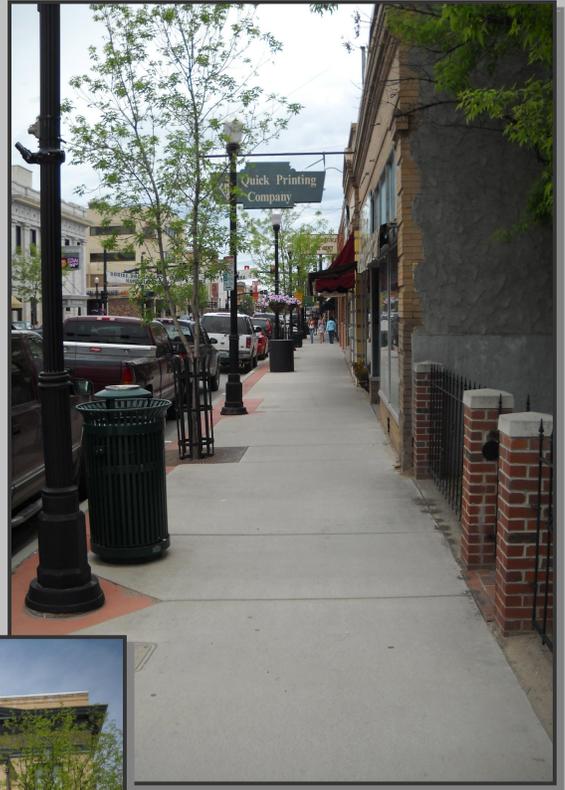


# *DOWNTOWN SHERIDAN ECONOMIC DEVELOPMENT STRATEGY*

*October 2010*



Prepared for:  
*DOWNTOWN SHERIDAN ASSOCIATION and  
THE CITY OF SHERIDAN*



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## **EXECUTIVE SUMMARY**

In an effort to keep up with the changing dynamics of Downtown Sheridan, the Downtown Sheridan Association (DSA) and City of Sheridan have engaged in an effort to improve upon and further implement the ideas and objectives outlined in the previous 1993 and 2001 Downtown Sheridan Streetscape Master Plans (DSSMPs). A team consisting of WWC Engineering (WWC), Fehr & Peers and Progressive Urban Management Associates (P.U.M.A.) was selected to perform this task. The primary focus of the plan is to provide the necessary framework to establish a sound economic structure for the DSA district boundary, herein referred to as the downtown district. Through an extensive public involvement process consisting of a community market survey, public open forums, and key stakeholder meetings, the team developed recommendations for business development, potential organization and finance mechanisms, parking supply and program alternatives, and building restoration and rehabilitation options.

This document serves as a supplement to the existing DSSMPs. Where the DSSMPs focused on general building and property improvements, historic building preservation and integrating streetscape enhancements into a consistent overall theme that could be implemented to the downtown area, this plan focuses on the existing and potential market conditions of Downtown Sheridan and provides recommendations for strengthening the district.

### **Scope & Purpose**

The 2010 Downtown Sheridan Economic Development Strategy (DSEDS) was developed to address concerns about the long-term sustainability of historic downtown Sheridan, the economic hub of Sheridan County. A baseline market analysis and economic development model were developed to identify downtown strengths and weaknesses, and was then used as a basis for developing economic and market recommendations, traffic and parking solutions and building restoration and design support (including renovation and reuse) alternatives with the emphasis on strengthening the downtown district.

### **Downtown Sheridan Market Analysis & Action Plan**

The DSEDS includes a market assessment and an implementation action plan. The assessment involved extensive community outreach, including an online survey which received an impressive total of 473 respondents. Downtown Sheridan is an important community asset that has garnered the support of a core group of civic-minded individuals and organizations, thanks in large part to the Downtown Sheridan Association. As a result, the downtown district has undergone a great deal of beautification and renovations that have created a welcoming atmosphere enjoyed by most residents.

Based on the market assessment and community outreach, three key findings emerged that have implications for the future of Downtown Sheridan. 1) A need to broaden the retail and restaurant base; 2) a need for parking management strategies that create more convenient parking for customers; and 3) a need for a stronger Downtown advocate and management model.

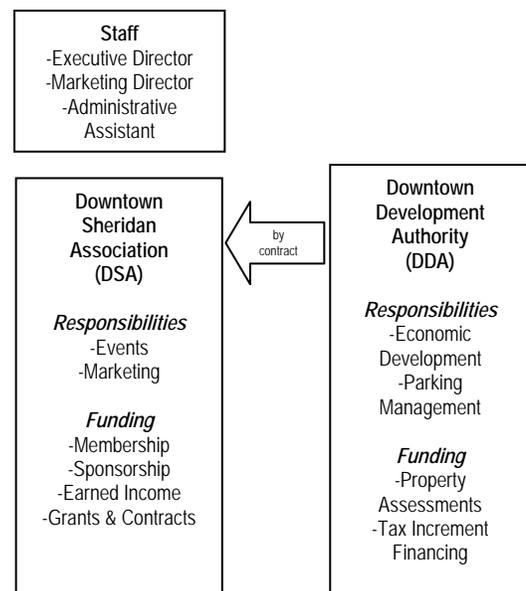
In order for the Downtown to continue to grow and thrive, a shift from generally promoting Downtown, to also managing its parking supply and guiding its economic development is needed. This shift includes modifications to the existing organization structure as well as the opportunity for a new management structure and financing mechanism.

The proposed implementation strategy will place a greater emphasis on creating an attractive environment for leveraging public and private sector resources to enhance economic development opportunities. It is suggested that a gradual re-engineering of DSA from events and marketing towards a stronger parking management and economic development focus will create a more effective and self-sustaining leader for Downtown.

To advance these new priorities, a new funding mechanism for Downtown is recommended. A Downtown Development Authority (DDA) can support and strengthen a district, and is particularly well-suited for parking management and economic development initiatives. A DDA can be funded by a special tax levy on properties within the district's boundaries, and from tax increment proceeds from future increases in sales and property taxes. It is governed by a Board of Director's that sets policy and program goals and determines the DDA's scope of services.

Examples of DDA investment through mill levy and tax increment financing include:

- Business recruitment and retention
- Land acquisition for parking
- Design and construction of parking facilities
- Landscaping and streetscape
- Property improvements and façade loans/grants
- Public art
- Pedestrian pathway expansion
- Big/Little Goose stream restoration
- Transit shuttle



Based on the organizational and financial needs for the future growth of Downtown Sheridan, a new management structure would emerge as a partnership between DSA and DDA (refer to diagram). Under this structure, the management of Downtown is provided by joint efforts between the DSA and DDA. Staff would connect the two organizations and their respective board of directors.

### Downtown Sheridan Traffic & Parking

Since vehicular traffic and parking play a critical role in the success of Downtown Sheridan, the study included analysis of downtown traffic and parking, and developed an implementation action plan based on that assessment. The analysis included a review of previous parking studies and downtown circulation, on-site research, and a consumer attitudes survey.

Based on the analysis, research, and survey results, it is clear that a desire exists for additional parking supply in the Downtown area. This study also supports previous findings that the City and DSA currently have a limited enforcement and management strategy for Downtown parking.

The plan recommends action in three areas: 1) increased parking supply, 2) improved utilization and promotion of existing City lots, and 3) best practices and program recommendations.

A number of the recommendations related to organization and management are best implemented in the context of a Downtown Development Authority organizational structure. This structure is helpful to ensure a consistent source of funding for a part time parking management staff position, allowing the DDA to take more responsibility for a wider range of downtown parking matters. This link between the DDA and parking management decisions also facilitates future connections between parking related revenues and their direct application in the interests of the Downtown community. Without a dedicated DDA staff position, much of the responsibility for Downtown parking management should remain with the City of Sheridan.

### **Continuation of DMP Concepts**

The 1993 and 2001 DSSMP's have been very successful planning documents for improvements made within Downtown Sheridan. A concerted effort over the past decade to adhere to the core concepts in the DSSMP's has resulted in the completion of numerous streetscape improvement projects within the Downtown area. These projects emphasized a uniform streetscape theme creating a very welcoming atmosphere to Downtown Sheridan. The same effort that fostered the streetscape improvements should now be shifted to promote the enhancement of other key DSSMP concepts.

There should be an effort towards the redevelopment and restoration of existing properties enhancing the overall visual experience of Downtown Sheridan. There are numerous opportunities for the restoration, renovation and adaptive reuse of buildings in the Downtown area. DSA should serve as an information center assisting businesses and property owners with revitalization efforts while providing oversight to ensure the historic identity of Downtown is preserved. Specific design guidelines should be developed to provide guidance for exterior improvements that maintain the Downtown's historical theme.

Building code, zoning and other municipal requirements have the potential to impact revitalization efforts in existing, established centers like Downtown Sheridan. DSA should actively work with City building and planning department personnel and other regulatory entities to evaluate and develop effective alternatives for the redevelopment of building space while ensuring public safety.

### **Action and Implementation Strategies**

A list of recommendations has been developed to address concerns about the long-term sustainability of historic Downtown Sheridan. Background data and supporting information for the recommendations are provided in the Sheridan Downtown Master Plan report. The recommendations are summarized as follows:

Top Priorities	SHORT-TERM: NEXT 18 MONTHS	LONG-TERM: 18 MONTHS TO 3 YEARS	PRIMARY RESPONSIBILITY
Develop a Business Retention and Recruitment Initiative	<ol style="list-style-type: none"> <li>1. Develop up-to-date market information about Downtown</li> <li>2. Market existing incentive programs that will stimulate investment in Downtown</li> </ol>	<ol style="list-style-type: none"> <li>1. Develop a program to educate the investment community</li> <li>2. Establish new incentive programs that will stimulate investment in Downtown</li> <li>3. Develop Marketing Information Package to promote Downtown Sheridan</li> <li>4. Create a Business Support program to assist businesses</li> </ol>	<p>Primary: DDA, DSA and their respective Committees, Downtown Merchant's Association</p> <p>Secondary: Small Business Development Center, City, County, Chamber of Commerce, Forward Sheridan, Downtown Realtors</p>
Evaluate the Feasibility of a Downtown Development Authority (DDA)	<p>The following steps are suggested to advance the process of forming a DDA:</p> <ol style="list-style-type: none"> <li>1. Create a DDA Steering Committee comprised of predominantly property and business owner "champions" who are willing to lead the DDA formation process</li> <li>2. Establish a DDA formation timetable identifying all legal steps required</li> <li>3. Establish a DDA study area boundary</li> <li>4. Create a property owner, business and "elector" database that is contiguous with the DDA study area</li> <li>5. Work with the City of Sheridan to determine a verifiable "base level of services" agreement</li> <li>6. Create a DDA "Business Plan" with a proposed work program, assessment methodology, boundary, governance structure</li> <li>7. Conduct a series of stakeholder meetings to review the draft DDA Business Plan</li> <li>8. Assess whether there is sufficient support to advance the DDA formation through both petition and voting processes</li> </ol> <p>If there is sufficient support for the DDA formation, initiate the petition campaign, city council public hearings and elector vote required to form a DDA</p>	<p>The following steps are suggested once a DDA has been successfully formed:</p> <ol style="list-style-type: none"> <li>1. Hire staff with appropriate skill set to manage DDA</li> <li>2. Establish a strong Board of Directors to oversee the "Business Plan" of the DDA</li> <li>3. Implement parking management and economic development initiatives according to "Business Plan"</li> </ol>	<p>Primary: DDA Steering Committee</p> <p>Secondary: Downtown Stakeholders, City of Sheridan, Sheridan County, Wyoming Department of Revenue</p>

Top Priorities	SHORT-TERM: NEXT 18 MONTHS	LONG-TERM: 18 MONTHS TO 3 YEARS	PRIMARY RESPONSIBILITY
Establish a Data Management System for the District	<ol style="list-style-type: none"> <li>1. Develop databases for business inventory and property/building inventory</li> <li>2. Begin tracking key statistics for the District (as required for Main Street Accreditation)</li> </ol>	<ol style="list-style-type: none"> <li>1. Maintain comprehensive databases for business inventory and property/building inventory</li> <li>2. Track investment in the district as a direct result of DSA and DDA efforts</li> </ol>	Primary: DSA staff and committees Secondary: DDA staff and committees, City of Sheridan, Sheridan County, Chamber of Commerce, Forward Sheridan
Pursue additional parking supply	Initiate property owner discussions		Primary: DSA staff and committees Secondary: City of Sheridan
Improve Wayfinding and Signage	Develop wayfinding signage at major decision points entering the Downtown area along Coffeen Avenue, 5 <sup>th</sup> Street, and Main Street	Develop parking information for marketing packages, downtown maps, and other business support materials and publications	Primary: DSA staff and committees Secondary: City of Sheridan
Enhance organization and management of the downtown parking system	<ol style="list-style-type: none"> <li>1. Establish a Downtown Parking Committee to lead the DDA Parking Management Team formation process</li> <li>2. Define the DDA's responsibilities for and limits of parking related activities</li> </ol>	Hire a half-time (approx. 20hrs/week) staff person with the appropriate skill set to lead the Parking Management Team	Primary: DSA staff and committees Secondary: City of Sheridan
Tune up Parking Enforcement	Establish parking enforcement responsibilities	Establish new time zone parking limits	Primary: City of Sheridan Secondary: DSA staff and committees
Establish an Employee Parking Program	<ol style="list-style-type: none"> <li>1. Implement an employee parking program</li> <li>2. Provide parking permits (window stickers) to employers and employees</li> <li>3. Establish fines for parking in permit lots without a permit</li> <li>4. Establish a commuter Transportation Demand Management (TDM) program</li> </ol>		Primary: City of Sheridan Secondary: DSA staff and committees

Top Priorities	SHORT-TERM: NEXT 18 MONTHS	LONG-TERM: 18 MONTHS TO 3 YEARS	PRIMARY RESPONSIBILITY
Modify Downtown Development Standards		Create a “downtown parking district” with amended parking requirements	Primary: City of Sheridan Secondary: DSA staff and committees
Establish a Fee in Lieu Program	Define authority and responsibility for administration of the program	<ol style="list-style-type: none"> <li>1. Create a “fee in lieu” calculation schedule and capital program and timeline for providing the new parking supply</li> <li>2. Create “triggers” for the “fee in lieu” program to reflect local parking costs</li> <li>3. Prepare materials to Inform land owners, businesses, and developers about the “fee in lieu” program</li> </ol>	Primary: City of Sheridan Secondary: DSA staff and committees
Establish clear guidelines for the continuation of DMP Concepts	<ol style="list-style-type: none"> <li>1. Complete the Design Guidance Handbook. Ensure that appropriate City, DSA and downtown property owners are involved in the process.</li> <li>2. Create a Design Review Committee to oversee and enforce design guidelines.</li> <li>3. Continue active involvement with the City on possible amendments to regulatory codes that support business development</li> </ol>	<ol style="list-style-type: none"> <li>1. Review and amend guidelines as needed to match market conditions and the evolution of Downtown. This can be incorporated into the Data Management System for the District.</li> <li>2. Continue diligent support for streetscape, public art and other visual improvements within Downtown</li> </ol>	Primary: DSA staff and committees Secondary: City of Sheridan, downtown merchants and property owners

## **DSEDS PLAN DEVELOPMENT**

Development of the DSEDS was performed in three general phases; identification, data gathering and implementation that were designed to identify key issues and shape the direction of the plan.

During the identification phase, a Steering Committee was organized to determine the key issues that needed addressed. The end result of this phase of the project was the development of a defined scope and clear understanding of the major items to be accomplished by the plan.

The data gathering phase included collecting information about Downtown Sheridan through existing documents and reports, meetings with local businesses, organizations and other stakeholders, and the community market and parking survey. Information gathered during this phase was presented at both focused and open meetings and allowed the team to determine opportunities and constraints and streamline project goals and objectives.

The implementation strategy development phase consisted of incorporating the data gathered from the first two phases into developing recommendations and action items for inclusion in the report. Meetings with the project Steering Committee, DSA, City Council and City Planning Commission were held to review and finalize the Downtown Sheridan Economic Development Strategy.

### **Guiding Principles**

As the guide to future development within the DSA's district, it is essential that the Downtown Sheridan Economic Development Strategy be based on the community's core beliefs and values. During the initial Steering Committee scoping meeting, a list of key issues and needs for the downtown area was developed. Subsequent meetings and public open forum comments confirmed these needs and were used as the basis for plan recommendations.

The projects guiding principles are as follows:

- Solidify and strengthen the downtown area through development of an economic market analysis and action plan
- Resolve the long standing problem of vehicle parking and traffic circulation in the downtown area
- Provide opportunities for parking and building code revisions to help sustain the downtown area
- Provide recommendations for the redevelopment, restoration and reuse of downtown retail and commercial space

### **DSA District Boundary**

The current extent of DSA's district boundary is provided in Figure 1. This boundary was created as part of the initial 1993 Downtown Sheridan Master Plan. With the potential financial benefits of forming a Downtown Development Authority (DDA) district or Tax Increment Financing district, which are explained further in this report, an evaluation of the existing district boundary was necessary.

Since the 2001 DSSMP, Whitney Benefits, Inc. began developing the Whitney Plaza, a planned mixed-use development located on the east of Scott Street between Alger Avenue and Brundage Street. DSA's district boundary should be expanded to include the entire Whitney Plaza area in addition to a small section



of commercial property south of Brundage between Scott Street and Custer Street. These areas could be a significant source of revenue through a DDA or TIF district.

All but a small portion of the Sheridan Historic Railroad District is located within DSA's district boundary. It makes logical sense to include the entire historic railroad district within DSA's district to merge district boundaries, which would also provide another potential revenue source through a DDA or TIF district should the areas east of the Burlington Northern Santa Fe railroad be developed in the future. The recommended updated extent of DSA's district boundary is shown in Figure 2. This boundary was used as the DDA planning boundary. Should a DDA be pursued for downtown Sheridan, this boundary would need amended.

## **Public Process**

The scope and purpose of the Sheridan Downtown Master Plan was created in response to the public's vision for the future of the downtown district. The process was driven by information gathered from several sources as described below.

### *Project Steering Committee Meetings*

A Project Steering Committee was formed with assistance from the City and Downtown Sheridan Association to provide guidance in defining the scope of the project and providing valuable input throughout the various phases of the project. The Steering Committee was comprised of representatives from various branches of Sheridan city and county government, representatives from community associations, business owners and other community members. A narrative and minutes from each meeting can be found in Appendix A.

