- Improve intersections with reconstructed wayfinding signage, elimination of pork-chop islands (free right turns) and gateway medians;
- Provide pedestrian refuges at medians wherever possible; and
- Add additional on-street parking wherever possible

Two alternative corridor plans were developed: a three-lane and a five-lane option. The five-lane option includes east/west extended bulb-outs with planting and seatwalls, medians and pedestrian refuges, street trees, gateway treatments at Warren/Central Ave. intersections. The three-lane option includes on-street parking, north/south/east/west extended bulb-outs with planting and seatwalls, medians and pedestrian refuges, wider sidewalks, street trees with buffer planting and gateway treatments at Warren/Central Ave intersections.

This project is included in the City's new Master Transportation Plan - Connect 2045 (Project RV-141, page 121).

WYDOT is not in favor of the three-lane plan. They are concerned that it will increase delays at several movements throughout the system and have significant impacts to the Warren Avenue intersection. The VISSIM model showed a 5-fold increase in travel time in 3 intersections simulated.

1. Amber will be meeting with WYDOT on January 27th at 1 pm to determine whether there is any possibility of implementing the three-lane plan.
2. Amber has already reached out to MPO for updated costs. Costs have most likely increased since the plan was completed in 2016.
 - a. Total costs in 2016 numbers: 3 Lane = \$8,856,166; 5 Lane = \$6,688,080; Alley = \$871,569
3. Present the plan to the City of Cheyenne for inclusion on the proposed 6th Penny Ballot.

The full plan is available to view here: [FINAL-Cheyenne Lincolnway Report.pdf \(plancheyenne.org\)](#).

Completion of the Reed Avenue Rail Corridor.

The Reed Avenue Rail Corridor Plan was completed in April of 2018. This project will improve multi-modal mobility within the West Edge and surrounding neighborhood, create a signature public gathering space, and catalyze redevelopment for the West Edge.

This Reed Avenue Rail Corridor Master Plan focuses on minimizing the revitalization barriers associated with the condition of the 80-foot right-of-way to position the Corridor for the return of economic prosperity. The City Engineer is addressing the barriers related to seasonal flooding through four stormwater improvement projects: Pump House Park; Civic Center Commons; and the 19th and 26th Streets drainage improvements. In addition, the City Planning Department is currently working on an overlay district which was introduced to the City Planning Commission in January.

The Reed Avenue Rail Corridor was approved by the voters as part of the 2017 optional 1% ballot proposition; however, only \$4 million was requested while the design and constructed cost is estimated at \$5,064,591 in 2018 numbers.

Although this is a City project, it is located in the DDA district and will have significant implications for downtown, particularly the West Edge. To the end, the DDA will be responsible for the following:

1. Continue to serve on the Reed Avenue Rail Corridor Steering Committee.
2. Continue to serve on the Reed Avenue Rail Corridor Executive Committee.
3. Work with the City to shore up funding shortfall.
 - a. Potential WBC Funding – Refer to ArtSpace proposal (page 17)
 - b. EDA Funding
 - c. WYDOT Transportation Alternatives Funding
 - d. Cheyenne Laramie County Economic Development Joint Powers Board Funding
 - e. Other Sources
4. Assist the City with surveys, meeting with impacted property owners, etc. as requested.

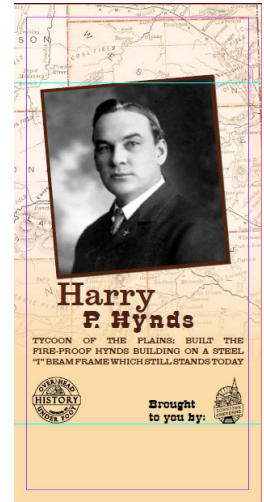
Facilitate greater awareness and appreciation of our historic character.

The DDA is currently working on two projects – History Over Head & History Under Foot - to facilitate greater awareness and appreciation of our historic character downtown.