### *Sheridan Community Business/Organization Representatives Meetings*

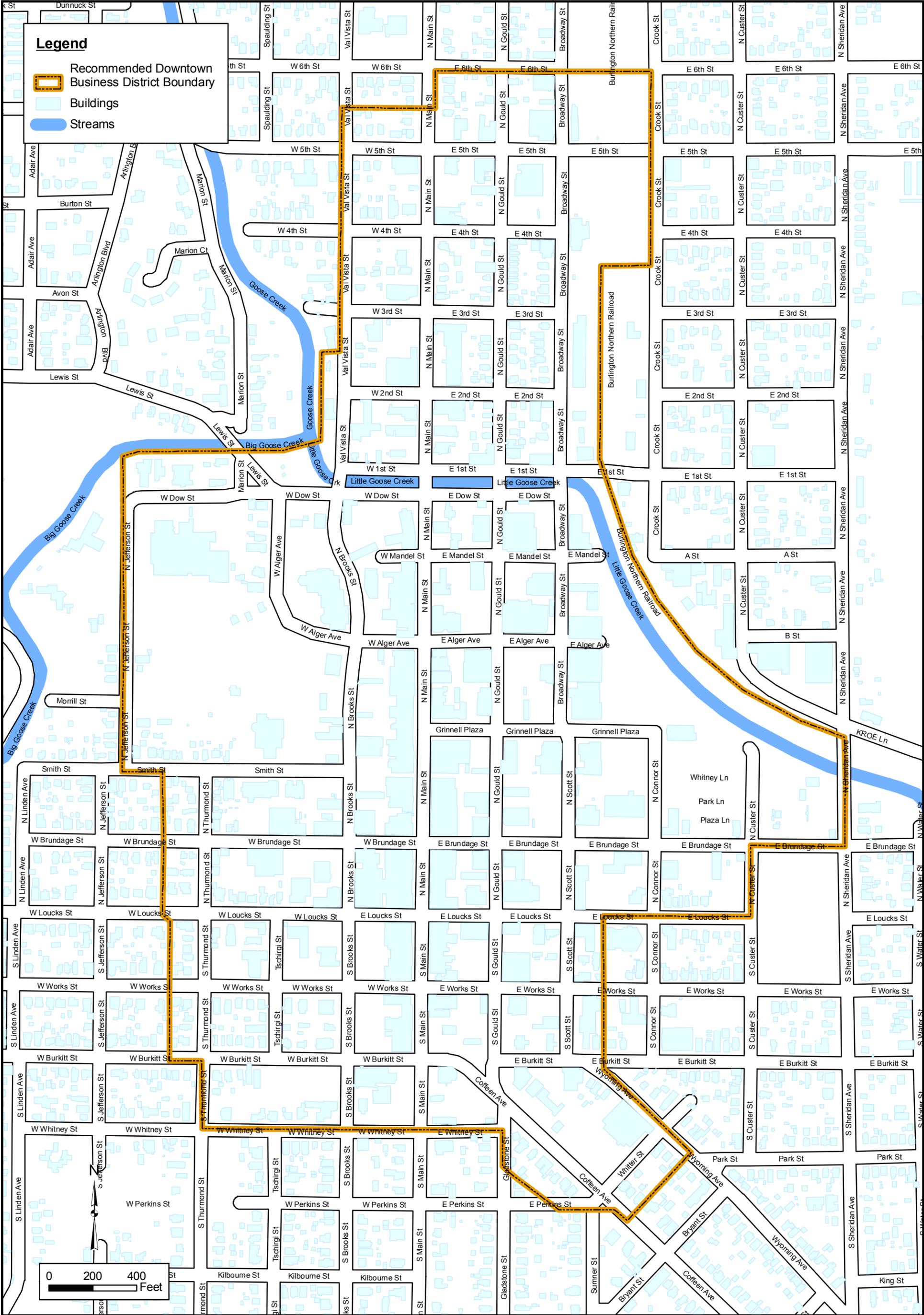
In addition to the project Steering Committee, individuals from several key community businesses and organizations were invited to attend meetings to discuss the Master Planning process. A summary of those meetings can be found in Appendix A.

### *Consumer Attitude Survey*

A consumer attitude survey was conducted in an effort to understand consumers' perceptions to visiting Downtown Sheridan. The survey was prepared and distributed in an online version for ease of use and reduction of data; however paper copies were also available for completion. Distribution of the survey began on March 15<sup>th</sup> and continued through the end of April.

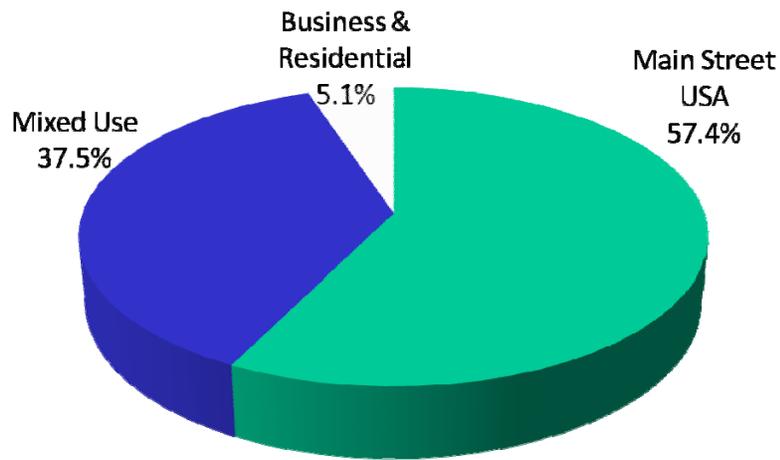
The following organizations assisted in distributing the survey to the community:

- Project Steering Committee members
- Downtown Sheridan Association
- Center for a Vital Community
- Sheridan College
- Sheridan County Chamber of Commerce
- Sheridan County School District No. 2 Sheridan County YMCA
-



**Downtown Sheridan Master Plan**  
**Recommended Downtown Business District Boundary**

**Figure 2**



**Downtown Vision Statement**

The survey included 22 questions of basic demographic information, frequency and reasons for visiting downtown, downtown's strengths, weaknesses and areas for improvement, and general thoughts on parking within the downtown area. A total of 473 surveys were completed. Results from the survey are summarized further in the report and also presented in Appendix B.

### Public Open Forums

Two public open forums were held on April 13<sup>th</sup> to present the preliminary results of the market survey and gather valuable input from the public's perspective. Both sessions were interactive and engaged the citizen participants. Each meeting began with a brief history of the project followed by a presentation of the results of the market survey. An open forum followed the presentation, where the participants were engaged in discussing survey results in general as well as providing specific comments and suggestions to improve the downtown area. Meeting minutes from each public open forum are provided in Appendix A. Key topics that were discussed at length during each open forum include:

- Strengths and weaknesses of the downtown area
- Specific improvements that would encourage increased visitation to downtown
- Specific improvements the community would like to see in the downtown area
- The communities general attitude towards parking in the downtown area
- Marketing and economic initiatives to assist with long-term financial sustainability of the downtown area

### Individual Meetings

Additional meetings were held with special interest groups and members of the following businesses and associations, including but not limited to:

- Downtown Sheridan Association
- City Planning, Public Works and Clerk Offices
- County Assessor, Planning, and Treasurer Offices
- Forward Sheridan
- Whitney Benefits
- Sheridan Post Office
- Wyoming Department of Revenue, Excise Tax Division
- Several downtown business owners and representatives

## DOWNTOWN SHERIDAN MARKET ANALYSIS & ACTION PLAN

As part of the Sheridan Downtown Master Plan, Progressive Urban Management Associates (P.U.M.A.) was charged with conducting a market assessment and producing an implementation action plan based on that assessment. The market assessment included a comprehensive review of both internal organizational documents and external market forces in the spring of 2010. This included on-site research, a consumer attitudes survey, and extensive interviews and forums with Downtown stakeholders.

The City of Sheridan is the county seat and the center for business activity for Sheridan County. Historic Downtown Sheridan is listed on the National Register of Historic Places. Downtown Sheridan is considered an important community asset, which has garnered the support of a core group of civic-minded individuals and organizations. It has undergone a great deal of beautification and renovations, which have created a welcoming atmosphere, enjoyed by most residents.

### Background Data

#### Downtown Indicators

There are approximately 500 property owners in Downtown Sheridan. Property values have continued an upward trend of appreciation, albeit at slightly slower rates in recent years.

	2007	2008	2009
Tax Revenues (\$)*	3.9M	4.8M	4.4M
Assessed Value (\$)**	11.9M	13.1M	13.7M

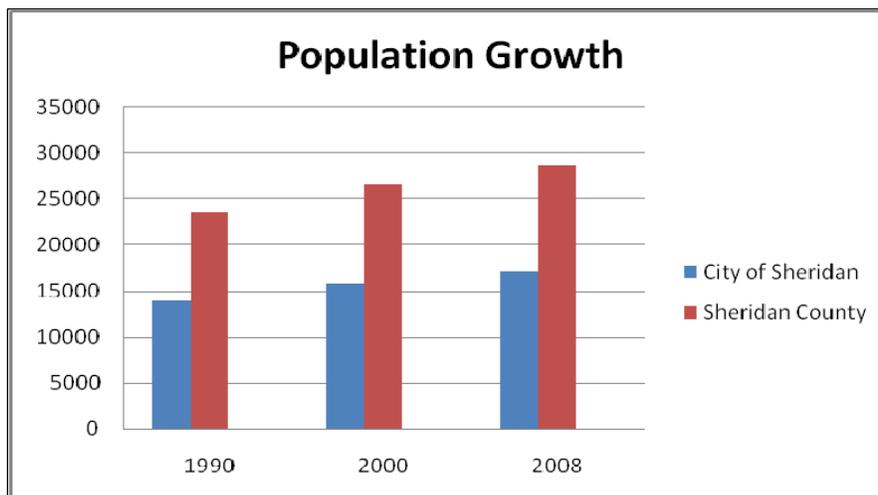
Source: Wyoming Department of Revenue

\*6% sales tax on goods and services within the City of Sheridan only

\*\*Assessed value for properties in Downtown district only.

#### Population

The City of Sheridan has experienced steady population growth, slightly higher percent wise than that of Sheridan County and the State of Wyoming.



Source U.S. Census Bureau

### Demographic Data (2008)

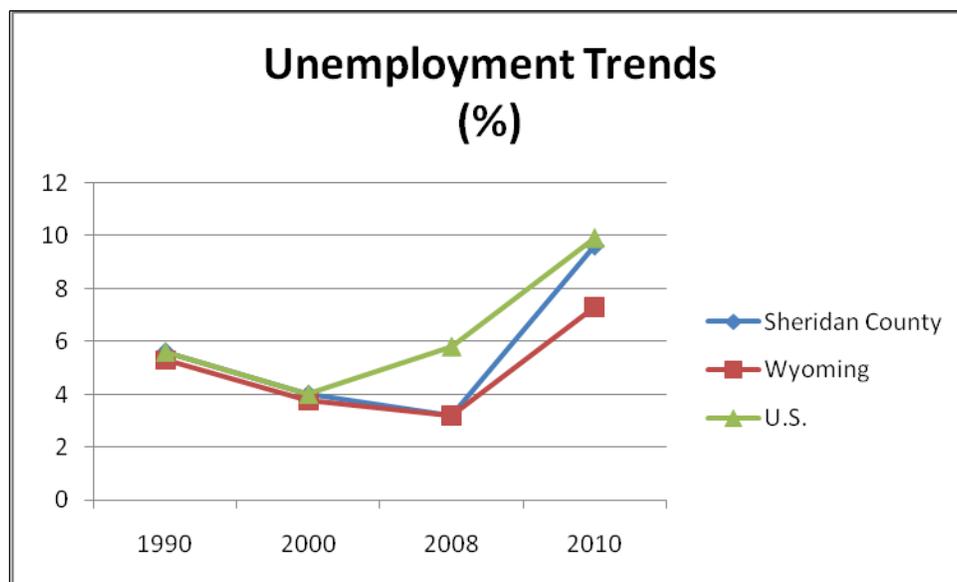
The median household income in Sheridan is approximately 10% lower than the statewide average of \$54,735, which follows historic trends. All other data points for Sheridan are reflective of statewide averages.

Male	48.8%
Female	50.2%
Median Age	38.7
Households (HH), 2000	11,167
Average HH Size, 2000	2.31
Median HH Income	\$49,331

Source: U.S. Census Bureau, Sheridan County Data

### Labor Force Data

Sheridan is currently experiencing relatively higher rates of unemployment than the state's average. The state has lost a significant number of jobs in the following categories: nonagricultural, natural resources and mining, including oil and gas, and construction.



Source: Wyoming Department of Employment Research & Planning

### **Community Attitudes Survey Summary**

As part of the Downtown Sheridan Market Analysis and Action Plan, a consumer attitude survey was conducted during March and April of 2010. A total of 473 surveys were completed, most of which were done online. Results of the survey are provided in Appendix B and summarized below.

#### Profile of Survey Respondents

Survey respondents were predominantly female (64%) and have largely been residents of Sheridan for more than ten years (66%). Three-quarters (75%) of respondents were 35 to 69 years old and a majority of households had two or more children (75%). Most respondent households reported incomes of \$50,000 to \$99,999 per year (47%) and 34% reported annual household incomes of over \$100,000. More than half

(64%) of respondents reside in the city of Sheridan, the majority within the ZIP code 82801. Notably, 44.2% of the total respondents were age 50-69, which may have some implications on their willingness to walk and may contribute to the parking challenges.

### Frequency of Visits to Downtown

Respondents were asked approximately how often they visit Downtown Sheridan. Visitation was very high with 74% indicating they visit Downtown at least weekly. The majority of the remaining 26% said they visited at least once a month.

### Getting Downtown

The majority of respondent's access Downtown using a vehicle (99%) and the most common points of entry are Main Street and Coffeen Avenue. Notably, 46% of respondents walk to Downtown. Of the approximately 28 open-ended responses, many noted Loucks as a main entry point to Downtown.

### Reasons for Visiting Downtown

The top reason for visiting Downtown Sheridan for a majority of respondents was for shopping (86%). Following closely behind, respondents noted they enjoyed visiting Downtown for the restaurants and nightlife (80%) post office (73%) and for personal business (62%). Special events and the farmer's market were noted by 57% as a reason for visiting Downtown. Of about 24 "Other" open-ended responses, reasons to visit Downtown Sheridan mentioned with the highest frequency included work, strolling and YMCA.

### Reasons for Avoiding Downtown

Respondents cite limited parking (69%), lack of restaurant options (44%), and lack of diverse retail (40%) as the top reasons for avoiding Downtown Sheridan. Downtown is perceived as very safe with less than 3% registering concerns about safety. Of approximately 30 open-ended "Other" responses, issues mentioned with the highest frequency included limited store hours and high-end merchandise that is too expensive.

### Improvements That Would Encourage Visits to Downtown

An increase in new and diverse restaurants and extended store hours were cited as improvements that would encourage more visits to Downtown Sheridan. Of approximately 40 open-ended "Other" responses, improvements mentioned with the highest frequency included better parking, more restaurants and extended store hours. Additional parking survey questions and associated survey responses are provided in the Downtown Sheridan Traffic and Parking section of the report.

### Survey Cross-Tabulations

Survey respondents portray a picture of how demographics are affecting both the community at large and the Downtown.

#### *Respondents by "Length of Residency"*

- Length of residency appears to have very little to do with frequency of visits to Downtown Sheridan. Both new residents and those who have lived there ten years and longer, note high rates of

visitation to Downtown of one per week or more. However, residents new to the area are more inclined to visit on a daily basis.

- Shopping, restaurants and bars, and post office rank as the most experienced activity in every length of residence grouping.
- All residents do a fair amount of personal business Downtown.
- All residents note limited parking (64%) as the most significant impediment to coming Downtown regardless of length of residency.
- For new residents (i.e. less than one year), a lack of restaurant options (75%) and congestion (75%) are significant impediments to Downtown visitation.
- More/different restaurants ranked very high among all resident groups as an improvement that would encourage them to visit Downtown more frequently.
- All resident groups stated more live entertainment and special events would also encourage them to visit Downtown more frequently.
- For new residents (i.e. less than one year), we received a strong response for more brand name stores (83%) and a more welcoming atmosphere (75%) as improvements that would encourage them to visit Downtown more frequently.

#### *Respondents by "Age of Respondent"*

- While older residents tend to frequent Downtown Sheridan slightly more often, the majority of residents visit regularly.
- All residents have interest in a diverse, more bustling Downtown environment. Shopping, restaurants and bars and post office are the most effective Downtown attraction at appealing to all age demographics.
- The younger demographic are significantly more inclined to attend special events and live entertainment Downtown. However, special events and live entertainment were cited as improvements that would encourage all residents to visit Downtown more often.

#### *Respondents by "Annual Household Income"*

- Both demographics with high income and low income have found ways to enjoy Downtown Sheridan, yet both demographics are also looking for new ways to participate in the future of Downtown.
- Households with higher incomes are visiting Downtown as frequently as those with lower incomes, with the exception of those in the highest income bracket (\$200,000+), who visit daily (86%).
- Shopping and restaurants and bars are activities that draw all income groups to Downtown, while the highest income bracket (\$200,000+) noted personal business as a top reason for coming Downtown (86%).
- Almost all income brackets cited lack of parking as the top reason for avoiding Downtown. However, those in the median income bracket (\$150,000-\$199,999) cited lack of restaurant options as the top reason for avoiding Downtown (80%).
- Increased restaurant options, live entertainment and special events were cited across all income brackets as improvements that would bring them Downtown.

#### **Implications for Downtown Sheridan**

From the preceding summary of research and outreach, the following observations were made. These statements set the stage for the Market Assessment and Action Plan and begin to define the evolution of Downtown Sheridan.

The City of Sheridan continues to be focused on creating a vital Downtown and the consumer attitude survey reinforces that Downtown is relevant. While local leadership is supportive of investment, there is a need for a more coordinated effort towards attracting investment.

Downtown Sheridan is home to a variety of retail and restaurants, many of which are key attractions to Downtown. However, there is an overwhelming demand for an improved shopping and dining experience for locals. The establishment of unique clusters of retail and restaurants would lead to the critical mass necessary for Downtown to thrive.

#### *Broaden the Retail and Restaurant Base*

Downtown Sheridan is poised for growth and must focus on creating an environment to attract investment. A business development program could support and help recruit the types of small, innovative and creative businesses that make Downtown Sheridan unique. The survey responses indicate that shopping and dining are the top two primary motivators for getting people Downtown. Therefore, with additional breadth and scope of retail and restaurants, Downtown could become the premier destination for these activities. Some of the suggestions mentioned in open response were Italian restaurants including Olive Garden, fast-food restaurants, and name brand retail establishments such as American Eagle, Hot Topic, Eddie Bauer, Abercrombie & Fitch, and Coldwater Creek. Fundamental market criteria doesn't necessarily support these brands, but local entrepreneurs could create independent establishments that feature similar offerings.

#### *Parking Management*

The survey revealed that the most prevalent impediment to people visiting Downtown is inconvenient parking. Therefore, it is a serious issue that must be overcome, in order for Downtown to continue to grow. On the other hand, a management program should also seek to combat negative perceptions and educate consumers. Fehr & Peers will provide parking management solutions later in this report.

#### *Need for a Stronger Downtown Advocate*

The DSA has served Downtown well for the past 15 years, investing in major projects that changed the Downtown landscape, and supporting the environment with consumer marketing and events. The challenges of Downtown in 2010 and in the next five to ten years look different. Turbulent economic environments, combined with new growth, means the Downtown needs a strong, unified voice representing it. Partnership with civic and private sector leaders must be established, and clear goals and actions will need to be tackled by following a straight-forward game plan. A new, sustainable Downtown management model will likely need to emerge to create the resources, both financial and staff, to support the needs of the next decade.

### **Program Recommendations**

To respond to the current challenges of the external environment in Downtown Sheridan and meet the goals previously outlined, the following strategies are recommended:

#### *Economic Development*

Sheridan has seen continued growth and vitality and has continuously offered a vibrant Downtown experience. Continued vitality, however, requires continued vigilance. A commitment to enhance Downtown

by both the public and private sectors is necessary to secure and build upon the gains that have been made to date. To achieve this, the strategy moving ahead should be to create an environment that encourages investment and the development of creative activity and business.

#### 1. **Develop a Business Retention and Recruitment Initiative:**

Downtown Sheridan currently lacks a strategy to retain, broaden and diversify its small business base. The DSA should be positioned to serve as the primary point of contact for business development assistance in Downtown Sheridan. Working in partnership with the City of Sheridan, the DSA should nurture businesses and help them grow by coordinating and packaging information important to doing business in Downtown. Where possible, the DSA should take advantage of and complement existing business retention and recruitment efforts of agencies such as the Sheridan County Chamber of Commerce and/or Forward Sheridan.

To accomplish this, a business support program model successfully used in other Downtowns is recommended. This business support initiative would position the DSA as an “entry portal” for any business which wants to start, expand or relocate within Downtown Sheridan, including:

- Compilation and dissemination of up-to-date Downtown market information to assist existing and prospective businesses.
- Business counseling to refine business plans and merchandizing practices.
- Space referrals to identify specific sites suitable for new business concepts.
- Trouble-shooting to assist existing or new businesses through local permitting and development review processes.
- Information on a variety of incentive tools to assist in financing tenant finish improvements, lease subsidies and working capital for innovative business concepts.

Such a program provides the support necessary to help get independent businesses started and fill vacant Downtown space. The program consists of gathering market information and the implementation of incentive programs and economic development marketing.

##### a. **Up-To-Date Market Information**

This strategy is developed by pulling together in one place all the market research and necessary information about the existing conditions of the real estate in Downtown. Market information that should be compiled includes:

- **Business Mix:** Data should be collected on the existing business inventory in Downtown Sheridan and an analysis should be performed to identify future demand.
- **Property Information:** In order to acquire all the necessary information needed to understand the business inventory, outreach to individual property owners will be necessary. Detailed property information should be sought including space available, lease rates, condition of space, and, if possible, expiration dates of existing leases.
- **Data, Maps and Leasing Collateral:** All the necessary data which prospective entrepreneurs will need in deciding whether to locate in Downtown Sheridan should be well organized and packaged. Brokers, interested businesses and other Downtown stakeholders should have easy access to this information and should be able to quickly find the comprehensive information about the district that they need. Recommended pieces include:
  - **Recruitment Target Area Map:** The map should clearly illustrate: Location of first floor occupants; Vacant spaces with square footage; Occupied spaces that could be considered available by the property owner.

- **Marketing Information Package:** This package should include general information about the Downtown market, including: Demographics; Sales Tax Trends; Development updates; Positive attributes about Downtown Sheridan.

#### b. Incentive Programs

In an effort to encourage and foster investment, incentive programs should be promoted and/or created. Several incentives already exist including Enhancement Grants, Downtown Development Grants and a Revolving Loan Fund. Other incentives such as lease subsidies and working capital for innovative business concepts should be considered. In addition, business assistance is offered through the Small Business Development Center and the Market Research Center at the University of Wyoming. A framework should be created to help businesses gain access to these resources as well as offer business counseling and troubleshooting. This assistance will allow Downtown businesses to leverage their collective strength and ultimately capitalize on the strength of the district as a whole.

- **Wyoming Main Street Program:** The Wyoming Rural Development Council administers the Main Street Program. The program has a revolving loan fund, which provides low interest loans to help with storefront renovations.
- **Enhancement Grants:** The Wyoming Business Council offers enhancement grants of up to \$250,000 for beautification projects. Currently, DSA is in the process of applying for an Enhancement Grant in order to rehab Maverick Station. Once renovated, this new location would be the home of the Downtown Sheridan Visitor's Center as well as the offices for DSA.
- **Community Development Block Grants (CDBG):** These Federally-funded grants are generally used for public facilities, rehabilitation of commercial buildings, historic preservation, land acquisition and site clearance within the district. These grants are currently offered in the amount of \$300,000, but will increase to \$500,000 in the near future.
- **Technical assistance for start-ups:** Both the Small Business Development Center and the Market Research Center at the University of Wyoming offer technical assistance. Their services are generally low-cost or free-of-charge. Programs include individual business counseling, entrepreneurial training classes and access to business library materials.
- **Downtown Development Grants:** The DSA could work with the City of Sheridan to create a Revolving Loan Fund housed at the City. This fund could provide low-interest or no-interest loans to start-ups, with the money paid back available to reinvest in future business concepts.

#### c. Economic Development Marketing

Marketing, as it relates to economic development, should essentially revolve around the following:

- **Educating the Investment Community:** Marketing needs to be conducted for retail brokers, potential retailers, and the customer. Messages should carry a specific call to action for each segment. DSA could conduct a public relations effort surrounding every new development including lease signings, construction announcements, "coming soon" teasers, and grand openings.
- **Selling the Incentive Program:** Once an incentive program is activated, a marketing/PR campaign should be launched to introduce the program and its workings to property owners, local real estate professionals and prospective tenants.

- **Liquor Licenses:** It is evident that a lack of understanding about the liquor license laws may be impeding the growth and development of new restaurant establishments in Downtown Sheridan. Generally, restaurants seek a “Bar & Grill” license, which is limited by population to three (3) in Sheridan. Currently, there is only one (1) remaining “Bar & Grill” license available. Upon review of the licensing process, our findings show that restaurants may operate with minimal restrictions under a “Restaurant” license, rather than a bar & grill. Restaurant licenses are unlimited and allow service bar dispensing of alcohol to patrons. It would be advantageous to have resources in a restaurant recruitment packet, to help potential investors/entrepreneurs clearly understand the liquor license laws.

### Organization & Finance

Downtown Sheridan is currently in the growth phase of development with a core group of vested property and business owners who are motivated to explore public/private partnership approaches to improve the district. Furthermore, the local government and key businesses and institutions are receptive to participating in the development process as the district matures. Led by a core group of property and business owner champions, a variety of options are available for the private sector to financially contribute to improvements and leverage public sector resources. Sheridan is poised to move from the growth phase to the mature phase of development. In order to do so, Downtown Sheridan must reinforce its brand identity, and develop a strong mix of retail, restaurants and jobs.

#### 1. **Downtown Sheridan Association (DSA):**

DSA is a 501(c)3, membership-based organization with a 15-person board. The board represents a healthy mix of Downtown property and business owners, along with numerous community representatives with broad-based skill sets, including real estate, human resources, design and architecture, banking, construction, higher education, media and technology.

The organization’s focus has primarily been on events and marketing, which it does very well. DSA has also been very involved in the streetscape master planning and implementation process. However, the organization tends to be reactive, rather than proactive when it comes to projects and initiatives. Therefore, the board is in the process of developing a strategic action plan in order to better manage their short-term and long-term activities.

The Executive Director serves in a variety of capacities including advertising and design work, board and committee facilitation.

##### **a. Events**

Currently, the DSA serves as an events and marketing organization for Downtown. Events continue to drive economic development in the district and remain a key motivation for visiting Downtown. While events help to promote and highlight the district, there should be some criteria by which events are measured for success. If events do not meet the criteria, they should be reconsidered. Event criteria may include:

- Revenue Generation (income, sustainability, sponsorship opportunities)
- Logistical Feasibility (physical, regulatory, safety, disruption, timing)
- Compelling Community Benefit (fundraising, well-recognized, tradition)
- Organizational Capacity (staffing, volunteers, partnerships)
- Event Characteristics (fun factor, attract diversity, unique, compatibility with Downtown image)

## **b. Economic Data**

It is vitally important for DSA to manage the data for the district. Statistical databases should be maintained and should include a comprehensive business inventory as well as a comprehensive property/building inventory. These databases can be managed through Excel and should be the product of one or more committees. For example, a business inventory may be done through the Economic Restructuring committee and a building inventory may be done through the Design committee. Ideally, DSA would maintain data for Main Street accreditation such as building permits and value of improvements, public improvements, net new jobs, net new businesses, volunteer hours, program revenues and expenses, including in-kind contributions.

## **2. Downtown Development Authority (DDA)**

In order to create a long-term sustainable strategy for an economically healthy Sheridan, we recommend a new funding mechanism for Downtown. A Downtown Development Authority (DDA) is a self-taxing district that encompasses a defined commercial district within a Downtown area. It is a quasi-municipal corporation, which is intended to promote the health, safety, prosperity, security and general welfare of the community in an effort to prevent deterioration of property values or structures within central business districts and halt or prevent the growth of blighted areas within the district. A DDA assists municipalities in the development and redevelopment of such districts and in the overall planning to restore or provide for the continuance of the health of the district. Several DDA's currently exist in Wyoming.

- **Cheyenne Downtown Development Authority**

The Cheyenne DDA is a quasi-governmental entity affiliated with the City of Cheyenne. It is primarily funded through a special district tax assessment and tax increment financing. These funds are directed toward planning and management of development or improvement activities, marketing and promotion, business development activities, capital improvements and administrative costs to provide these services. The DDA is comprised of a volunteer Board of Directors committed to the improvement and revitalization of Downtown Cheyenne. The Board establishes the long term vision, and the three DDA committees serve to assist in accomplishing those defined objectives. Key accomplishments of the DDA include implementation of a clean and safe program, development of a Downtown Business and Investor Recruitment package, design assistance, parking subsidies to new businesses and scholarships for new business owners to gain a business planning certificate.

- **Casper Downtown Development Authority**

The Casper DDA was incorporated in 1992 and is funded exclusively through a special district assessment at the rate of 16 mills, which produces annual revenue of \$145-165K. The organization's primary focus is promoting the vitality of Downtown. The DDA's key focus is on capital improvements and business recruitment efforts. The DDA maintains strong partnerships with key leadership and organizations in the community, but has had limited support for the creation of a tax increment financing district. Key accomplishments of the DDA include aesthetic improvements to the downtown parking garage, streetscape, banners and planters, marketing collateral materials, and recognition awards for downtown businesses and property owners. Future plans include working on a strategic marketing plan in order to improve the district's business recruitment and retention efforts. In addition, there is a strong

desire to enable property owners to renovate their properties, particularly for incorporating upper story housing.

- **Rawlins Downtown Development Authority**

The Rawlins DDA was established in 1991 by city ordinance of the City Council of Rawlins. The Rawlins DDA adopted the “Main Street” approach and became a Main Street community in 2006 as part of the statewide Wyoming Main Street Program that focuses on revitalizing the Downtown economic. The organization’s primary focus is empowering the community to preserve their history and build their future. Key accomplishments of the DDA include sponsoring a mural project and walking guide, a paint program which offers discounts for exterior paint, beautification efforts such as banners and planters and the publication of a shopping and dining guide.

**a. Formation of a Downtown Development Authority**

In Wyoming, a DDA can generate a mill levy of up to thirty (30) mills on commercial property within the district boundary. A DDA may be formed with the consent of twenty-five percent (25%) of eligible voters within the proposed district and is formally created pursuant to a City Council ordinance. Below is a table of revenue projections for Downtown Sheridan, based on various millage rates.

Mill Levy	Estimated Annual Revenues*
1 mill	\$10,000
5 mills	\$50,000
10 mills	\$100,000
20 mills	\$200,000
30 mills	\$300,000

\*Estimated revenues are based on approximately \$10M in commercial property tax for 2009, as reported by the Sheridan County Assessor's Office.

Based on the aforementioned rates, a property with an assessed value of \$37,194 (district average) would pay an additional \$37.19 (min) to \$1,115.85 (max) annually in property taxes into the DDA.

All proceeds of the assessment shall be used by the authority for district activities and improvements. Proceeds of the assessment may be expended by the authority for:

- Planning or management of development or improvement activities
- Activities in support of business recruitment and development.
- Promotion of public events
- Landscaping or maintenance of public areas
- Parking management
- Administrative costs

Based on the outreach, a Sheridan DDA could provide additional revenue for business recruitment and retention and parking management. The DDA can provide the financing mechanism to address such issues, as well as provide the organizational structure to accomplish these goals.

A DDA is governed by a Board of Directors. Per State Statute, the majority of the members of the board shall reside, be a lessee or own real property in the Downtown development district within the municipality in which the authority is located.

**3. Tax Increment Financing (TIF)**

Tax Increment Financing (TIF) is a mechanism which enables future tax revenues generated by an increase in property and/or sales taxes within a district or development project (i.e. the future “incremental” increase), to help finance the upfront and capital project development costs of a project or within the district. In effect, TIF results in the creation of new sources of tax revenue that wouldn’t have been available if these project hadn’t been undertaken. The “tax increment” can then be used to finance the issuance of bonds for public improvements or to reimburse developers for a portion of their project costs. This new tax revenue must be used for improvements that have a public benefit and support the redevelopment effort.

A TIF district in Downtown Sheridan could be part of an effort (in tandem with other sources of funds such as DDA mill levy, local and federal grants and/or low interest loans) to finance improvements. Infrastructure improvements supported by a TIF district should leverage private investment through the use of TIF when feasible.

**a. Potential Sales Tax TIF Generation**

	Year 1	Year 2	Year 3	Year 4	Year 5
If sales go up 3% per year	\$380,070	\$391,472	\$403,216	\$415,313	\$427,772
... annual increment will be...	\$11,070	\$22,472	\$34,216	\$46,313	\$58,772
If sales go up 5% per year	\$387,450	\$406,823	\$427,164	\$448,522	\$470,948
... annual increment will be...	\$18,450	\$37,823	\$58,164	\$79,522	\$101,948

Assumptions: Sales tax estimates are based on 2009 sales tax revenues as reported by the Wyoming Department of Revenue; Downtown’s share estimated at \$2.2 million, 1 cent of 6 cents sales tax available for tax increment.

These estimates are to demonstrate the concept of sales tax TIF generation for the purpose of this Market Analysis and Action Plan only. Actual sales tax data would be dependant on the formation and final boundaries of a DDA district.

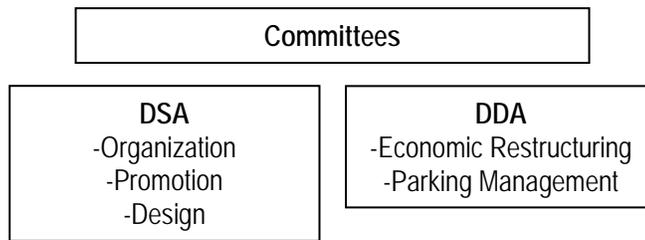
**4. Suggested Relationship Between DSA and DDA**

Under this suggested structure, the management of Downtown is provided by two boards – the Downtown Sheridan Association (DSA) and the Downtown Development Authority (DDA). Staff connects the two organizations and boards of directors as indicated on the following page.



Staff positions would likely need to be redefined and expanded. The staff would remain employees of the DSA, led by an Executive Director, who would oversee the development priorities of both organizations. A Marketing Director would coordinate all events and promotions, as well as all public relations and marketing efforts. Finally, a staff support position would assist with clerical duties and depending on skill set, might take an office management role.

Existing Main Street committees could be reconfigured to work within the new structure as follows:



## DOWNTOWN SHERIDAN TRAFFIC & PARKING

As part of the Sheridan Downtown Master Plan, Fehr & Peers was charged with conducting analysis of downtown traffic and parking and producing an implementation action plan based on that assessment. The analysis included a review of previous parking studies and downtown circulation. This included on-site research as well as a consumer attitudes survey.

### Existing Conditions Assessment

#### Traffic Circulation

The street network in Downtown Sheridan is well connected with major north-south and east-west connections made by State highways. North-south connectivity is provided by Main Street/State highway 87, which has 13,000 average daily traffic (ADT), Coffeen Avenue/State Highway 87 (19,000 ADT), and Big Horn Avenue/State Highway 332 (7,000 ADT). Main Street is the north-south connector on the north side of town. It splits at Burkitt Street on the south end of downtown into Coffeen Avenue. Coffeen Avenue and Big Horn Avenue provide north-south connectivity for the south end of town. East-west connectivity is more limited. Brundage Lane/US Highway 14 and 5<sup>th</sup> Street/State Highway 336 (10,000 ADT) provide east-west connection to downtown and access to Interstate 90.

Most of Sheridan resides to the west of Interstate 90, which carries between 8,000 ADT north and south of town and 12,000 ADT near the center of town south of the 5<sup>th</sup> Street interchange. Both Main Street and Coffeen Avenue, which run through the center of town, carry higher ADT than the Interstate. However, traffic trends have started to change since 2002. Traffic volumes on Main Street have decreased since 2002 from almost 15,000 to 13,000 while volumes on I-90 south of 5<sup>th</sup> Street have increased from 10,000 to 12,000.

Main Street between Burkitt Street and Mandel Street is the heart of downtown. The street configuration includes 2-way traffic, parallel parking on both sides of the street, and a 4-lane road section. As traffic on Main Street increases, vehicles move to available alternative parallel facilities. The small block size throughout the downtown creates a comfortable walking environment. Frequent intersections and short block faces allow pedestrians to find the most direct route to and from destinations

#### Parking

Several parking studies have been conducted for Downtown Sheridan.

- Summary and Evaluation for Sheridan, Wyoming Parking Inventory and Mapping Project (1996)
- GIS Parking Study (2005)
- Parking Occupancy/Duration & Land Use Requirements Study (2008)

The 1996 study was conducted for the Uptown Sheridan Association by Centerline. The 2005 study was conducted by Scott Lieske from the University of Wyoming in conjunction with the City of Sheridan Geographic Information Systems department. The 2008 study was conducted by HKM Engineering Inc for the City of Sheridan, Forward Sheridan, and the Downtown Sheridan Association. The 1996 study was not available for review. However, a summary and recommendations from that study was provided in the 2008 study. Each study evaluated parking conditions in Downtown Sheridan and made recommendations for mitigating parking issues. The plan recommendations were reviewed for content relating to parking utilization, enforcement, and management.

### Parking Utilization

Both the 1996 and 2005 studies recommended conducting a parking utilization study. The 2008 study fulfilled that recommendation. The study evaluated an area bound by Dow to the north, Burkitt to the south, Brooks/Val Vista to the west, and Scott/Broadway to the east. The study was conducted to better understand parking utilization of the on-street parking spaces downtown as well as the duration that parking spaces are being occupied.

On-street parking occupancy was evaluated for two days on March 4 and 5, 2008. The maximum utilization of existing parking was acknowledged as the point at which spaces within a block fare were 90 percent utilized. Drivers were observed occupying more than one space during the evaluation. As a result, spaces that experienced 70-90 percent utilization for at least one half-hour period as well as block faces that experienced 90 percent utilization were highlighted as being fully utilized.

The study determined that parking utilization of downtown spaces was high and that there was a need for additional downtown parking. However, a utilization number was not calculated for the downtown due to vehicles occupying more than one space. The study also found that employees of downtown businesses may be violating space regulations and parking in potential customer spaces throughout the entire work day. The study found that approximately 20% of on-street parking is occupied all day by a single vehicle. Strategies for implementation and responsibility for implementation were not included in the report.

### Parking Enforcement

None of the studies detailed the existing parking enforcement strategies for Downtown Sheridan. The 1996 study recommended conducting a space utilization analysis of on-street parking spaces to determine if a more aggressive monitoring process is needed. The 2008 study recommend implementing enforcement for time-restricted spaces to reduce employee use of on-street parking as well as follow-up occupancy evaluation to evaluate the impact of enforcement.

Rather than looking at the parking use compliance, the 2005 study looked at parking supply compliance and found that 70 percent of existing buildings are meeting their parking requirements. The majority of buildings with a demand greater than 15 spaces fall short of the required number of parking spaces. This is likely due to the character of the Downtown. Much of the parking is located in small lots and along the side streets in the historic district. The study cautions that an unintended consequence of requiring larger buildings to provide off-street parking spaces to meet their requirement could change the character of the area.

### Parking Management

None of the studies detailed the existing parking management strategies for Downtown Sheridan. The 1996 study recommended evaluating making all public spaces in the Downtown core area short term, metered spaces. The study also recommended investigating the possibility of changing some no parking zones to public parking. The 2008 study recommended striping on-street parking in the Downtown area to clearly mark on-street parking and conducting follow-up utilization evaluation to understand the impact on parking use. The study also recommends investigating locations where angled parking could be used instead of parallel parking to increase the parking supply.

The 2008 study recommended providing ways for new uses to satisfy parking requirements without providing additional spaces. Ideas included a fee in lieu program where a contribution could be made to a

parking fund per required space rather than constructing all required parking. The study also recommends allowing businesses to provide employee parking greater than 300 feet from their business and provide valet parking for their customers. Sharing parking spaces between businesses with differing operating hours was also proposed.

## **Consumer Attitude Survey**

The following is a summary of the parking specific survey questions. Refer to Appendix B for detailed responses.

### *Getting Downtown*

The majority of respondents' access Downtown using a vehicle (99%) and the most common points of entry are Main Street and Coffeen Avenue. Notably, 46% of respondents walk to Downtown. Of the approximately 28 open-ended responses, many noted Loucks as a main entry point to Downtown.