The History Over Head project would install 19 banners at the Depot Plaza. Each banner would feature a person who is historically significant to Cheyenne's history.

1. Edward Slack – Father of CFD, Owner of Cheyenne Daily Sun
2. Steamboat – Iconic Bucking Horse; State trademark
3. Nellie Tayloe Ross – First Woman Governor in the United States; First Female Director of the United States Mint.

4. Joseph M. Carey – First United States Attorney for the territory of Wyoming; One of the Organizers of the Progressive Party
5. William Dubois – Prolific architect in Cheyenne that Designed Over 70 Commercial Properties Including the Historic Atlas Theatre, Storey Gym, Federal Office Building, Historic Courthouse, and the Carnegie Library
6. Princess Blue Water – Member of Buffalo Bill’s Wild West Show; Participated in CFD in the 1930s
7. Tom Horn – Famous Outlaw Convicted in 1902 of murdering 14 year old Willie Nickell & Hung at the Historic Courthouse
8. Prairie Rose Henderson – First Female Bronc Rider; One of the First Female Professional Athletes
9. Barney Ford – Escaped slave who Constructed the Inter-Ocean Hotel
10. Esther Hobart Morris – First Woman Justice of the Peace in the US
11. C.B. Erwin – Owner of Steamboat; World Champion Roper; Famous for singing at Tom Horn’s hanging
12. Harry P. Hynds – Tycoon of the Plains; Built the fire-proof Hynds Building on a steel “I” beam frame which still stands today
13. Wild Bill Hickok – One of the Greatest Gunfighters of the American West; Married Agnes Thatcher Lake, circus owner, in Cheyenne
14. Police Chief James Byrd (Replace Picture with Correct Picture – need to find one)
15. Francis E. Warren – Last Governor of the Wyoming Territory, First Governor of the State of Wyoming, Wyoming Senator for 37 Years, and One of the Founding Fathers of Cheyenne
16. Harriet Elizabeth “Liz” Byrd – First African American elected to the Wyoming Legislature
17. Warren Richardson – Father of Cheyenne Frontier Days; Constructed the Tivoli building
18. Chris LeDoux – Famous County Singer; Attended Central High School; World Champion Cowboy
19. Lola West – Owner of the Black & Tan Café; Key Witness in the Case against Mayor Hanna and Police Officers in 1944 for Soliciting and Offering Bribes



For History Under Foot, the DDA would like to install 17.5” X 30” inset cast bronze plaques in the sidewalk that commemorate historically significant events, people, and places. These plaques would be installed throughout downtown to encourage people to explore downtown while learning our heritage. This project encourages people to explore downtown. By promoting tourism and encouraging people to spend time downtown, we believe that this project will increase consumerism in local businesses.

These plaques will be made of cast bronze, a durable metal that can withstand years of varying weather conditions and heavy foot traffic unlike terrazzo, stone or softer metals. These plaques will be finished with a true chemical patina and three coats of a clear protective lacquer. These plaques have been installed in New York City and Chicago which experience similar weather conditions. Some of the plaques have been in place for over 30 years. The plaques are designed so that there are no large, smooth areas that may become slippery when wet. The shallow relief texture of the panels acts like a tread and creates traction for people walking across the surface.

The DDA received a grant in the amount of \$6,745 from the Wyoming Cultural Trust Fund for this project. The DDA has budgeted an additional \$31,000 for FY21 for this project. The following cost assumptions have been made:

- \$2,915 per plaque

- \$15 per square foot for concrete
- \$10,000 for traffic control
- \$5,000 for mobilization

We originally allowed for 7 plaques; however, the grant was less than half of what we originally requested. To overcome the shortfall, we have been working with WYDOT to install 2 plaques along Warren Avenue while they are installing curb/gutter and completing other upgrades. Since they are already paying for traffic control and mobilization, this should substantially reduce our costs.

In addition, we are hoping to partner with the City if they complete curb and gutter repairs downtown. However, if the City moves forward with their project, we will need to identify additional plaques along the parade route for installation. It isn't economical and is harmful to the businesses to do the project separate from the City project.

Proposed Plaques for FY21 & FY22

1. Cheyenne Daily Leader, 1870-1884, 1612 Capitol Avenue (Phoenix Books & Music)

As reported in the Daily Leader, Calamity Jane visited the office of the Cheyenne Daily Leader to protest the article they'd written about her. The city editor looked up to see a scowling woman "clad in a cavalry uniform, with a bull-whip in her hand, a leer in her eye and gin in her breath." She cracked her whip on the ceiling and asked to see "the fighting editor." The city editor denied being the editor and left to find "the fighting editor."

**According to Suzi at State Archives: The Leader published a most likely fictionalized, or at the very least sensationalized, account of her visit to their office on July 7, 1877 where she demanded her appearance in Cheyenne be noted in the paper. There is probably a kernel of truth to the story, like that she stopped by the office to say hi, but it may have gone very differently than how it appeared in the paper. [I feel like attributing the account as recorded in the Daily Leader is sufficient to bypass the "kernel of truth" argument.]*

2. Tom Horn, Commercial Building (Wyoming Home now)

One of the upper-story offices belonged to Deputy US Marshal Joe LeFors, who persuaded Horn to come to the office on a ruse involving a bogus job offer, where LeFors claimed Horn confessed to killing 14-year-old Willie Nickell. A jury convicted Horn of murder and he was hanged in November 1903 at the Laramie County Courthouse.

3. Cheyenne Opera House, 17th and Capitol Avenue (Need exact location)

Opened in 1882, it was known as 'the grandest place for theatrical performances in all of Wyoming.' Many of the biggest names in entertainment performed here on their way between the coast, including actor Edwin Booth, brother of John Wilkes Booth, and Lillie Langtree. The basement of the Opera House also served as a factory for local photographer Charles D. Kirkland. Kirkland developed a revolutionary photo paper in the 1880s that saved both time and money. The business quickly grew too large for the space and he moved it to Denver before selling to Eastman Kodak. A fire in 1901 destroyed the stage and auditorium. The auditorium was replaced by a building called 'The Annex' and the Opera House was converted into apartments. It housed workers from the railroad until it was torn down in 1961.

4. The Residence of S. L. Moyer, 1710 Eddy (Pioneer) Street (Parking Lot behind Sidles Automatic Paint)

On March 5, 1876, the Methodist minister Reverend Warren married Wild Bill Hickok and Agnes Thatcher Lake, a 50-year-old former circus proprietor. The minister was not convinced that the marriage would go well. He wrote in the Marriage Record of the First Methodist Church of Cheyenne: "Don't think he meant it."

5. 17th and Warren, N.E. Corner, 200 E. 17th Street (Alchemy Catering)

In 1883, Major Herman VS Glafcke, publisher of Cheyenne Leader, built a house here. It was purchased by Francis E Warren and the street name was changed from Dodge to Warren (much later). This home served as the Governor's Mansion during Warren's 2 terms as Governor of the Wyoming Territory and as the 1st Governor of the State of Wy in 1890. In 1959, the house was demolished and Goodyear Tire and Auto Service was built. Once Warren moved to the Warren-Nagle mansion on the other side of the block, this house became the Warren Livestock headquarters.

6. Conway House, 18th & Warren (Century 21)

Built by 1888, at 411 16th Street by Henry Conway, a wealthy hardware merchant. He was told it had to be moved to the residential area on the East side. He later cut his house in half and dragged the 2 parts up old Dodge Street with horses pulling the house parts on sleds to the present corner. Rumor has it that the owner didn't like banks and buried his money in tin cans in his yard. When he died, dozens of people went there at night and dug up his yard but found nothing.

7. 2114 Warren Avenue (Esther's at the Morris House)

The last home of Esther Hobart Morris, a well-known suffragist in Wyoming. She was the first woman to be appointed Justice of the Peace in the nation. Esther passed away in 1902. Needs Expanded – Really rather boring right now.