### *Perceptions of Parking Downtown*

Respondents cite limited parking (69%) as the top reason for avoiding Downtown Sheridan. However, when asked about their perceptions of parking, 63% of respondents noted that parking was acceptable and/or convenient. While 37% of respondents were displeased with parking, only 12% claimed it was a deterrent to coming Downtown.

### *Perceptions of Parking Time Limits Downtown*

The vast majority of respondents (98%) find the parking time limits to be of little consequence, with 54% claiming to voluntarily abide by the limits. Only 2% of respondents believe the time limits are strictly enforced.

### *Preferred Parking Distance from Destination*

Half of all respondents (50%) were indifferent about parking distance from their destination, stating that they actually enjoy walking in Downtown. The other half of respondents (50%), claim that they generally would prefer to find parking within 2 blocks (700 feet or less) of their destination.

### *Actual Parking Distance from Destination*

More than three-fourths of all respondents (81%) claim to find parking within acceptable distance from their destination. Only 8% of respondents cite parking an unacceptable walking distance from their destination.

### *Perceptions of City Parking Lots*

Respondents who are aware of the city parking lots have favorable impressions of the lots, with nearly half of all respondents (49%) citing the lots are in convenient locations. However, nearly half of the respondents skipped the question, suggesting that better identification of public parking lots may be needed.

### Top Three (3) Priority Locations for Additional Parking

Respondents listed the post office, Main Street, and Centennial Theater as the top three (3) priority locations for additional parking. Other common suggestions were near the WYO Theater, Gould, Loucks and Alger.

### Willingness to Pay for Parking Near Destination

Respondents are generally not receptive to paying for parking closer to their destination, with more than half of all respondents (55%) citing they were opposed to paying. However, nearly one-quarter of respondents (23%) were willing to pay a nominal fee in order to park closer to their destination. A fair number of respondents (22%) were indifferent to paying for parking.

### Willingness to Pay for Parking in a Covered Lot

Respondents are generally not receptive to paying for parking in a covered lot, with more than two-thirds of all respondents (67%) citing they were opposed to paying. Only 12% of respondents were willing to pay for parking in a covered lot. A fair number of respondents (21%) were indifferent to paying for parking in a covered lot.

## **Implications**

Previously conducted parking research in Downtown Sheridan has been quick to propose increasing the amount of parking downtown. Strategies recommended for increasing the parking supply range from reconfiguring Main Street to a 2 lane facility with angled parking to constructing a centralized parking structure downtown. The survey showed that the greatest deterrent to people visiting downtown is inconvenient parking. However, the survey also showed that over three quarters of respondents (81%) are able to find parking within an acceptable walking distance from their destination. Most survey respondents were not willing to pay to park closer to their destination or in a higher quality parking environment.

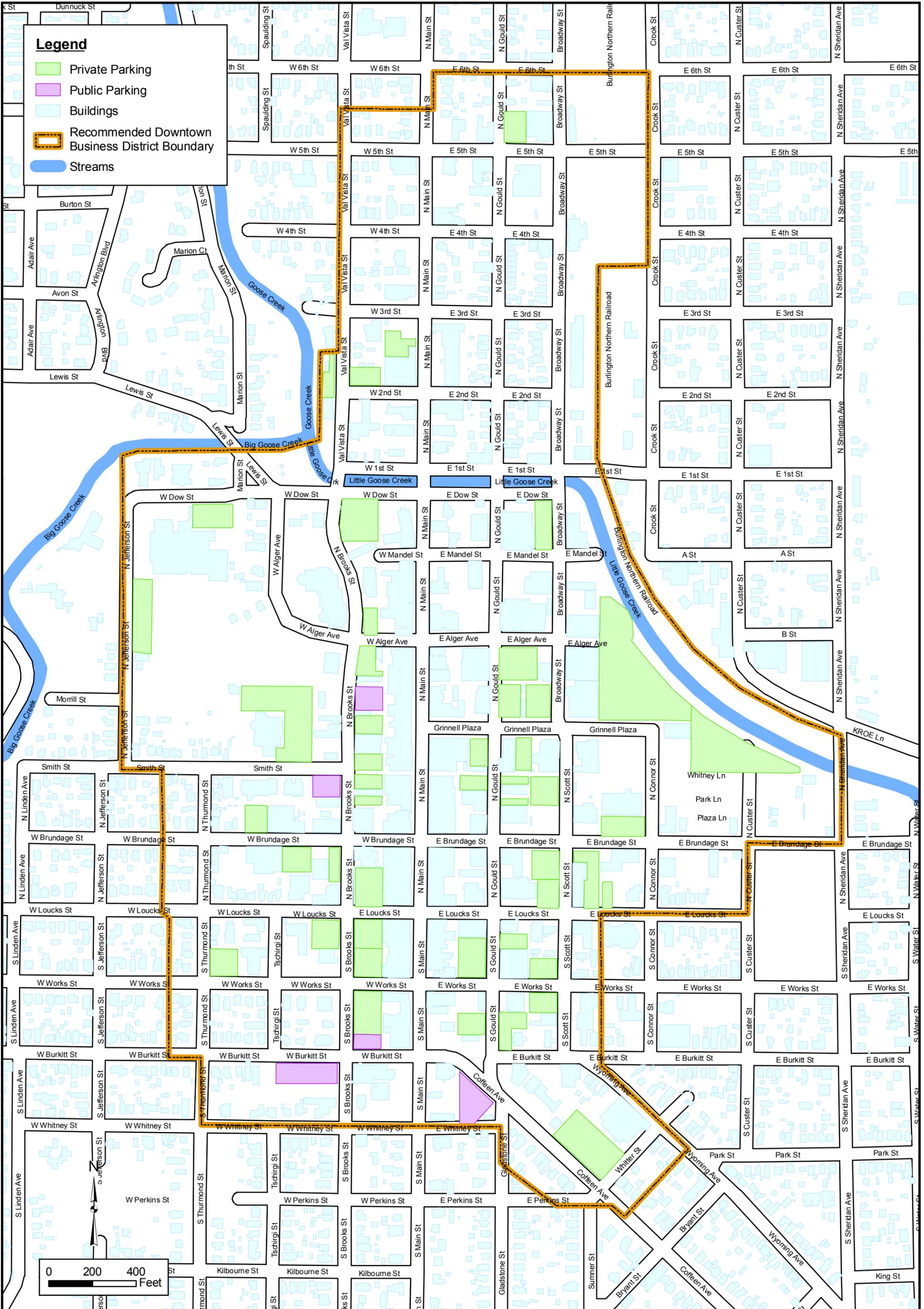
There are opportunities in Downtown Sheridan to address concerns about parking supply. However, increases in parking supply should be coupled with parking management and enforcement strategies to help maintain the character of Downtown Sheridan. In fact, it is preferable that parking management and enforcement strategies precede increases in parking supply to ensure that the existing parking supply is being used as efficiently as possible.

The following action plan includes several potential locations for increased parking supply and describes management and enforcement strategies that can be used to promote efficient use of existing downtown parking spaces.

## **Action Plan**

### Supply Recommendations

Previously conducted parking studies include recommendations for increased downtown parking supply. While the survey showed that most people are able to park near their destination when they drive downtown, several locations have been discussed for potential shared parking, surface parking, and structured parking. Figure 3 shows the locations of major parking lots in Downtown Sheridan. Recommendations are focused on areas east of Main Street. Informal sharing agreements and existing lots



**Downtown Sheridan Master Plan**  
**Major Parking Lots within Downtown Sheridan**

**Figure 3**

west of Main Street are generally perceived as adequate, though some additional sharing opportunities for special events and employee parking would be beneficial.

### *Recommended Locations*

The following locations were identified as priority areas for acquiring additional parking supply through purchase or sharing agreements:

- The northeast portion of the Downtown Core
  - Generally in the area between Main Street and Whitney Plaza along Grinnell Plaza or Alger Street
  - Potential Property Owner discussions:
    - Centennial Theater
    - Whitney Benefits
  
- The south portion of the Downtown Core
  - Generally in the area within 3 blocks of Main Street along Loucks Street or Works Street
  - Potential Property Owner discussions:
    - First Interstate Bank

### *Improved Wayfinding and Signage*

In addition to defining long term supply additions and sharing opportunities, improved advertising and wayfinding for the existing lots is recommended. This information could be included with marketing information packages, downtown maps, and other business support materials and publications. Signage should be located at major decision points entering the Downtown area along Coffeen Avenue, 5<sup>th</sup> Street, and Main Street.

### *Best Practices and Program Recommendations*

Through the parking analysis, best practices were evaluated for their applicability to Downtown Sheridan. Five strategies were selected for implementation

#### *1. Organization & Management*

To organize and better manage parking in Downtown Sheridan, authority should be given to the Downtown Development Authority (DDA) to influence or in some cases assume responsibility for Downtown parking matters. A key benefit of this approach is a direct link between the DDA goals for Downtown vitality and the associated parking strategies. The DDA could have influence on or responsibility for a wide range of parking management decisions such as advertising, wayfinding and signage recommendations, employee parking management, enforcement (except for citations which can only be issued by a peace officer), priority locations for additional supply, and shared parking agreements. Within the DDA, a Parking Management Team is proposed to assume responsibility for management of the parking matters in the Downtown area.

Steps for establishing improved parking organization and management include:

- Establish a Downtown Parking Committee to lead the DDA Parking Management Team formation process
- Define the DDA's responsibilities for and limits of parking related activities such as:
  - Signage
  - Advertising and Wayfinding
  - Regulations (time restrictions, pricing)
  - Enforcement (frequency, locations, priorities)
  - Employee Parking
  - Purchase of property for parking supply
  - Maintenance of parking areas
  - Allocation of revenue (enforcement fines and/or paid parking)
- Hire a half-time (approx. 20hrs/week) staff person with the appropriate skill set to lead the Parking Management Team

## *2. Enforcement*

Previous parking studies have found that vehicles are parking longer than allowed throughout the Downtown. Tuning up existing parking enforcement can discourage the extended use of time limited parking spaces. Enforcement should be fair and tight, while being friendly to visitors (first time offenders). In order to encourage effective enforcement it is necessary to clearly define who is responsible for parking enforcements. In addition to strengthening enforcement, it is also necessary to assess existing parking time limit zones. Short term and loading zones should be placed near uses that typically have short, in-and-out stops such as the post office. Medium term parking zones should be placed near locations with slightly longer trip lengths such as retail establishments. Longer term parking areas should be designated in locations where it is acceptable to have a single vehicle parked in a space for the majority of the day. Steps for tuning up parking include:

- Establish parking enforcement & management responsibility
  - Police
  - Downtown Sheridan Development Authority PMT staff
- Define new parking time limit zones to improve turnover of high value spaces
  - Short term (15 minutes & Loading Zones)
  - Medium term (30 minutes & 2 hour)
  - Long term (4 hour & 8 hour)

## *3. Employee Parking*

Several of the previously conducted parking studies found that some downtown employees may be parking in on-street spaces located very close to the businesses that they work for. These parking spaces are highly valued for retailers as they provide the most convenient parking for customers. Retailers would like to see those parking spaces used by customers and turning over on a regular bases rather than be occupied by an employee vehicle all day. As enforcement is tuned up, employees parking on the street will be impacted. It is important that the commuting needs of downtown employees be met. Several strategies can be used to provide employee parking downtown and limit the impact of employees parking on the street. Steps to encourage appropriate employee parking downtown include:

- Initiate an employee parking permit program
- Provide parking permits (window stickers) to employers and employees
- Establish fines for parking in permit lots without a permit
- Establish a commuter Transportation Demand Management (TDM) program

#### 4. *Development Standards*

Previous parking studies found that some downtown buildings are not meeting their parking requirements as laid out in the code. Several parking management strategies are available to maximize the use of available parking in Downtown Sheridan. The current zoning code allows for parking requirements to be met on a development site or within 300 feet of a development site. 84% of survey respondents said that they are willing to walk park two blocks (750 feet) or more from their destinations downtown. The current distance requirement in the zoning code could be amended to increase the acceptable distance for the provision of parking from a development. Parking requirements for development could also be modified to provide on and off-site parking percentage requirements.

Shared parking is a tool by which parking spaces can be used by a variety of property owners and the total number of parking spaces required can be reduced. Shared parking is generally achieved in one of two ways. Adjacent uses can create a contractual agreement to share parking or a parking management district can be used to allow all uses within a district to have access to all parking spaces at any time. Using the district approach, a shared parking model can be created to help understand how many parking spaces will be required in the district. To modify development standards to adequately manage the downtown parking, several steps can be taken.

- Create a “downtown parking district” with amended parking requirements
  - Develop guidelines for shared parking calculations
  - Develop guidelines for defining smaller shared parking districts within the Downtown area
  - Credit on-street parking toward requirements for up to 750 feet
  - Define on-site and off-site percentage requirements
  - Incorporate bicycle parking requirements in code

#### 5. *Fee in Lieu*

A fee in lieu program allows developers to pay a fee in lieu of providing the parking spaces required by zoning ordinance. The revenue can then be used to finance public parking spaces to replace the private parking spaces the developer would have provided. Fee in lieu programs can help to reduce the cost of development, encourage shared parking, and support historic preservation. This mechanism can provide flexibility and efficiency in providing parking in downtown areas to meet the needs of new development. It is a less effective strategy for remedying existing parking shortfalls. In order to create a successful fee in lieu program, several important steps need to be taken.

- Define authority and responsibility for administration of the program
- Create a “fee in lieu” calculation schedule and capital program and timeline for providing the new parking supply
- Create “triggers” for the “fee in lieu” program to reflect local parking costs
- Prepare materials to inform land owners, businesses, and developers about the “fee in lieu” program

## CONTINUATION OF DMP CONCEPTS

As part of the Sheridan Downtown Master Plan, WWC was charged with conducting an analysis of the core principles of the existing DSSMP's and to ensure the vision of the plans are carried forward into the future. The analysis included a review of previous master plans and on-site research to evaluate the success of the plans goals.

The 1993 and 2001 DSSMP's have become very successful planning documents for improvements made to Downtown Sheridan. Cooperation between the DSA, City, downtown property and business owners and other entities has been a key factor in the success of the concepts described in these documents. The mission statement for the 2001 DSSMP is as follows: "To provide a streetscape strategy that will serve to promote pedestrian access, unify the downtown area, reduce traffic congestion, enhance traffic flow and safety, and assist in the revitalization of the downtown community".

Some of the key concepts identified in both DSSMP's that are necessary to maintain a prosperous Downtown environment include:

- Preserve the historic character of Downtown
- Encourage the economic revitalization of the Downtown area
- Encourage private redevelopment efforts
- Suggest ways to provide additional parking that is convenient
- Develop an overall theme for enhancements to the Downtown area
- Enhance the appearance of the Downtown area to create a pleasant and attractive environment

Specific recommendations for the enhancement of many of these core concepts have been discussed previously in this report. Additional opportunities to enhance the overall visual experience of Downtown are discussed below.

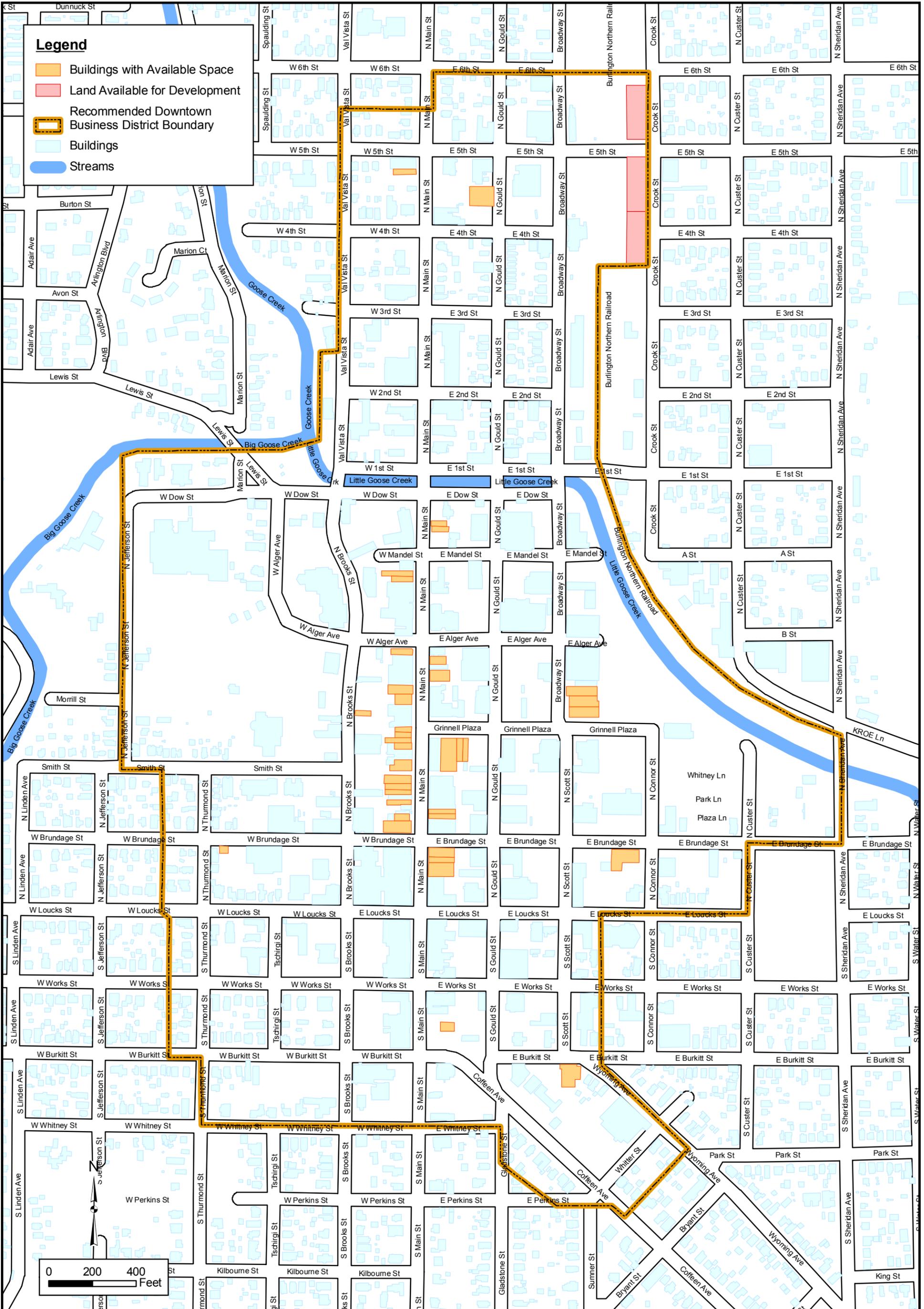
### Property Restoration & Rehabilitation

#### Improvement Opportunities

There are many different opportunities for the restoration or adaptive reuse of downtown space, whether it is for the expansion of an existing business, new retail or commercial business, residential space or other use. Regardless of the use, care must be given to not only meet existing regulations, but also ensuring the development preserves the historic identity of Downtown.

Many business and property owners have incorporated available space into business, retail or residential use; however a significant amount of space remains underutilized. An inventory of available unused retail and commercial space within the district is provided in Figure 4. A very small percentage of store-front space is unused. The majority of unused space is located in the upper levels of buildings. The DSA's Design Committee should work with these property owners to develop options for filling unused space.

The DSA's Design Committee is currently developing a design guide for renovations to existing buildings within the DSA district. This handbook will include recommendations for exterior improvements such as the type of materials to be used, historical colors, general historic themes, information on the City's sign ordinances, and a listing of key individual and regulatory contacts. The City planning department should be consulted during development of the design guidance handbook.



**Downtown Sheridan Master Plan**  
**Areas for Potential Restoration/Rehabilitation**

**Figure 4**

Upon completion, the Design Committee should be utilized to educate, implement and enforce the design guidelines, in addition to assisting with funding opportunities, overseeing development activities, and providing maintenance oversight. The end result of this effort would be to assist in the cooperative development of the downtown area.