In addition to the History Over Head and the History Under Foot projects, the DDA is working with Wyoming Main Street to offer a Historic Preservation 101 class. This is a required class as part of our Main Street Accreditation; however, we would like to offer it to the general public to encourage broader understanding and appreciation for our historic character downtown.

Completion of the 17th Street Lights Project.

There are currently overhead lights on 17th Street between Central Avenue and Thomas. Due to funding shortfalls, however, the block between Carey and Pioneer Avenue was never completed. Since the block is in between two completed projects, it looks incomplete and disjointed.

The DDA would like to complete this project this year now that the Municipal Courthouse construction is complete. To do so, the following steps would need to be completed.

1. Review Original Bid Scope with AVI & City
 - a. Original bulbs installed by the City were \$25 each. The DDA has been replacing the bulbs with the same bulbs used on the Dineen block at \$4 each.
2. Get the City to Authorize AVI to Update the Engineer's Estimate
 - a. Note, conversations last year indicate that there were still funds remaining on the original contract that could be used to cover this cost.
3. Identify Funding to Complete the Project
 - a. 6th Penny Funds for 17th Street Corridor
 - b. 6th Penny Overage Funds
 - c. DDA Funds from Reserves if TIF is Approved
4. Send the Project Out to Bid
5. Select Winning Bid and Authorize Work

In an ideal world, this project would be completed before November of this year so they could be wrapped with Christmas lights. More than likely, this project will be completed in 2022.

Replacement of Planters in Downtown

The downtown planters are roughly 20 years old. Not only are they very dated but they are cracking and crumbling with age. Some of the planters have been hit by cars. Because they are made of cement and don't have reservoirs, they require someone to water them daily. The City charged the DDA \$4,125 to water the planters the over the summer of 2020.

Last fall, the DDA held a golf tournament which raised approximately \$29,000 to purchase new planters for downtown. While this isn't sufficient to replace all the planters, we hope it will be enough to replace the planters along Lincolnway. The DDA intends to hold another golf tournament in the fall of this year to replace the planters along 17th.

For 2021, the following actions will be taken:

- Select planters to purchase.
 - Although South Dakota really likes and utilizes the planters we originally picked out, the sample they shipped to us sustained significant damage during transit. This does not elicit a lot of confidence in the long-term viability of the planters.
 - We are currently looking at the same planters that Douglas Main Street uses. Douglas does not leave theirs out year-round, however.
- Order planters by March 1st for delivery in April (or sooner).
- Work with City to remove planters from Lincolnway, salvaging existing shrubs if possible.
- Install new planters before May 22nd.
- Host Golf Tournament on September 11th to raise additional funds for 17th Street planters.

Decorate Downtown for Christmas

This year, the DDA allocated \$20,000 for Christmas decorations. These funds were used to purchase 7 western themed, custom designed Christmas decorations that were spread around downtown; Christmas lights to wrap the poles on 17th Street; and new Christmas themed banners.

The DDA encouraged property and business owners to decorate storefronts. The DDA partnered with Visit Cheyenne to provide volunteers and no-cost lighting for interested businesses. As additional incentive, the DDA hosted a Season's Greeting Storefront Contest.

The Season's Greeting Storefront Contest was a great success for downtown exposure - the post reached 10,213 people, garnered 2,184 engagements and was shared a total of 98 times in the span of 8 days. Community members could not only "vote" for their favorite storefront by liking their favorite photos, but were also entered to win \$100 to the downtown business of their choice with each like, comment and share on the contest post. The business with the most "votes" won \$250 from the DDA. This campaign not only highlighted holiday cheer in the downtown district but was also a helpful tool for the community to learn about many of the downtown businesses that may have moved buildings/were new to the area.