The following steps should be taken to assist with improvement opportunities:

- Complete and adhere to the Design Guide currently being developed. These design guidelines should be applicable for both newly built and renovated building exteriors.
- Utilize the Design Committee to oversee and enforce the design standards to ensure conformity to downtown theme.
- Provide a “one-stop shop” of information for property owners who are interested in improving their property through a business support program.

### Historic Building Preservation

A list of historic structures in the downtown area is available through the offices of the Downtown Sheridan Association. Historic significance is evaluated in terms of the building and its components, the type of construction, the unique materials used in construction, the place the building occupies or by the significance of the occupants of the structure. Care and consideration should be afforded any effort to enhance the structure or alter the significance and protect the unique circumstances surrounding the structure. Numerous buildings in the downtown area are of historic significance. However, in terms of redevelopment and restoration efforts, all downtown structures should be viewed as contributing to the historic theme. Prior to restoration, revitalization or remodeling efforts, the Design Committee should provide assistance to property owners in evaluating the historic significance of structures proposed for improvement. In addition, historic structures should be considered when adjacent properties are proposed or other enhancements anticipated.

A brochure or other information packet should be developed to inform business owners of incentives in the form of tax savings and/or grants for historic preservation. DSA's Economic Restructuring Committee should lead in this effort with assistance from the Design Committee and City.

Steps to ensure historic building preservation include:

- Maintain a current listing of historic structures within the district
- Include historic building preservation concepts in the Design Guide and adhere to the handbook
- Develop a brochure listing the steps, regulations, funding opportunities, etc. for business owners

### Regulatory Considerations

Current building codes have been identified as potential hurdles in the redevelopment of some unused areas in downtown. A change of use from a historic buildings original intended use often causes an area to fall under more stringent building codes, particularly to meet current fire codes. The high cost of renovation to meet current building codes is often times the sole reason these areas remain undeveloped. DSA should actively work with City building and planning department personnel and other regulatory entities to evaluate and develop effective alternatives for the redevelopment of building space while ensuring public safety.

The City of Sheridan has adopted the International Existing Building Code that provides owners of existing buildings more alternatives for remodeling than would normally be allowed. In addition, the City is currently undergoing a building code review process in an effort to identify specific issues that hinder redevelopment, identify a process for working with building and store owners on potential code revision, and improve building owners and tenants understanding of current building codes. The City and effected building and store owners should actively work together to identify alternatives that allow for creative redevelopment of existing, unused and underutilized space while remaining within existing building code regulations.



**Fire Code Compliance**

Steps for establishing a uniform front on improvements to the City's regulatory codes include:

- DSA, property owners and business owners should be actively engaged with City staff in the efforts to review and possibly amend building codes
- Developing cost effective options for meeting existing fire codes
- Develop criteria to allow building owners who are not licensed contractors to perform improvements to their property (similar to residential property)
- Develop a condensed, user friendly code handbook to better educate property and business owners about code requirements
- Assist City with methods to improve interdisciplinary communication during building inspections

### Property Improvements

Whitney Commons and Whitney Plaza are two major improvement projects that have been constructed since the 2001 DSSMP. Both these projects are excellent examples of changes in use of downtown property that was being underutilized. Several other property and building improvements have been completed in recent years. A partial list includes:

- Historic Sheridan Inn
- Best Western Sheridan Center
- Original Railroad Depot
- Sheridan County Fulmer Library
- Wells Fargo Bank
- Hammer's Chevrolet
- Davis and Cannon Law Offices
- Renovations to the old Woolworth's building to install public restrooms and the Sheridan College Main Street Campus



**New Construction**



**Façade Renovation**

The DSA has provided assistance in many of these and other downtown property improvements. Continuing forward, it is important for DSA to take the

lead in ensuring building and property improvements adhere to the vision of downtown.

### *South Gateway Project*

The South Gateway Project is a property improvement opportunity currently being proposed by DSA. This project includes renovation of the old Maverick gas station property located at the intersection of Main Street and Coffeen Avenue, which has been vacant for the last several years. The City of Sheridan owns the property and will enter into a long-term lease agreement with DSA. The City, with assistance from DSA, is applying for a grant funding to make improvements to the building and site. The goal of the project is to relocate DSA's headquarters to the property and create a southern gateway to the Historic Downtown District. Proposed improvements include renovations to the existing building to provide office space for DSA, a conference room for public use, public restrooms, an information kiosk, and overall site improvements.



**Open Space Improvements**

### *WYO Theater Expansion*

The WYO Theater (WYO) has developed long range plan to expand its facilities and offerings into a Center for the Performing Arts. Owning or leasing the two adjacent spaces (the Perkins and Hallmark buildings) the WYO has strategically placed itself for a major expansion. Over the last few years the WYO has completed facility and funding and feasibility studies which support the proposed expansion.

Recently, through a joint application with Sheridan College, the City of Sheridan and Whitney Benefits, the WYO submitted a proposal to the Wyoming Business Council for a three million (\$3,000,000) grant which will add a performing arts stage in proximity to the present stage providing teaching, rehearsal and performance spaces for the College and the community; expand the WYO's capacities with supporting lobby, dressing room, storage, wing and green room spaces; and increase the vitality and energy level by relocating the entire Sheridan College performing arts program into the new Center. Renderings of the proposed enhancements are provided in Appendix C.

If successful this grant will become the seed for an additional \$5,000,000 project to complete the renovation and remodeling of the remaining spaces for a much expanded Performing Arts Center which will be dedicated for use by the community for dance, theater, and other performing, practice and rehearsal spaces.

### **Streetscape Improvements**

The 1993 and 2001 DSSMP both emphasized the importance of streetscape enhancements to improve the overall feel of downtown Sheridan. Streetscape

design elements recommended in these plans have been successfully implemented throughout DSA's district boundary including:

- Gould Street
- Main Street
- Scott/Broadway Streets
- Brooks Street
- Grinnell Plaza
- Smith Street Alley
- Whitney Plaza

### North Main Street Reconstruction

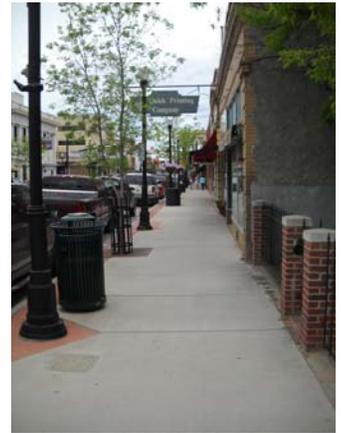
The North Main Street improvements currently under construction have also incorporated streetscape design elements from the DSSMP. These design elements including decorative lighting, decorative concrete, benches, planters and trees have transformed downtown Sheridan into a very aesthetically pleasing atmosphere. Additional emphasis on providing safe means of both vehicle and pedestrian travel has resulted in great benefits to the downtown. It is important to maintain the streetscape enhancement themes identified in these DSSMP's into future street projects.

### East Gateway Concept

The City's North Main Street Area Master Plan included gateway concepts to convey visitors and residents into and through the North Main and Downtown Sheridan area. The East Gateway concept consists of streetscape enhancements and complementary structures to capitalize on the spirit of the Historic Railroad District and existing Depot. Major elements of this concept include an improved railroad noise control structure, median landscaping, improved pedestrian walks, a steel truss gateway arch, and opportunities for infill development east of the railroad tracks. A rendering of the East Gateway Concept, as presented in the North Main Street Area Master Plan, is provided in Appendix D.

### **Public Arts**

The public art displayed throughout DSA's district has been an extremely successful endeavor and has been widely celebrated by both local residents and tourists alike. Fundraising activities through DSA and other organizations have helped to greatly expand the amount of art available for display. The extent of sculptures has expanded from a few confined to Grinnell Plaza only a few years ago to sculptures at nearly every major intersection in the downtown district. Activities such as the Celebrate the Arts Festival and Big West Arts Festival help to strengthen downtown Sheridan's artistic theme. Every effort should be taken by the DSA and City to continue the public art displays.



**Streetscape Enhancements**



**Public Art**

## **Stream Restoration**

The restoration of Little Goose Creek through downtown Sheridan been discussed in previous DSSMPs. Currently, this section of Little Goose Creek is in poor health and is visually unappealing. Restoration of this stream segment to a more natural state would restore health to the river system and provide significant aesthetic and redevelopment benefits to Downtown Sheridan. As part of an interim master planning process in 2006, the DSA and City of Sheridan instructed Steady Stream Hydrology, Inc. to perform an assessment and develop improvement opportunities for Big and Little Goose Creeks through downtown Sheridan. The result of this process was a report titled "River Walk: A Qualitative Assessment of Little Goose Creek and Big Goose Creek through Downtown Sheridan". A conceptual plan for the restoration of Little Goose Creek through its current concrete chute was developed and presented to the public through a series of public outreach efforts. This concept, presented in Appendix E, received tremendous community support and recently led to a successful stream restoration project completed through Kendrick Park. Additional stream restoration projects should continue to be pursued. A DDA can be an additional funding mechanism for these projects.

## **Integration with Existing DSSMP's**

The 1993 and 2001 DSSMP's focused on an overall streetscape strategy and enhancement effort to revitalize the downtown district. This Downtown Sheridan Economic Development Strategy was developed to provide organization and finance recommendations to incorporate to ensure the long-term success of Downtown Sheridan. This plan focuses on the existing and potential market conditions of the downtown district and provides recommendations for strengthening the district. This plan also provides recommendations for improvements to downtown parking and building renovations. The existing DSSMPs are valuable planning tools that need to be relied heavily upon for overall streetscape enhancements and used in conjunction with this document for specific economic development and parking and property improvement projects within DSA's district.

**APPENDIX A – MEETING MINUTES**

### Steering Committee Scoping Meeting - November 18, 2009

An initial project scoping meeting was held by WWC and Fehr & Peers to establish a clear direction for the Downtown Master Plan. The committee briefly discussed the 2001 DSSMP and how the guidelines and recommendations from that plan have been incorporated into downtown area. Ideas on how the current project could expand upon previous master planning efforts were discussed and brainstormed a list of priorities which needed addressed in the current plan. A shortened list of priorities was developed, which identified the need for some baseline market information that was lacking for the downtown area. A defined scope was then developed, which included the addition of P.U.M.A. to the project team.

The following is a list of participants who attended the Steering Committee meeting:

- Nic Bateson (City of Sheridan Public Works Department)
- Robert Briggs (City of Sheridan Planning Department)
- Stacie Coe, John Smith, James Petrilli, Jason Spielman, Joanne Garnett, and Myrlene Wallander (Downtown Sheridan Association)
- Jay Stender (Forward Sheridan)
- Jenny Craft (Center for a Vital Community)
- Jeremy Klop (Fehr & Peers)
- Chad Reed (WWC Engineering)

### Business/Organization Representatives Meeting – February 11, 2010

The first meeting of community business and organization representatives was held as a data gathering exercise to get a feel of the existing market conditions of the downtown area. Participants discussed the strengths and weaknesses of the downtown area and identified several improvements to consider implementing, including drawing Sheridan College to the downtown area, promoting residential development, developing parking management solutions, and strengthening the relationship between key organizations in the downtown area.

Participants at this meeting included:

- Nic Bateson (City of Sheridan Public Works Department)
- Dave Kinskey (City of Sheridan Mayor)
- Steve Brantz (Sheridan City Council)
- Rod Liesinger (Sheridan County Public Works Department)
- Mike Nickel (Sheridan County Commission Office)
- Jay Stender (Forward Sheridan)
- Dick Weber (Forward Sheridan and Valley Motor Honda)
- Tom Kinnison (Whitney Benefits)
- Dave Ferries (First Federal Savings Bank)
- Craig Dougherty (Sheridan County School District No.2)
- Stacie Coe, John Smith and Myrlene Wallander (Downtown Sheridan Association)
- Jeremy Klop (Fehr & Peers)
- Brad Segal and Jill Mendoza (P.U.M.A.)
- Chad Reed (WWC Engineering)

### Steering Committee Meeting – February 11, 2010

The first Steering Committee meeting was held to establish a clear direction for the Master Plan process. A visioning exercise was performed to get a feel for how the downtown area should develop over time. A list of specific improvements was developed from this exercise. The overall approach to obtaining background data and developing a market survey and distribution strategy were discussed. The committee also discussed market challenges, opportunities and improvements and the contents of a market profile of the downtown area.

Participants of this Steering Committee meeting included:

- Robert Briggs (City of Sheridan Planning Department)
- Steve Brantz (Sheridan City Council)
- Stacie Coe, John Smith, Robbie Smith, James Petrilli, Joanne Garnett, Jennifer Waugh and Myrlene Wallander (Downtown Sheridan Association)
- Janelle Martinsen (Sheridan county Chamber of Commerce)
- Ed Thompson (Citizen)
- Jeremy Klop (Fehr & Peers)
- Brad Segal and Jill Mendoza (P.U.M.A.)
- Chad Reed (WWC Engineering)

### Business/Organization Representatives Meeting – April 14, 2010

The meeting was held to discuss the results of the market survey and gauge participant reaction. Overall, the participants agreed with the results of the market survey. Specific topics of discussion included:

- Identifying improvements to parking management (survey results and previous studies indicate parking is more of a management rather than supply issue)
- Potential “quick win” opportunities to improve parking experience (improved signage locating public parking lots, etc.)
- Identify strategic locations lacking in parking for potential future purchase
- Potential sharing agreements for public use of large private lots
- Creation of a Downtown Development Authority; pros, cons, financial opportunities, etc.
- Tax Increment Financing District; available levy's, base year valuation, etc.
- Improved education regarding restaurant –vs- bar/grill license

A list of participants at this meeting included:

- Dave Kinskey (City of Sheridan Mayor)
- John Bigelow (Sheridan City Council)
- Rod Liesinger (Sheridan County Public Works Department)
- Kent Anderson and Wendy Smith (Sheridan College)
- Craig Dougherty (Sheridan County School District No.2)
- Bruce Burns (Senator and business owner)
- Stacie Coe, John Smith and Myrlene Wallander (Downtown Sheridan Association)
- Jeremy Klop (Fehr & Peers)
- Brad Segal and Jill Mendoza (P.U.M.A.)
- Chad Reed (WWC Engineering)

### Steering Committee Meeting – April 14, 2010

The second Steering Committee meeting was held to discuss the results of the market survey, and get final instructions for the development of the Master Plan. Specific topics included an in-depth discussion on the perceptions, realities and overall observations of downtown parking and recommendations for better management and marketing of downtown parking. Specific ideas for improving the economic development of the downtown area and potential financial mechanism's for long-term growth and sustainability were also discussed. Minor modifications to the plan content were recommended to reflect the some of the suggestions received from the community survey and open forum. Overall, it was agreed that the process was moving forward as anticipated.

The following individuals participated in this Steering Committee:

- Robert Briggs (City of Sheridan Planning Department)
- Steve Brantz (Sheridan City Council)
- Mark Reid (Sheridan County Planning Department)
- Stacie Coe, John Smith, Robbie Smith and James Petrilli (Downtown Sheridan Association)
- Jeremy Klop (Fehr & Peers)
- Brad Segal and Jill Mendoza (P.U.M.A.)
- Chad Reed (WWC Engineering)

**Minutes from Scoping Meeting for Downtown Master Plan Update  
November 18, 2009  
Centennial Collaborative Conference Room**

**Attendance:**

Nic Bateson and Robert Briggs (City of Sheridan)  
James Petrilli, Jason Spielman, Joanne Garnett, John Smith, Myrlene Wallander and Stacie Coe  
(Downtown Sheridan Association)  
Jay Stender (Forward Sheridan)  
Jenny Craft (Center for a Vital Community)  
Jeremy Klop (Fehr & Peers)  
Chad Reed (WWC Engineering)

Discussion Items:

Key recommendations and what has been done since the streetscape plan in 2001:

Focus was resurfacing and traffic flow improvement, pathways, artwork, sidewalk scape, including trees, garbage cans, and light poles. These concepts put into the 2001 plan, the city used as guidelines and the streetscape now is a result of this plan.

Funding coming from DSA and City, budget to be determined.

Parking is a big issue. We need to address this in the Downtown Master Plan (DMP). Many other questions need to be answered prior to answering the parking question.

Develop a new Master Plan that represents a broader scope.

Should we revisit the boundary of the downtown area?

The budget will be addressed after we have a product and scope of a project that the whole community is proud of. What are our priorities? What is most important?

Main Goals for the DMP

Issues

Keeping the Historic Identity

Reuse of second and third floor space

Parking

Funding mechanism for Downtown Sheridan, DDA or tax increment (TIF)

Pedestrian friendly-4 lanes of traffic or 2

Connectivity and linkages with pathways to downtown/East West connection

Preserve the existing economic stability of the businesses and enhance those

Green streets-bike friendly and alley uses

City Regulations

Building codes

Zoning

Boundary of downtown

How far east and southeast?

Northern boundary already set

Residential downtown

Rehab costs/building codes

Riverwalk/greenway

Making Downtown Sheridan a "destination" area

Event space

### How the Issues Above are Prioritized

Historic Identity  
Economic Stability/Destination area  
City Regulations  
Parking  
Boundary  
Fundraising  
Residential  
Reuse of 2<sup>nd</sup> floor space  
Pedestrian friendly  
Green space  
Pathway linkages

### Information in hand

Parking  
Riverwalk Money  
Original plan  
Original TranPlan  
UW 2<sup>nd</sup> Story Evaluation done in 2004/05  
Parking, 3D land use  
Use inventory-done by HKM Parking study at one time  
Tourism information from Chamber of Commerce  
City Code  
Some Sales Tax revenue data-including historical data  
Property Tax  
Dave Martinez Code recommendations report  
Demographic information

### What we need

Restoration/Design Support Guidelines  
Low interest rate loans  
Main Street Program connections  
Market analysis  
Code Revisions  
Height/Massing  
Marketing and Image  
Street Designs/circulation

### Most important needs

1. Market Analysis/Economic Development
2. Code Revisions
3. Parking/Traffic Circulation
4. Restoration/Design Support

Next step is for Fehr and Peers and WWC to put together the scope. The scope should be developed by the first week of December to present to the Technical Committee. We will have another Steering Committee Meeting shortly after Christmas.

**Minutes from Business/Organization Representatives Meeting  
February 11, 2010  
Sheridan Center**

Prepared by: Progressive Urban Management Associates, Inc.

**Attendees:**

Tom Kinnison (Whitney Benefits), Steve Brantz (City Councilman), Dave Ferries (First Federal Savings Bank), Jay Stender (Executive Director Forward Sheridan), Craig Dougherty (School District No. 2), Rod Liesinger (Sheridan County Public Works Director), Mike Nickel (Sheridan County Commissioner), Nic Bateson (City Public Works Director), Dick Weber (President of Forward Sheridan BOD), Myrlene Wallander (DSA), Stacie Coe (Executive Director, DSA), John Smith (President, DSA BOD), Chad Reed (WWC Engineering), Jeremy Klop (Fehr & Peers), Brad Segal (PUMA), Jill Mendoza (PUMA)

Nic – first time we’ve started with a plan based on economics

Should include representative of Chamber and Sheridan College

Jeremy – Strong investment/commitment, financing, return on investment, jobs

<b>Downtown Strengths</b>	<b>Downtown Weaknesses</b>
Lighting, sidewalks, aesthetics	Shuts down at 5 p.m.
3 <sup>rd</sup> Thurs (May/June-Sept), 2,000-3,000 attendees	Owners find it difficult to find help, must work long hours
WYO Theater	Lack of entertainment, restaurants
Tax base opportunities	Chamber/DSA business consulting and support
Restaurants, but room for improvement	Parking (aging population, inconvenient, enforcement)
2 <sup>nd</sup> story opportunities	Traffic flow (good or bad?), visitors vs locals
Policies and regulations to support development	Policies and regulations to support development
	Lack of local awareness, advertising

John: HKM Parking, review previous Forward Sheridan strategic plan, which included a strong emphasis on downtown

Merchants: Tom recommends starting a merchant’s association, later hours, shipping goods to tourists

<b>Improvements</b>	<b>Priority Votes (from guests)</b>
Destination marketing (collaborative advertising and promotions)	
Residential development	5
Draw college downtown	9
Parking management	7
Signage	
Business development	
Two lanes on Main St.	
Big/Little Goose stream enhancements, more green space	2
Expand downtown beyond Main St.	
Keep momentum with special events and promotions	
Strengthen DSA to become more self-sufficient, champion for downtown	5
Strengthen relationships/civic support between key organizations/businesses, encourage alignment	6

# Minutes from Steering Committee Meeting February 11, 2010

## Elks Club

Prepared by Progressive Urban Management Associates, Inc.

### Attendees:

Janelle Martinsen (Chamber), James Patrilli (Cosner Construction, DSA), Robby Smith (Sheridan Stationary, DSA), Steve Branz (City Councilman), Robert Briggs (City Planner), Myrlene Wallander (DSA), Joanne Garnett (DSA), Ed Thompson (Elks Club), Jennifer Waugh (Armstrong Design Studio, DSA), John Smith (Sheridan Stationary, DSA), Stacie Coe (DSA), Chad Reed (WWC Engineering), Jeremy Klop (Fehr & Peers), Brad Segal (PUMA), Jill Mendoza (PUMA)

### *Visioning Exercise*

Sheridan Ten Years Ago...	Sheridan Today...	Sheridan Ten Years In the Future...
Improving	Aesthetically pleasing	Healthy
Familiar	Interesting	Vibrant
Work in progress	Artwork	Prosperous
Not as aesthetically pleasing	Cohesive	Accessible
	Sense of community	Welcoming
	Quaint	Preserved
	Lively	Retain anchors
	Small town feel	Diverse (retail mix, age mix)
	Center of community	Day, night, weekends
	Clean	Residents
	Welcoming	Parking facility
	Western	Clean
		Western

Improvements	Priority Votes
Fill empty storefronts/façade improvements	4
Support for existing businesses (loans, façade improvements)	4
Policy and regulatory support (civic/city)	7
Historic preservation ethic (policy and regulations)	1
Embrace/involve youth	
Mixed-use (residential) and services to support residents	3
Parking structure	4
Good parking management	3
Explore transit options	
Extend store hours	
Connection with college	1
Public Wi-Fi	
Public restrooms	
Diversify special events	
Activate downtown after 5 p.m.	
Civic/city support, downtown champion	3

Parking management, policy and regulatory support, support for businesses and building improvements were identified as top priorities to be addressed.

Brad discussed PUMA's scope of services and how it fits in with the overall intent of the Master Plan

- Identify market challenges & opportunities, improvements, priorities
- Develop market profile highlighting demographics, trends, etc.
- Conduct community survey
- Implementation action plan

Discussion ensued on development of a market survey to capture consumer's attitude to downtown; strengths/weaknesses, areas for improvement, parking issues, general demographics, etc. and methods of distribution to the community

General market research – online research, extract existing resources, collaborate with Forward Sheridan, review demographics and economic analysis information with Robert (City Planner), go over DVD with mapping, GIS, zoning, etc. with Jeremy, Jay with secure sales tax info, Chad will forward HKM parking study and will follow up with traffic counts

Community survey – design (draft by end of Feb), distribution (launch in mid-Mar), tabulation and interpretation (mid-April)

Outreach – stakeholders, inventories

Next visit – week of April 12<sup>th</sup>

## Minutes from Community Open Forum

April 13, 2010

### Sheridan College Main Street Campus

Prepared by Progressive Urban Management Associates, Inc.

#### *Morning Session*

##### Attendees:

John & Robby Smith (Sheridan Stationary, DSA), Mike Nickel (County Commissioner), Nic Bateson (City Public Works Director), Mark Reid (County Planner), Richard Hammer (Hammer Chevrolet), Dave Kinskey (Mayor), Kendall Hartman (Senator Barrasso aide), Stacie Coe (Executive Director DSA), Chad Reed (WWC Engineering), Jeremy Klop (Fehr & Peers), Brad Segal (PUMA), Jill Mendoza (PUMA)

Initial scope - Retail & restaurants, parking, future

Would like to see a crosstab by income, vehicular traffic and walking

Mayor – why is Post Office an attraction?

Not necessarily attraction, but is common for post office to be a hub for downtown visitation.

Kendall – is the perception of parking downtown different from the experience of downtown?

The survey tends to support this.

Mayor – did people answer parking questions the way they have been led to believe in order to reinforce that there is a parking problem?

Quite possibly

Richard – doesn't even think twice about parking

Who should be involved in changing/managing the parking issues?

Mayor - HKM study claims 100+ spaces will be available if employees don't park in spaces, but where would they be redirected to park?

This is an issue that will be explored and addressed

Not fully utilizing lots that are currently available – need to increase awareness and change perception

Nic- need to look at parking requirement policy for new businesses

Unbundling parking – no having a minimum parking requirement for building owners, rather provide options; market driven vs code driven

Fee in lieu option for parking

Mayor - Parking code - We didn't change the code, we changed the lawyer

Long-term vision – Fund to acquire and maintain parking, alternating manner

Evolution of a DDA – management issues, land acquisition, business development

Mayor – supportive of a TIF, but not convinced that there would be enough revenue to be meaningful

Would like to obtain data on sales and property tax

CSO – encourage people to park off Main Street

Balloon effect – likely not to be a detractor or upset residents

Liquor (Bar & Grill) license issues – need to educate, possibly transfer current licenses to resort licenses where applicable

Restaurant licenses are unlimited based on population

Entrepreneurial training

3<sup>rd</sup> Thursday coming up – opportunity to market the survey

### *Afternoon Session*

Attendees:

Jennifer Waugh (DSA), Ed Armstrong (Armstrong Design Studio), Mary King (King's Saddlery), Cheryl Sinclair (Foot of the Bighorns), Karen Powers (Sports Stop), Steve Kraft (Kraft's Jewelry), Terry Cram (County Commissioner), Bruce Garber (Century 21 BHJ), Kathy Bede (Cottonwood Kitchen Shop), Steve & Shannon Kuzara (Streetwear Clothing), David Mullen & Rhonda Holwell (WYDOT), Kristen Salamon (Sheridan Press), Monte Buckmaster (Mint Bar), Steve & Joan Jacobson (Bighorn Design), DJ Dearcorn (First Federal Savings Bank), Brian McMahan (Brian's Boot & Shoe), Ted George & Harbee Tharaldson (Dan's Western Wear), James Bohnsack (Bank of the West), Bruce Burns (State Senator), Stacie Coe (Executive Director DSA), Chad Reed (WWC Engineering), Jeremy Klop (Fehr & Peers), Brad Segal (PUMA), Jill Mendoza (PUMA)

Results are consistent with previous work

Main Street has a .5 mile or 5 minute rule for parking

Parking spaces are not clearly defined

Employee parking and misuse of parking is an issue that needs resolved

Restaurants (high density businesses) require a lot of parking and generally either cannot meet City parking requirements or adversely affect other surrounding businesses by reducing parking spaces in the area

DSA attempted to redirect employee parking about 5 years ago, but without enforcement, it was not sustainable

Some business owners currently self-police their parking spaces

Low level of interest for enforcement of customers, higher level of interest for enforcement of employees

Signage issue – need to identify lots

Angled vs parallel parking – angled parking is more inviting

Liquor license issue

Parking district concept

Cars on street suggest activity

## Minutes from Business/Organization Representatives Meeting

April 14, 2010

### Sheridan Center

Prepared by Progressive Urban Management Associates, Inc.

Attendees: Chad Reed, Stacie Coe, John Smith, Dave Kinskey (Mayor), Kent Anderson (Sheridan College), Craig Dougherty (Superintendent School District No. 2), John Bigelow (City Council), Rod Liesinger (Sheridan County Public Works Director), Myerlene Wallender (MDU/DSA board), Wendy Smith (Sheridan College), Bruce Burns (Senator and property owner)

Consultant team presented results of market survey to participants. General discussion followed. Topics included:

#### Parking:

- People often times just drive around until they find a space
- Community generally not receptive to a nominal fee for parking on Main
- Parking appears to be a management issue vs a supply issue
- Crosstab parking discrepancies (events vs shopping)
- Psychological barrier – people have been told for years there is a parking problem downtown so they just assume that's the case
- Clarify parking requirements for new or renovated properties
- Fee in lieu vs being a member of the DDA

#### Action Items:

- Need to identify strategically located sites to acquire for public parking
- Discussed opportunity for a "quick win" in parking regulations
- Promotional materials to highlight walking routes/# of calories burned
- Informal sharing agreement with businesses and property owners to use their lots in the evenings
- Better identification of existing public lots
- Need staff and resource to gain control and manage parking issues

#### Market analysis:

- Discussed DDA and TIF incentives
  - Wyoming Association of Municipalities (George Parks – TIF)
  - TIF statute – George K. Balm
  - Base year is a factor in the valuation process
  - Obtain sales tax data for DSA area to estimate potential revenues
    - City & County have had difficulty in the past obtaining specific data
    - State representatives may be able to assist with obtaining data
- Reduce cost of restaurant license
- Discuss restaurant vs bar/grill license in report

## Minutes from Steering Committee Meeting

April 14, 2010

### Elks Club

Prepared by Progressive Urban Management Associates, Inc.

Attendees: Chad Reed, Stacie Coe, John & Robby Smith, Mark Reid, Steve Brantz (City Council), Robert Briggs (City Planner), James Patrilli (Cosner Construction)

Consultant team presented the results of the market survey to the steering committee. Discussed several aspects of the results

- number of responses to date
- reasons for visiting/avoiding downtown
- community vision
- specific improvements
- communities general attitude to their visits downtown
- two-sided response to parking availability & walking distance

Economic development / financing improvements for downtown

Previously proposed DDA, but did not have the support, perhaps the timing is right now

TIF – Dan Baxter (Cheyenne), has helped Sheridan with bond issues (Robert Briggs can provide contact info)

Package DDA as an investment opportunity for business and property owners

Business development – incentives?

Historic preservation might have some incentives – tax abatement

TIF challenges in WY – property taxes are so low, won't provide a significant stream of revenue

Enforcement of employees, need to provide alternative

DDA, TIF and BID legislation (through Main Street)

Discussed opportunities for better management and marketing of downtown parking

Final report will be an economic roadmap and also address parking/traffic congestion issues

Wrap up

Sales and property tax data needed ASAP

Tentative date for next site visit; June 2-4 or latter part of July

Minutes from Planning Commission Workshop  
July 26, 2010  
City Hall Council Chambers  
Prepared by Progressive Urban Management Associates, Inc.

Attendees: Chad Reed (WWC), Jeremy Klop (Fehr & Peers), Brad Segal & Jill Mendoza (PUMA), Stacie Coe, John and Robbie Smith, Beth Smith, Joanne Garnett, Kristen Salamon (Press), Robert Briggs, Alex Lee, Kay Pearson, Robert Tilden, Nancy Silla, Wayne Blank

Introduction and presentation of draft report & recommendations

- Time for a new plan, parking must be addressed, future of DSA
- DSA fully supports master plan

Questions about mapping and district boundary; might want to consider transition zone for ease of description and boundary

Title of plan should change to emphasize Economic Development

Suggested adding number of businesses downtown to presentation to others

PUMA discussed why a DDA makes sense for Downtown Sheridan

- Potential benefits of mill levy and TIF
- Clarification on the synergies and differences between DSA and DDA
- Ability for DDA to apply for grants and help fund projects

Discussed specifics and strategies for potential implementation of DDA

Discussed how Forward Sheridan, Chamber & others would fit into overall scheme

Discussed signage & how to eliminate loading zone parking and block off driveways

Discussed the communities desire for extended store hours & the difficulties in doing so

Increase downtown residential

## Minutes from Business/Organization Representatives Meeting

July 27, 2010

Sheridan Center

Prepared by Progressive Urban Management Associates, Inc.

Attendees: Chad Reed (WWC), Jeremy Klop (Fehr & Peers), Brad Segal & Jill Mendoza (PUMA), Stacie Coe, John Smith, Nic Bateson, Dave Kinskey, Cinder Destefano, John Bigelow, Rod Liesinger

Project team discussed implications & recommendations for market assessment & action plan and downtown parking

General discussion ensued:

- Typical for downtown to have special parking standards
- Collection of sales and property tax
- Opportunity to collect property and sales tax from new development and new business
- How Chamber, Forward Sheridan, others play a role
- Concurrent and adjacent development (WYO, Whitney, Holy Name, Pathways)
- Interaction between DSA and DDA staff & boards
- Potential tasks DDA could undertake incl. snow removal, gum removal, street cleanup after events, etc.
- How this report fits in with existing Master Plans
- Might be possible to have downtown businesses report sales to DSA on a "confidential" basis for future use (overall sales data would be available from Dep't. of Revenue)
- Long-term parking vision will include a garage
- Report too detailed – suggest moving portions to Appendix
- Discussed actions moving forward – how to implement recommendations
  - Create DDA Business Plan and Formation of DDA
    - 25% of property owners to approve DDA
    - Would require majority approval for mill levy, other major commitments
    - Will need legal counsel to develop
    - Need vision for utilizing monies collected over time
    - Prefer graphic renderings to explain vision
    - Base level of service from City is mandatory for successful implementation

## Minutes from Steering Committee Meeting

July 27, 2010

Elks Lodge

Prepared by Progressive Urban Management Associates, Inc.

Attendees: Chad Reed (WWC), Brad Segal & Jill Mendoza (PUMA), Stacie Coe, John & Robbie Smith, James Petrilli, Jennifer Waugh, Joanne Garnett, Janelle Anderson, Mark Reid, Bonnie Gregory

Project team discussed implications & recommendations for market assessment & action plan and downtown parking with Steering Committee

General discussion ensued:

- How much would each property have to pay (mill levy)
  - Raises some concern
  - Important to note that mill levy is optional and voted on by majority
- Important to foster relationship with the city
- Need a DDA to provide resources to accomplish goals identified in report and Master Plans
- Discussed potential overlapping of services between organizations (Forward Sheridan, Chamber, others) and the need for continuity
- Concern about DDA/DSA relationship and staff; might be difficult for staff to work for two boards
- DDA could potentially take over parking management (except citation enforcement) from City – could be others
- Discussed DSA membership and DDA
  - Might lose DSA membership & associated revenue
  - Would be offset by DDA TIF, potential mil levy, additional funding mechanism, etc.
- City council has ultimate authority over DDA
- Timing
  - When/how can we move forward?
  - PUMA will prepare proposal for DDA business plan & formation
  - Typical process should take 8-10 months

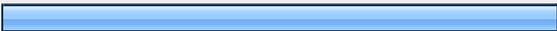
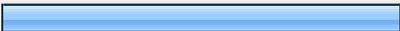
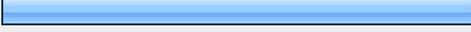
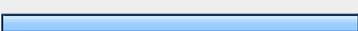
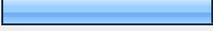
APPENDIX B – COMMUNITY ATTITUDES SURVEY RESULTS

# Downtown Sheridan Survey

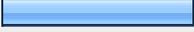
1. Approximately how often do you visit Downtown Sheridan? (If you live or work in Downtown Sheridan, include visits other than to home or work). (Please select one)

	Response Percent	Response Count
Daily 	23.0%	108
<b>Weekly</b> 	<b>50.9%</b>	<b>239</b>
Monthly 	23.8%	112
About once a year or less 	1.9%	9
Never 	0.4%	2
<b><i>answered question</i></b>		<b>470</b>
<b><i>skipped question</i></b>		<b>3</b>

**2. For which of the following activities do you go downtown? (Please select all that apply)**

		<b>Response Percent</b>	<b>Response Count</b>
<b>Shopping</b>		<b>84.4%</b>	<b>396</b>
Personal business		60.6%	284
Restaurants and/or bars		78.5%	368
WYO Theater		50.5%	237
City/County business		36.7%	172
Church		15.1%	71
Entertainment (music, art, movies, etc.)		55.7%	261
The Don King Museum		7.7%	36
Library		37.7%	177
Post Office		71.4%	335
Special Events (Farmer's Market, 3rd Thurs, etc.)		53.9%	253
Medical or dental care		31.8%	149
	If other, please specify:		25
<b>answered question</b>			<b>469</b>
<b>skipped question</b>			<b>4</b>

3. If you DON'T visit is it because of: (Please select all that apply)

		Response Percent	Response Count
Lack of restaurant options		43.6%	98
Concerns about safety		2.7%	6
Lack of diverse retail		39.1%	88
Lack of arts, culture and entertainment		6.2%	14
<b>Limited parking</b>		<b>67.6%</b>	<b>152</b>
Traffic/Congestion		28.9%	65
Difficult to get around/find stuff		13.8%	31
Generally unappealing environment		2.2%	5
	If other, please specify:		35
<b><i>answered question</i></b>			<b>225</b>
<b><i>skipped question</i></b>			<b>248</b>

**4. What improvements would encourage you to visit Downtown Sheridan more often? (Please select all that apply)**

	<b>YES - Would definitely encourage me to visit more often!</b>	<b>MIGHT encourage me to visit more often.</b>	<b>NO - Would not encourage me to visit more often.</b>	<b>Response Count</b>
More/different restaurants	<b>70.9% (300)</b>	22.9% (97)	6.1% (26)	423
Unique, one-of-a-kind shops	33.3% (123)	<b>48.0% (177)</b>	18.7% (69)	369
Brand name stores	<b>39.1% (149)</b>	35.2% (134)	25.7% (98)	381
More arts and culture venues	27.5% (96)	<b>43.3% (151)</b>	29.2% (102)	349
Live entertainment	<b>46.1% (171)</b>	42.0% (156)	11.9% (44)	371
Special events	<b>48.8% (180)</b>	42.5% (157)	8.7% (32)	369
More welcoming atmosphere	25.9% (83)	<b>49.5% (159)</b>	24.6% (79)	321
Better information on what exists	34.3% (116)	<b>43.8% (148)</b>	21.9% (74)	338
Extended store hours	<b>58.0% (225)</b>	27.8% (108)	14.2% (55)	388
			If other, please specify:	42
			<b><i>answered question</i></b>	<b>448</b>
			<b><i>skipped question</i></b>	<b>25</b>

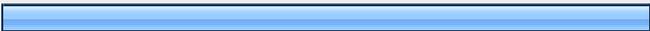
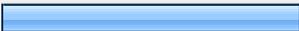
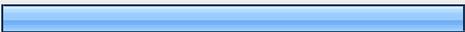
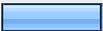
**5. How would you like to see Downtown Sheridan evolve over the next several years? (Please select one)**

	Response Percent	Response Count
<b>Main Street USA: Unique shops, restaurants and services that appeal to residents and visitors</b> 	58.4%	253
Mixed use: An area that encourages business and services on the ground floors and residential uses on upper floors 	36.0%	156
Business and residential: Primarily businesses with a few residences mixed throughout the corridor 	5.5%	24
If other, please specify:		18
<b>answered question</b>		<b>433</b>
<b>skipped question</b>		<b>40</b>

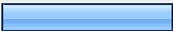
**6. Please list one specific improvement, new business or change you would like to see in Downtown Sheridan.**

	Response Count
	321
<b>answered question</b>	<b>321</b>
<b>skipped question</b>	<b>152</b>

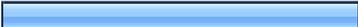
7. How do you get Downtown (modes and routes)? (Please select all that apply)

	Response Percent	Response Count
Vehicle 	98.6%	436
Walk 	45.2%	200
Bicycle 	14.5%	64
Trolley 	1.6%	7
Bus/Taxi	0.0%	0
Main Street 	70.4%	311
Gould Street 	26.7%	118
Coffeen Avenue 	49.8%	220
Pathways System 	14.5%	64
Other (please specify)		32
<b>answered question</b>		<b>442</b>
<b>skipped question</b>		<b>31</b>

8. I find parking in Downtown Sheridan to be: (Please select one)

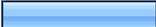
	Response Percent	Response Count
Convenient and easy to find 	14.6%	64
<b>Less convenient than outlying areas, but not bad for a Downtown</b> 	<b>47.8%</b>	<b>209</b>
Inconvenient and difficult 	25.6%	112
A reason to avoid coming Downtown 	11.9%	52
<b>answered question</b>		<b>437</b>
<b>skipped question</b>		<b>36</b>

**9. I find the current 2 hour on-street parking limit to be: (Please select one)**

	Response Percent	Response Count
Strictly enforced 	2.4%	10
<b>Not always enforced but typically followed</b> 	<b>53.9%</b>	<b>221</b>
Never enforced or followed 	43.7%	179
<i>answered question</i>		<b>410</b>
<i>skipped question</i>		<b>63</b>

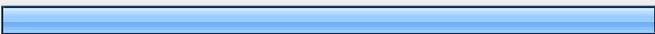
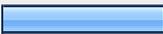
**10. I consider an acceptable walking distance to my destination: (Please select one)**

	Response Percent	Response Count
Less than 100 feet 	0.7%	3
Less than 1 block (350 feet) 	15.7%	69
Less than 2 blocks (700 feet) 	33.6%	148
<b>It doesn't matter, I enjoy walking in Downtown Sheridan</b> 	<b>50.0%</b>	<b>220</b>
<i>answered question</i>		<b>440</b>
<i>skipped question</i>		<b>33</b>

11. When I visit Downtown Sheridan I typically park: (Please select one)		
	Response Percent	Response Count
Next to my destination (on-street) 	6.8%	30
Next to my destination (off-street lot) 	4.1%	18
<b>Within acceptable walking distance to my destination (on-street)</b> 	<b>58.2%</b>	<b>255</b>
Within acceptable walking distance to my destination (off-street lot) 	23.3%	102
An unacceptable walking distance to my destination (on-street) 	4.8%	21
An unacceptable walking distance to my destination (off-street lot) 	2.7%	12
	<i>answered question</i>	<b>438</b>
	<i>skipped question</i>	<b>35</b>

12. I believe the existing city parking lots are: (Please select all the apply)		
	Response Percent	Response Count
Easy to find 	39.0%	105
Have ample spaces available 	42.0%	113
<b>In convenient locations</b> 	<b>49.1%</b>	<b>132</b>
	<i>answered question</i>	<b>269</b>
	<i>skipped question</i>	<b>204</b>

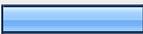
13. If you feel additional parking is needed, list the top three priority locations for adding parking in Downtown Sheridan.