For 2021, the DDA hopes to continue and build on the momentum from 2020. For FY22, the DDA will need to determine whether to allocate additional funds for Christmas decorations and, if so, what types of decorations we would like. While we should have sufficient banners since we were able to acquire a few extra replacements this year and also should have sufficient lights to wrap 17th Street even if the missing block is

completed since we originally anticipated 12 strings per pole but 8-10 was sufficient, we will need to decide whether we want to expand and, if so, what types of decorations we would like to consider.

- Wrapping the metal decorations is a substantial time investment. **I would guess, on average, it took Holly 6-8 hours to wrap each metal piece and we had 10 pieces this year.** If we pursue additional metal decorations, we need to have them completed a couple of months in advance so that they can be wrapped and we have sufficient time to obtain the rope lights without an emergency trip to Colorado.
- Additional metal decorations will require identification of additional locations with power. Many of the locations we originally identified did not have a readily available power source. Placement of decorations must comply with ADA standards, further limiting locations.
- Most of the outlets on Lincolnway do not work and not every light pole has an outlet. We tried to hang the Cowboy Hats and Poinsettia's along Lincolnway but wound up putting most of them on the Plaza due to the lack of functional outlets.

Work with LEADS to Install a Temporary Use at the Hole

Mary's Bake Shop burnt down in 2004, leaving a gigantic hole where a once historic building stood. In the 16+ years since this fire, we've been unable to find a developer to develop the property. The costs of developing the Hole (presumed to occur in conjunction with the Hynds) are too substantial for the project to be economically viable for a private developer. Rather than allowing the hole to sit vacant for another 16+ years, the DDA would like to partner with LEADS to develop a temporary use.

It has been suggested many times that we simply fill the hole with dirt and plant some grass. While I wish it was that simple, the reality is that the buildings will have to be stabled and shored up adjoining the hole and the caverns underneath the sidewalk filled to make that possible. In addition, a future developer would either have to remove the dirt (adding additional cost to a project that already isn't economically viable) or forgo the basement square footage (assuming the fill project was stable enough to allow a building to be placed on top).

Another alternative that has been proposed is putting a pocket park down in the hole with perhaps a movie screen or stage and seating. This proposal holds a lot of promise but will require substantial dirt work to provide ADA access.

The alternative that the DDA would like to pursue interactive pedal-powered lighting rigs. These pedal-powered lighting rigs would power a light show that kicks on when the bicycles are pedaled. An example can be found here: [#mente#poder#ejercicio#good energy 😊 \(tiktok.com\)](#) (note, this video contains what could be considered provocative material in so much as a lighted stick figure stripper can be; however, this is the example I have. Try to have a sense of humor!)

This alternative would require installing a deck across the hole (essentially hiding it from the public) and building a wall on the North side for the light show. Ideally, neither structure would be attached to the adjoining buildings and the deck would meet ADA access requirements, reducing the amount of dirt work required. In addition, we would need to purchase the power rigs and light shows for the site.

The DDA would partner with LEADS to install this temporary structure. This project is contingent on TIF funding or another stable, long-term funding source sufficient enough that the DDA can utilize reserves.

Creation of either a Temporary or Permanent Pocket Park Downtown

There are two potential options for a pocket park downtown. One would be a continuation of last year's temporary installation in collaboration with the Paramount and the second would be to partner with Freedom's Edge on their potential expansion. We can pursue one, both, or neither.

In July of 2020, the DDA partnered with the Paramount and the City of Cheyenne to install a temporary pocket park in the alley. While this project was a response to COVID, it was well-received by the community. People enjoyed having an outdoor option for seating within a 2-block radius of many eating establishments. If the DDA wishes to install the pocket park and the Paramount is willing to host again this summer, the following actions will need to be taken:

- Execute a lease with the Paramount, ensuring that conditions are outlined for street performers or other acts;
- Acquire insurance pursuant to the lease (estimated \$550);
- Determine whether the City will partner and provide the parking garage permits for displaced vehicles at no cost again;
- Inquire with Home Depot, Lowe's, and Menards as to whether they will donate picnic tables and if not, purchase tables (approximately \$100 each) as well as flower pots for the tables;
- Assemble picnic tables;
- Install signage, tables, and flower pots; and
- Identify funds and offer a stipend for artists to paint the tables (if WY/ART Coalition doesn't proceed, we could do the same project on the tables);

The DDA is also working with Freedom's Edge and the City on a partial street vacation on Carey Avenue between 15th Street and Lincolnway. The vacation as proposed would affect the southern half of the block (immediately south of the alleyway). We cannot vacate the northern portion of the block due to impacts to Our Place/Red Bison as well as the Goodyear building.

Freedom's Edge needs a larger space to accommodate its vibrant business. Other than street vacation, there are really no viable alternatives for expansion at the level required without relocation. Freedom's Edge has proposed installing year-round seating in the vacated right of way. If the City agrees to vacation, the DDA could assist financially with furniture implements and beautification as well as appropriate permanent road closure barricades.

In addition, the DDA could pursue funding through the Laramie County Rec Board as well as the school district recreation funding. Last year, Wyoming Main Street had limited funds for placemaking which, if available this year, could be considered.

Install "Welcome to Downtown" Signage on Lincolnway

There are currently poles on both the north and south sides of Lincolnway in front of Carl's Jr./Kum & Go and in front of The Coin Shop. These poles are the same poles that are used for intersection lights. They currently have guide wires where CFD has previously hung banners (although the City is requiring guide line replacement on one before even banners can be hung again). The DDA would like to a higher and better use out of them by installing signage that would welcome people to downtown.

- Have a structural engineer assessment done to determine how much weight the poles could handle and whether they would structurally handle the weight of a permanent sign.
- Design appropriate signage that can span five lanes of Lincolnway with advice and input from the DDA Design Committee.
- Obtain appropriate permits and permissions from WYDOT/City of Cheyenne.
- Make arrangements for traffic control and mobilization to allow signage to be installed.
- Install signage.

This project is contingent on TIF funding or another stable, long-term funding source sufficient enough that the DDA can utilize reserves and would be secondary to completion of ArtSpace as well as a temporary solution for the Hole.

2021 Tentative Schedule

January

- January 6th: #WyoWednesday (New Year's Resolutions)
- January 13th: Design Committee Meeting
- January 14th: Forward Greater Cheyenne Meeting
- January 21st: DDA Board Meeting
- January 29th: Main Street Report Due
- Website Updates

February

- February 3rd: #WyoWednesday (Valentine's Day)
- February 10th: Design Committee Meeting
- February 11th: Forward Greater Cheyenne Meeting
- February 18th: DDA Board Meeting
- February 26th: Main Street Report Due
- Website Updates
- Potential Historic Preservation 101 Class (\$5 Fee for Participants)

March

- March 3rd: #WyoWednesday
- March 5th: Budget Request Due to City of Cheyenne
- March 17th: Potential St. Patrick's Day Pub Crawl
- March 10th: Design Committee Meeting
- March 11th: Forward Greater Cheyenne Meeting
- March 18th: DDA Board Meeting
- March 31st: Main Street Report Due
- Mayor's Youth Council Scavenger Hunt
- Business Plan 101 Class (\$10 Fee for Participants)

April

- April 7th: #WyoWednesday
- April 8th: Forward Greater Cheyenne Meeting
- April 14th: Design Committee Meeting
- April 22nd: DDA Board Meeting
- April 30th: Main Street Report Due
- Design & Draft Visitor's Guide

May

- May 5th: #WyoWednesday
- May 12th: Design Committee Meeting
- May 13th: Forward Greater Cheyenne Meeting
- May 15th: ReRide Launch Bike Event (Food/Non-Alcoholic Beverage Bike Crawl)
- May 15th: Depot Days
- May 20th: DDA Board Meeting
- May 22nd: Community Clean Up Day & Flower Planting
- May 31st: Main Street Report Due
- Potential Visit Cheyenne Open the Doors Initiative
- Summer Banners Installation