	Response Percent	Response Count
1. 	99.4%	178
2. 	47.5%	85
3. 	24.6%	44
<i>answered question</i>		<b>179</b>
<i>skipped question</i>		<b>294</b>

14. I would be willing to pay a nominal fee (\$0.50/hr) to park closer to my destination. (Please select one)

	Response Percent	Response Count
Strongly agree 	6.7%	29
Agree 	16.2%	70
Neither agree or disagree 	21.7%	94
Disagree 	27.3%	118
<b>Strongly disagree</b> 	<b>28.2%</b>	<b>122</b>
<i>answered question</i>		<b>433</b>
<i>skipped question</i>		<b>40</b>

15. I would be willing to pay a higher fee (\$2/hr or \$5/day) for a space in a covered parking structure. (Please select one)

	Response Percent	Response Count
Strongly agree 	3.5%	15
Agree 	8.8%	38
Neither agree or disagree 	21.0%	91
Disagree 	28.6%	124
<b>Strongly disagree</b> 	<b>38.2%</b>	<b>166</b>
<i>answered question</i>		<b>434</b>
<i>skipped question</i>		<b>39</b>

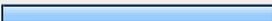
16. How long have you lived or done business in the area?

	Response Percent	Response Count
Less than 1 year 	3.7%	16
1 to 5 years 	18.1%	79
6 to 10 years 	13.1%	57
<b>10 years or more</b> 	<b>65.1%</b>	<b>284</b>
<i>answered question</i>		<b>436</b>
<i>skipped question</i>		<b>37</b>

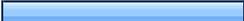
17. What is your gender?

	Response Percent	Response Count
Male 	37.4%	162
<b>Female</b> 	<b>62.6%</b>	<b>271</b>
<i>answered question</i>		<b>433</b>
<i>skipped question</i>		<b>40</b>

**18. How old are you?**

	Response Percent	Response Count
Younger than 18 	1.4%	6
18-24 	4.8%	21
25-34 	18.7%	81
35-49 	30.9%	134
<b>50-69</b> 	<b>41.2%</b>	<b>179</b>
69+ 	3.0%	13
<b>answered question</b>		<b>434</b>
<b>skipped question</b>		<b>39</b>

**19. Where do you live?**

	Response Percent	Response Count
City 	63.5%	273
County 	36.5%	157
Please enter your home ZIP code:		362
<b>answered question</b>		<b>430</b>
<b>skipped question</b>		<b>43</b>

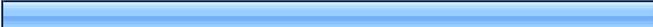
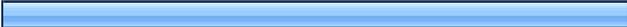
**20. What is your annual household income? (optional)**

	Response Percent	Response Count
Less than \$50,000 	21.2%	80
<b>\$50,000 to \$99,999</b> 	<b>46.4%</b>	<b>175</b>
\$100,000 to \$149,999 	24.7%	93
\$150,000 to \$199,999 	5.8%	22
\$200,000+ 	1.9%	7
<i>answered question</i>		<b>377</b>
<i>skipped question</i>		<b>96</b>

**21. How many people live in your household?**

	1	2	More than 2	Response Count
Adults over 18	17.4% (74)	<b>71.1% (303)</b>	11.5% (49)	426
Children under 18	34.9% (61)	<b>41.1% (72)</b>	24.0% (42)	175
<i>answered question</i>				<b>430</b>
<i>skipped question</i>				<b>43</b>

**22. Thank you for taking the time to tell us about your Downtown Sheridan experience. To be entered in the drawing to win a downtown gift certificate, please provide us with the following information:**

	Response Percent	Response Count
<b>Name:</b> 	<b>99.6%</b>	<b>281</b>
Email Address: 	95.4%	269
Phone Number: 	96.5%	272
<i>answered question</i>		<b>282</b>
<i>skipped question</i>		<b>191</b>

INDIVIDUAL RESPONSES TO QUESTIONS FROM CONSUMER ATTITUDE SURVEY

**Responses to Question 2. For which of the following activities to you go downtown? (if other, please specify):**

- YMCA
- social, window shopping/walking
- Just walking around
- work related business
- we work for downtown merchants
- WORK
- Beauty salon
- coffee
- movie theater
- DROP OFF DAUGHTER FOR CHOIR
- employment
- Fraternal Organization responsibilities
- I work in the downtown
- job searching
- to walk around
- work
- work
- Christmas shopping
- fun place to walk or stroll
- business owner
- I own a business on Broadway
- I just love walking downtown... I have never thought parking was a problem and I am very glad that the downtown is not overrun with parking lots!!! I would rather have what we have now...interesting shops, good restaurants and fun places..
- Work
- YMCA, banking, senior center
- Senior Center

**Responses to Question 3. If you Don't visit is it because of? (if other, please specify):**

- Not enough stores, too many offices
- The downtown shops are too expensive for me to shop in. I have gone into shops but feel many times the clerks/owners are just too important with themselves. It is often a snooty type attitude. I prefer Wal-Mart and K-mart much better prices and selection.
- things downtown are expensive,(in today's economy) there are not many things down there that interest me.
- Need to insist people clean up their yards and business
- Terrible customer service, overpriced stock
- during peak hours or special events
- nothing is open on Sunday
- Would like a steakhouse!!
- NA
- Lack of parking, lack of retail stores, downtown stores cannot compete with large chains, so selection is poor at best. People that work in stores are not trained and many are rude or do not help you find what you need.
- Business closed

- on street parking
- I don't shop downtown unless I need it
- Just don't have time
- Businesses not open after 5:00 pm
- Businesses not open after 5:00 pm
- Way to expensive
- Nothing open after 5:00pm
- do visit but lack of restaurant options and limited parking cause fewer visits
- Limited funds to spend on any of the above. Limited amount of leisure time to "browse" and sit at coffee shops etc. When I do use stores and services, staff/clerk training in good customer service affects if I return at all or very often.
- down town sheridan is filthy
- The attitude of retailers is poor. Retailers act like it is a priviledge for the customer to shop in their stores. I would rather drive to Billings than to shop downtown.
- Lack of evening business hours for shopping
- Everything's closed by 4 or 5 every time I go down there.
- construction/ partially blocked main routes
- business hours should remain open longer than 5 for those of us that work till 5
- Stores are only open limited amount of time. Typically need to order everything. Poor service.
- Sheridan does not have a variety of restaurants/shoe stores/clothing stores for the average joe to shop in
- Cost of local shopping
- limited parking especially around the post office
- Work too much
- Businesses not open when I can make it downtown
- Live in Buffalo
- no time or money
- Financial contstraints

**Responses to Question 4. What improvements would encourage you to visit Downtown Sheridan more often? (if other, please specify):**

- better/more parking
- If stores would actually be open when they say they will be!
- Definitely a plus for extended store hours if you want to serve the people who work 8-5 M-F.
- more variety of stores to shop from
- Get traffic off of Main Street. Main St. is a destination not a thoroughfare.
- a few employees of retail store could be more friendly
- Parking
- more / better parking, less traffic congestion
- already has welcoming atmosphere
- open Saturday and Sunday for those that actually work full time
- More access to easy parking. Could that horrible lot east of the theater be cleaned up? It's really trashy.
- parking as stated previous
- I like the way our town looks
- Expand on brand named stores that people will actually stop and shop and spend dollars. Billings has broght in major hotels, motels and chain stores and has turned Billings into a destination.
- PARKING
- better parking...
- clothing store with male teen apparel

- better parking like diagonal-slow traffic down
- Open for tourist to shop late in day
- I love the downtown area.
- Improved atmosphere ie. more trees, or trees where there are none now.
- I think we really need a bus service for all the public. Many capable seniors forgo evening events due to driving at night. College students have no public transportation. Capable retirees are increasing and you might think of delivering them to the stores. Low income folks could use this service. Better than building a triple decker parking garage.
- ANYTHING AT ALL OPEN ON SUNDAYS!
- Tourist Info distribution or signage downtown
- more community organizing activities would draw me downtown
- Extended summer hours
- walking mall-no car traffic on Main St
- have more affordable stores
- I would be more encouraged to come downtown for special events or live entertainment if there were other choice rather than country or old people music.
- Better parking; shopping availability evenings and sundays
- Good retail shops are very important.
- business hours need to remain open longer than 5 and on Saturdays, get rid of Kmart and get Target
- Improved transportation alternatives
- love the monthly events in the summer and food market!
- bike access, walking paths, bike paths
- public transportation
- Sheridan needs more, more, more !!!
- The people that work in the stores were more friendly and acted like they want your business.
- better parking.
- Extended store hours are a must!!!!!!
- More affordable
- more clothing stores

**Responses to Question 5. How would you like to see Downtown Sheridan evolve over the next several years? (if other, please specify):**

- acknowledgement of other groups, not just those of special interest to a few participants
- I like diverse areas if all is compatible w/each other
- unique shops and restaurants just means expensive prices. No thanks.
- I actually prefer the small town atmosphere of Sheridan however more restaurants would bring me in more often as long as they aren't main stream restaurants i.e. Applebees, Olive Garden, or any fast foods.
- Your definitions are confusing -- I like them all.
- Combined w/upper story residential
- more pedestrian friendly areas/plazas
- These are not mutually exclusive selections. All three of these things can be integrated.
- actually all of the above
- just a comment - I like the shops and restaurants, perhaps I am not sophisticated enough, but see no need to promote this, usually supply and demand resolve these things.
- downtown Sheridan needs to do something to attract local people
- with extended hours into evenings.
- Main Street USA w/ more developed housing on upper floors
- Need to encourage people to shop all along Main Street and not just in the "retail district" North of Loucks and South of Alger.

- A small town with big town benefits.
- Keep Sheridan looking like a small town. Quit worrying about how we look and keep city employees working.
- I like how it is now
- brand name stores

**Responses to Question 6. Please list one specific improvement, new business or change you would like to see in Downtown Sheridan.**

- improvements to parking either through better identifying existing off-street lots or purchasing/leasing new lots
- More live entertainment and store open late
- More Restaurants
- more restaurants
- Gentlemen's Club
- Retailer diversity / retailers that don't rip you off (pricing)
- Better utilization of vacant (parking) areas.
- pavement markings
- Parking
- convenience store with snacks drinks etc like a 7-11
- more parking
- People need to learn to parallel park
- friendly service
- Less office(s) on the ground floor, ie-CBM, College, insurance, general office. Those businesses can afford to pay higher rent, so building owners are increase rent for retail space, in some cases making it totally unaffordable for retail. The retail businesses in turn at some point and time will cease to be able to afford to be downtown
- It would be nice to have a place that was large enough to dance during a live band. Not the shake your butt kind of dancing.
- clean up north main, get trashy business off main
- restaurant similar to Applebee's
- Longer hours in the evening. Mornings can start later
- business promotion on side streets and back to Broadway
- better restaurants
- Improved parking
- New parking structure at the old Cook Ford business location (corner of Gould and Brundage). At the very least, remove the current auto salvage business from that location!
- More restaurants
- more street festival type events
- Thai or Japanese Restaurant
- keep services out of the street level. Encourage residential upstairs. Promote retail and restaurants
- enhanced parking
- more affordable business. not so much specialty
- More restaurants with outdoor seating
- Coldwater Creek Retail Store
- Consider another parking garage in downtown; also, consider a crosswalk at Smith Alley.
- see JCPenney expand
- Make a one way street going south on Main, then have the other one way street going north on Gould. The flow of traffic would be smoother and more likely to find a place to park better. This has worked in many other towns with a downtown like we have here.
- change street lighting to 'dark sky' fixtures

- Reduce through traffic
- Make Main Street from Coffeen to 5th a one way street heading South towards Coffeen. Make it 3 lanes, giving a little more room for each lane and for parking on sides. Convert the street 1 block to the east (Gould st) as the one way heading north, also with three lanes, but no side parking. This will help with flow, and provide for growth on Gould st.
- A shoe store that has non-sports shoes
- more parking
- fewer lanes of traffic - more pedestrian oriented
- Retail on the first floor- offices on the second floor
- Extended hours for the businesses would be great. Everything is closed by the time I get off work so I go to Wal-Mart. If the shops were open over more convenient hours for me I might visit more often.
- Applebee's, Olive Garden
- A good retail shoe store
- Business advertisements should also have addresses in the ad and easy to find/read the address
- No left turn onto Main St below courthouse
- more accesible parking
- parking
- Applebees
- Improve parking
- entertainment
- more parking-especially by the post office
- I would really like to have centrally located parking lots and public restrooms.
- Actual stores that don't sell the same thing. More than just clothing stores.
- fast food places. Taco Bell, Wendy's, Etc.
- some sort of parking garage, and a trolley that could take you to different places around town to shop and not visit all the historical sites and parks.
- I would like a new mayor. I'm tired of the manipulative, conniving one we have now. His intererest is purely in personal gain and name recognition. He cares nothing for the people of Sheridan or the values that have made it what it is today.
- most all the shops have the same type of retail it would be nice to have more choices
- A small plaza area were poeple could sit during the day and just enjoy the down town atmosphere.
- clean up facing of building-clean up alley ways
- Department store, other than JC Penney
- Restore storefronts trashed during the '50's - '80's. Raze Wells Fargo Bank.
- Restoration of historic business fronts
- more activities for our visitors
- More restaurants
- like to see more restaurants
- flowers are beautiful during summer....things are running pretty smoothly now
- remove pass through traffic and make more pedestrian friendly - only 2 lanes of traffic
- a decent place to eat that isn't a steakhouse, decent wine bar etc.
- better parking
- better parking
- Olive Garden Resturant
- Could you add more art galleries and souvenir shops because we don't have enough of those yet
- some kind of department store or walgreens type store
- more restaurants
- Keep the downtown area impeccably clean.
- 3 on 3 Basketball tournament back on Main Street
- I would like to see a bigger selection of mens wear

- more food and entertainment
- parking, mid-range clothing store
- more festive street scape with classy signage and banners
- a small general merchandise store like woolworth, (batteries, disposable cameras, toilet tissue, note books, etc.) for downtown workers and tourist foot traffic
- public parking
- MORE RESTAURANTS
- less pass through traffic, less dust, less noise
- my kids would like mini golf
- Additional unique Restaurants.
- Extended store hours during the week
- more parking
- New Business - Abercrombie & Fitch or a Youth/Teenage Activity Center
- Better parking around Post Office
- More Restaurants
- Ethnic Cuisine option
- Parking time limit ENFORCEMENT - 2hrs!
- party store
- Restaurants other than pizza and chinese
- planned parking
- wine bar
- Bring in one brand name store.
- Resolving the problem of parking has been an issue with me.
- more clothing stores
- Fewer empty storefronts.
- Better more affordable restaurant- like applebees
- Better Parking
- Shopping
- more restaurants
- Restaurant
- restaurants
- Extended store hours for people who work til 5:00 p.m.
- More restaurants
- more benches for a sit & stay awhile feel
- Stores open when I get off work @ 5
- I would like to NOT see new, enormous buildings in Main Street
- I would like to see a directory of shops in grinnell plaza
- Eddie Bauer or similar store in the New York building
- Italian restaurant--NOT pizza parlor.
- Make it easier to park close to where you need to go.
- A nightclub-a bar specifically designed for live music, not as an afterthought
- Fried Chicken restaurant, trees, brighter environment
- more parking
- more restaurants
- Hours of operation. Most people work until 5pm
- Ethnic restaurant or italian restaurant - no more steakhouses or chinese!!
- big upgrades WYO is planning
- dimming the street lights
- An Italian or sushi restaurant
- More parking

- I think we have a great downtown.... as long as all the people that own the buildings keep the rents reasonable for the businesses so they CAN stay in business.... It would be really terrible if businesses began leaving and we had empty storefronts like is happening in Buffalo....they are doing terrible there. lets keep Sheridan alive and well....thank you
- One night a week extended store hours
- A Chain Restaurant - not fast food
- Access and awareness of free parking sites
- more parking
- more parking
- Better parking
- handicap access to older buildings
- facade enhancements
- parking garage in middle of town
- parking ramp
- unique non-chain restaurant
- Make more use of Main St. itself particularly between Brudnage and Alger and Grinnell Plaza for street fairs, dances, etc. Yoiuu have the resource. Use it.
- Clothing stores medium price
- chain restaurant
- Small grocery/convenience store in/near downtown
- Make better use of the buildings in downtown along Main Street
- restaurants open on sundays
- Improved buildings. Old and falling appart
- Hot Topic clothing and novelty store
- I would like to see the downtown area extended down North Main Street
- more parking and enforcement
- NW By pass so downtown can be more enjoyable for shopping dineing ect. with out worry of traffic and parking!
- Name brand restaurant, more family-friendly stores
- more parking and enforcement
- more retail businesses, less real estate, insurance, etc
- Addition of nice unique restaurants
- parking needs to be seriously addressed.
- applebees,olive garden,fashion bug shopping
- Restaurants to encourage reason to go downtown.
- widen main street - it's dangerous to park there
- at least a 25 mph speed limit, 20mph is too slow
- Remodel of storefronts
- Parking
- Keep street level for retail & restaurants; add more residential on the upper floors
- better pedestrian crosswalks
- new restaurants; brand name shops
- A true newstand with a better selection of magazines & national newspapers
- parking-enforcing employee parking all day on main
- garbage control in alleyways
- kids/ teenage store for clothes
- more nice restaurant options
- a better bookstore, an italian restaurant,
- a new italian restaurant. ex. olive garden
- More varied restaurants would be nice.