June

- June 2nd: #WyoWednesday (School's Out for Summer)
- June 4th: Fridays on the Plaza
- June 9th: Design Committee Meeting
- June 10th: Forward Greater Cheyenne Meeting
- June 11th: Fridays on the Plaza
- June 12th: Summertime on the Streets (Tentative)
 - Open Consumption
- June 17th: DDA Board Meeting
- June 18th: Fridays on the Plaza
- June 18th & 19th: Brewfest
- June 25th: Fridays on the Plaza
- June 26th: Superday
- June 30th: Main Street Report Due

- WYART Coalition Event

July

- July 2nd: Fridays on the Plaza
- July 3rd: Firecracker 5K
- July 7th: #WyoWednesday
- July 8th: Forward Greater Cheyenne Meeting
- July 9th: Fridays on the Plaza
- July 14th: Design Committee Meeting
- July 15th-18th: Forever West Tattoo Festival
- July 16th: Fridays on the Plaza
- July 22nd: DDA Board Meeting
- July 28th: Cheyenne Day Sidewalk Sale/Events
 - Open Consumption
 - Crown - Street Dance; Freedom's Edge - Live Band; Blacktooth - Live Band; Rib & Chop – Crawfish Boil; Others?
- July 23rd: Fridays on the Plaza
- July 24th: Fridays Extended Concert
- July 23rd – August 1st: Cheyenne Frontier Days
 - Parades: July 24th, 27th, 29th, and 31st @ 9 am
 - Pancake Breakfast: July 26th, 28th, and 30th from 7 am to 9 am
- July 30th: Fridays on the Plaza
- July 30th: Main Street Report Due
- Annual Audit Begins

August

- August 4th: #WyoWednesday
- August 6th: Fridays on the Plaza
- August 11th: Design Committee Meeting
- August 12th: Forward Greater Cheyenne Meeting
- August 13th: Fridays on the Plaza
- August 19th: DDA Board Meeting
- August 20th: Fridays on the Plaza
- August 21st: DDA Travelling Dinner Fundraiser
 - Open Consumption
- August 27th: Fridays on the Plaza
- August 31st: Main Street Report Due

September

- September 1st: #WyoWednesday
- September 8th: Design Committee Meeting
- September 9th: Forward Greater Cheyenne Meeting
- September 11th: DDA Golf Tournament
- September 16th: DDA Board Meeting
- September 18th: Depot Event TBA
- September 30th: Main Street Report Due
- Report Due to State Auditor's Office

October

- October 6th: #WyoWednesday
- October 13th: Design Committee Meeting
- October 14th: Forward Greater Cheyenne Meeting
- October 21st: DDA Board Meeting
- October 25th: Annual Report to City Council
- October 29th: Main Street Report Due
- October 30th: Halloween Costume Parade/Trick or Treating

November

- November 3rd: #WyoWednesday
- November 10th: Design Committee Meeting
- November 11th: Forward Greater Cheyenne Meeting
- November 18th: DDA Board Meeting
- November 19th: Final Day for Christmas Decorations to be Hung
 - Hang Christmas Banners

- Placement of Metal Decorations
- 17th Street Pole Wrapping
- November 20th: Hanging of the Wreaths Ceremony in Conjunction with Visit Cheyenne & Chamber
- November 27th: Small Business Saturday
- November 30th: Main Street Report Due

December

- December 1st: #WyoWednesday
- December 4th: Running of the Santas .5K
- December 8th: Design Committee Meeting
- December 9th: Forward Greater Cheyenne Meeting
- December 10th-17th: Season's Greetings Downtown Storefront Contest
- December 16th: DDA Board Meeting
- December 31st: Main Street Report Due
- December 31st: Audit Due to State Auditor's Office
- Annual Audit Presented to the City/DDA