- Make diagonal parking instead of parallel parking, it would make more parking available downtown
- More resteraunts
- probably more parking-seems to be a complaint..
- something besides pizza and hamburger joints
- More clothing stores
- better parking - store to open before 10a -
- clothing stores that don't cost an arm and leg
- More parking availability, wider streets (probably not possible), or a new restaurant comparible to Applebees
- an Indian (the subcontinent) restaurant
- Reduce traffic congestion. Make Main Street a destination, not a thoroughfare.
- make Main St. a garden like walking path and provide much more parking on side streets
- More parking-Employees off Main Street -Shoppers on Main
- affordable brand name clothing stores for youth and adults
- improved look to the upper levels of buildings
- Consistant, year-round public transportation using a circuit form the main corridor to Sheridan College and back.
- cover windows or decorate windows of empty offices/buildings, more flowers
- More outdoor seating and patio seating at restaurants.
- Improved Post Office facility-especially parking
- bus service
- More downtown residential
- Operating hours don't jive with the Sheridan working crowd, catering only to tourists.
- I miss a major department store like Stevens-Fryberger
- Live music
- More pedestrian friendly.
- it would be good to have the homeless shelter near the heart of the city for people to be close to the human services in our community.
- more kid-friendly merchants, in merchandise and things for kids to do
- Big name restaurnts
- More kid and family friendly
- More affordable downtown housing
- more restaurants - something like a Olive Garden type not cheap but not Olivers
- cannot think of one at this time
- More/different restaurants
- extended hours
- a variety store with a lunch counter
- City Council members that are more representative of their contingency & more active in the downtown business district
- Improved Customer Parking
- elimination of plastic signs in our beautiful historic downtown
- fewer offices and more retail
- More consistent store hours on Saturdays
- More restaurants
- The old playground at Thornerider park needs replaced, and that whole lot could be beautified quite a bit! Theres a great walking path and beautiful river.
- clean the place up and keep it clean
- Better restaurants - we do not have many good options now. No more pizza places!!!!
- Longer store hours. If you want business, be open for it when people are not at work.
- get rid of the statues were a western town not an art town

- I would like to see store fronts and businesses made to look more appealing on the west side of the very last block on south main street before the courthouse and the east side of main street after the bridge.
- Parking
- Extending hours and better communication/marketing when doing so.
- More live music
- Parking
- Better restaurants
- More Parking
- extended hours
- Olive Garden Restaurant
- Businesses that appeal to all monetary classes... ie lower priced quality items
- everything is too expensive for families/college kids
- Extended shopping hours
- You need a legitimate concert and/or theatrical venue (and, no, a renovated movie theater with bad acoustics doesn't count!)
- Parking, Parking, Parking, Parking
- more business open on Sundays
- Stop changing the western atmosphere
- Better parking, most parking off Main street is for the business property parking
- more stores and restaurants... use the upper buildings!!
- A few businesses on main do not fit the western image, ugly store fronts.
- kid's boutique
- stores open until 6:00 p.m.
- Additional public transportation
- Longer shopping hours
- Restaurants
- More restaurants
- Nice clothing store or stores that are more affordable.
- more parking options
- lower cost clothing stores/ Adult's that want to dress there age!!!
- Change in right turn on red in downtown area
- More sitting areas on main street
- Demolish the old maverick and get rid of the bad landscape job or keep it weeded and growing(hard to do when build over asphalt
- Decent retail stores that cater to family needs.
- parking!!!
- Continued Improvements to store-fronts and building facades.
- New restaurant
- A central walking area in place of main street with improved parking/traffic flow around the center. I could see main st becoming a more appealing area for restaurants and arts, as well as room for more entrep. vendors if there were a plaza in the center. A plaza could provide a more welcoming area to visit and spend time. There could be several "thru" streets that allowed parking. If they were set up as one-ways, we could increase the parking spaces by changing from parallel to diagonal slots.
- cleaner sidewalks, windows, streets
- more stuff for teens.
- n/a
- more summertime out door activities on main street
- I would like to see some brand name stores come in...Kohls, larger Penneys. This town needs a

- large eating/drinking place....Applebees, Outback, Chili's ...something like that!
- bike access, walking paths, bike paths
  - Longer store hours!! There are times I can not even get to the bank before they close! It is almost like a ghost town after 5 o'clock.
  - WE NEED BETTER RESTAURANTS THAT DONT HAVE MENUS FILLED WITH FRIED CRAP
  - parking
  - Extended store hours
  - We have Walmart, Kmart, Jcpenney for the average persons to shop for shoes, clothing and etc. I like the Bighorn footwear but it is really expensive. The average person cant shop in alot of the shops downtown.
  - Less spending on fixtures, keep Sheridan looking western.
  - NICE REASONABLE PRICED RESTAURANT
  - parking needs improvement desperately - especially near the post office. it is not at all friendly to moms of small children.
  - How about 2 one-way streets running north and south through downtown?
  - Affordable shoe store
  - I hate the "no left turn" on Main Street
  - better parking
  - Later store hours!
  - I think our Post Office needs better and more handicapped parking.
  - Resturants
  - high end art gallery similar to Margo's Pottery in Buffalo
  - More restaurants (sports bar, pub/grub, etc.)
  - Bars to keep broken beer bottles picked up in our devloped walk ways
  - Would behoove downtown if meeting/conventions were held downtown instead of Coffeen
  - grocery store
  - Extended hours PLEASE!
  - Sidewalk Cafe / Restaurant
  - Extended store hours in the evenings and on weekends
  - Merchants who actually act like they are happy to see you come into their business
  - parking
  - parking laws enforced
  - I believe we need more clothing stores that are mid price as well as more food choices
  - Would like to see quality shops and restaurants, not discount or "used" stores.
  - perhaps utilizing some of the very big buildings to hold multiple stores
  - I think the old Maverick station on coffeen and main would make a FANTASTIC visitors center/information center...I have heard more comments on how nice the landscaping is and the tables, it would make a great entry way into downtown... all the happenings in downtown could be posted here and alot of foot traffic going to and from courthouse goes by that intersection and vehicle traffice as well!!ALSO, with the gorgeous addition of the Wells Fargo Bank on north Main and Olivas remodel we need to get the rest of North Main fixed up, it is a shame to have that beautiful bank and then there is junk on up from there. Wells Fargo put alot of money into the N. Main area and did a nice job, now the city should clean up.... for people coming in from the north side....
  - parking
  - More stores
  - More restaurants
  - extended store hours!
  - Better maintenance of all business and buildings that look dumphy or junky or unclean
  - department store
  - more venues for the arts/music

- GOOD Italian restaurant
- Angle Parking
- sidewalk cafes
- parking
- Better parking
- Eddie Bauer
- better parking availability
- Less congestion
- improved parking for employees and shoppers
- Extended store hours
- More diverse restaurants that are affordable and family-friendly
- new building, Revenue Finance Corporation
- More parking
- Parking
- Something that makes everyone want to go to Main
- Olive Garden
- Extended store hours
- More access to parking
- better prices and like cco stores and makeup stores like mac or sephora
- more affordable clothing store
- more public parking
- American Eagle
- American Eagle
- Hot Topic
- Extended store hours
- Do something great w/ old Maverick Station

**Responses to Question 7. How do you get Downtown? (other, please specify):**

- Loucks
- 5th street
- Wyoming Avenue and the streets by COOP.
- loucks
- motorcycle
- brooks
- love walking in the Whitney benefits area and through the park and Brooks st.
- loucks
- Loucks or Lewis
- Brooks St., Thurmond St., Big Horn Ave.
- val vista
- Loucks
- Val Vista/Brooks -avoid Main St. as much as possible
- Loucks
- power wheelchair
- 5th street
- Loucks, Lewis
- car
- Loucks Street
- sheridan ave. to wyo ave. to scott roadway
- Walk on Main; drive on Brooks

- Sheridan Ave.
- for question number 8 - depend on the day and time.
- Come in from Big Goose on Loucks
- Mini bus
- Loucks
- Sheridan Ave
- Brooks St.
- Longboard
- Brundage St.
- Brooks, Loucks, Fifth

**Responses to Question 13. If you feel additional parking is needed, list the top three priority locations for additional parking in Downtown Sheridan:**

1.	2.	3.
<ul style="list-style-type: none"> <li>• improve Main Street parking</li> <li>• Near the Movie Theater</li> <li>• Near the Pony Bar and Grill</li> <li>• Central Main Street</li> <li>• Wherever you can find a place to put it.</li> <li>• post office</li> <li>• Vicinity of Post Office</li> <li>• Present bank parking lot...open up on weekends</li> <li>• Need additional non parallel parking</li> <li>• I think the parking is ample-we need signs so we can find it</li> <li>• Don't know where the City lots are, so can not address where they should be</li> <li>• Post Office Parking</li> <li>• behind King's</li> <li>• side streets off Main St.</li> <li>• See #6 above.</li> <li>• Post Office</li> <li>• near the WYO Theatre (or at least improving the current lot at that location)</li> <li>• Alger and Main Intersection-- potential garage</li> <li>• upgrade the Hammers/Centennial Theater parking lot</li> <li>• anywhere as long as there are signs on main street showing that</li> </ul>	<ul style="list-style-type: none"> <li>• across from City Hall</li> <li>• Near Grinnell Plaza</li> <li>• Near they WYO Theater</li> <li>• Middle of town...within 2 blocks of Main</li> <li>• south end Main st</li> <li>• elevated parking lot</li> <li>• the entire block located between Grinnel and Alger, and Scott and Gould.</li> <li>• Loucks</li> <li>• Brundage and Main Intersection-- potential garage</li> </ul>	<ul style="list-style-type: none"> <li>• clarify what is available along Brooks Street</li> <li>• The Pony</li> <li>• Near Maurices</li> <li>• North end- N. &amp; S. Main Streets split</li> <li>• Gould</li> <li>• loading and unloading zone near post office</li> </ul>

- there are parking available
  - locations ok, need better signage
  - Make Main Street 2 lanes and provide diagonal parking on Main Street.
  - Movie theater lot
  - near post office
  - need to better identify EXISTING City Parking as I don't know where it is.
  - On Gould Street
  - Near the post office/Pony Bar and Grill.
  - 
  - By the Courthouse
  - don't know where, I don't like to park in lots
  - S. end near Tumbleweed etc.
  - don't know
  - Grinell/Main area
  - Near Movie Theater
  - Lot near movies needs to be redone (badly!)
  - parking by the theatre sucks, bad lot, not marked, no lights
  - Down towards Tumbleweed
  - utilize the old maverik store lot on the corner of Main and Coffeen for a parking garage
  - Movie Theater Parking Lot needs redone - would provide more space
  - A larger well layed out lot near the movie theater would be nice
  - nearer restaurants, during busy times
  - All of downtown needs better parking
  - Between the 400-500 blocks of Main Street
  - Multi level parking garage across from theater and city hall
  - by Kings Saddlery intersection
  - 
  - I didn't know there were city parking lots for the public!??
  - Where Cook Ford was, it would look better too.
  - southern end of Main Street
  - brooks or gould within 3 block length of main street shopping
- near Wyo theatre
- near 1st Interstate Bank
- Around the Library
- Need better parking in the YMCA area
- N. end near BHMS etc.
- Post office  
Near Wyo Theater  
Lot near post office (one used by State would be great)
- Lot near Kings Saddlery/Java Moon
- events like rodeo
- If I can't find an acceptable space, I go elsewhere
- Between the 500-600 blocks of Main Street
- Between the 600 and up of Main Street
- There are way too many private lots.
- mid-down town  
within 2 or 3 blocks off street of main for employees
- Most of the time I bypass my destination because of no parking.
- further out parking and offer year round shuttles hourly for fee or

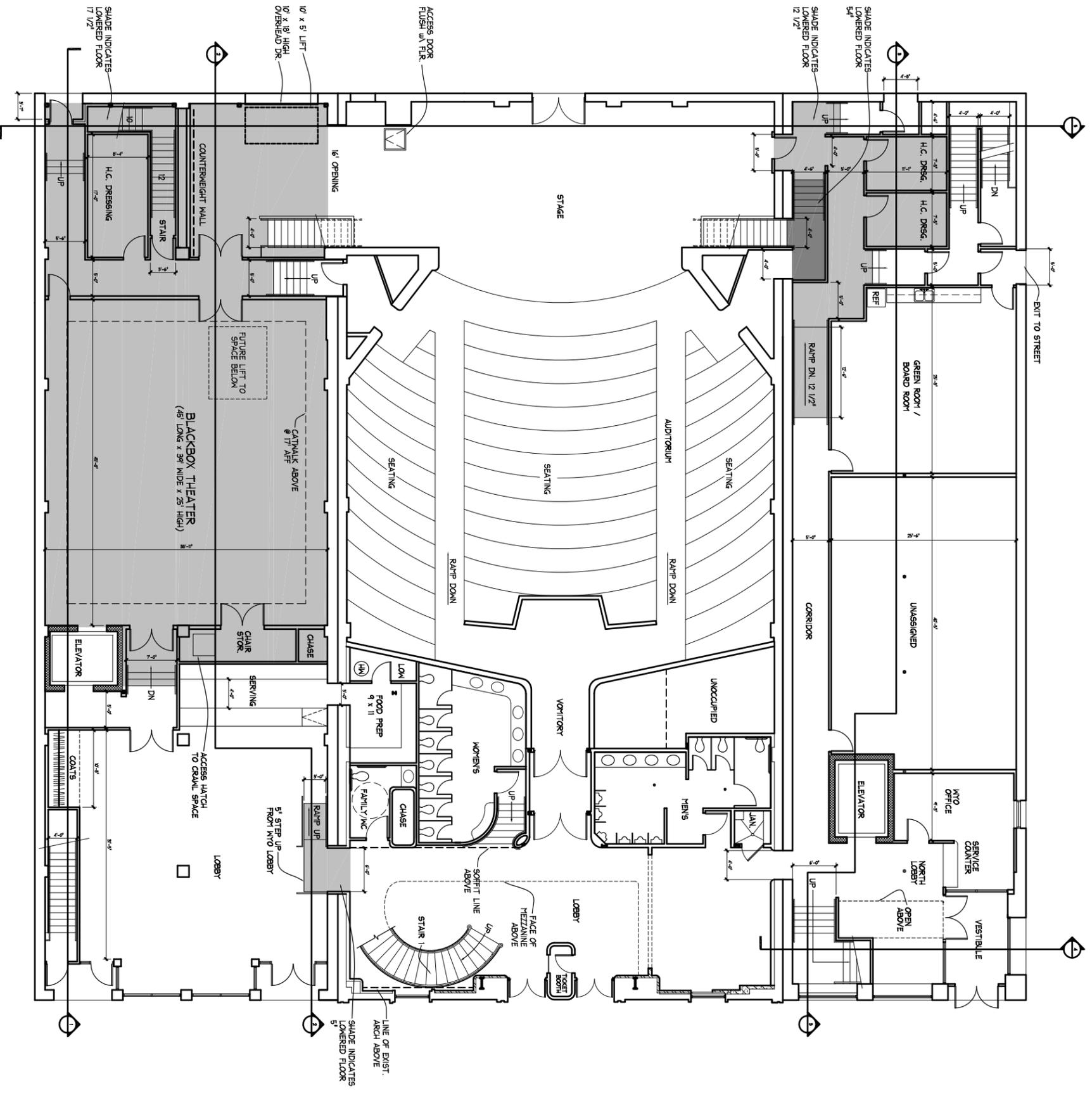
- area for shoppers
  - by the post office and Pony
  - parking lot nearer Main and Coffeen
  - Better Gould options, paved & marked clearly.
  - redo movie pk lot - add parking garage
  - south main street
  - near the post office
  - Movie theater
  - Near the Post Office
  - Near post office
  - Something close. I don't know where current lots are.
  - A parking garage for public parking was discussed years ago and was not affordable
  - Rooftop
  - inforcement of business owners/staff
  - Near WYO Theater
  - post office
  - City parking should be better identified
  - Post office area
  - resurface Hammers/Centennial Theater parking lot
  - Middle area
  - A lot somewhere near Main St. for events held on Main St.
  - old maverick store
  - north & south of Loucks
  - near Loucks and Main
  - Gould Street
  - ??
  - where is the parking?
  - NO....we do not need any more unsightly parking areas!!!
  - Towards the middle of Main Street by Java Moon
  - CARROL REALTY TAKES UP SEVERAL STREET SPOTS FOR ENTRY TO THIER LOT
  - parking structure
  - Parking lot next to city hall would be a great area for a parking garage
  - I had hoped the old Maverik location would be turned to parking
- by the City building
- Better marked Main Street spaces, difficult to find.
- across from theater/city hall near main street
- Near Grinnell
- Chauffer driven to parking lots  
City/County/Property owners purchase property  
Near Movie Theater  
post office  
more parking in the center either side of main
- when time is right build a parking garage on property  
Near Restaurants  
post office  
the north end around the Cady and Movie
- East area
- West area
- around Grinnell st
- near Grinnell plaza
- near Main and Coffeen
- parking fee
- parking lots are not defined

- behind wyoming rehab
  - West side of main street
  - mid town, within 2 blocks of Main
  - WYO
  - Post office
  - mid downtown such as around city hall
  - Movie theater
  - 
  - Make multi-level garage where movie theater lot is
  - post office area
  - near Grinnell Plaza
  - main and loucks
  - city hall
  - enlarge/parking garage across from hammers and theater
  - 
  - By Sanfords & Rib & chop.
  - stop taking away the spaces near intersections
  - by post office
  - near Grinnell
  - Main street
  - in the sanfords, movie theatre area
  - Just make diagonal parking downtown instead of parallel parking
  - There is just a lack everywhere!
  - P.O. people take 2 spots leaving no place to park
  - do we have city parking lots???
  - North Main
  - any space where it is available
  - 
  - off street locations
  - Cennterial Theater
  - It is easy to walk and bike in Sheridan, and I believe this should be stressed more.
  - 
  - Post Office
  - 
  - - - we have city parking lots? I know of the courthouse one.
  - Near the Post office/Old Post Office
  - Centennial Theatre/City lot next to City Hall
- Post Office  
Post office
- Post office
- Make parking lot where empty County bldg is at Main and Coffeen
- wyo theater area
- near Main and Works
- main and smith
- post office
- enlarge/parking garage in state lot.
- near Smith and Main
- north main
- wyo theater
- enlarge behind java moon and sports stop/1st federal lot
- By the Sport Stop & Klings Saddlery.
- city put no parking sign up at the "Y" where we use to always park.
- WHY
- by mivie theatre
- By the Wyo theater.
- trolley stop by the Pony use to be a parking spot, now it says no parking?? Why
- by grinnell st
- by Hallmark
- People are not considerate with no parking meters
- Down town, no parking meters, parking where ever...
- South Main
- Wyoming Accents
- Post Office
- Mint Bar
- For old Tuckers Bldg. Grinnell Plaza area
- set up a public bus system, quite using prime locations to park more cars
- DES/Lonabaugh & Riggs lots

- In middle of town, off Main
  - within one block of main street
  - parking lot close to post office
  - Sheridan Centennial Theater lot  
NEEDS repair!!!
  - somewhere in middle of main St.  
1-2 blocks east or west
  - THE POST OFFICE!!!!
  - cook ford lot
  - Next to the post office
  - 
  - improved maitenance on lots
  - There is City Parking lots?  
Where?
  - More public parking lots on the  
side streets
  - grinnell plaza
  - Anywhere within a two block  
radius of Main
  - by Sanfords
  - Around the movie theatre area  
and sanfords area
  - Post Office
  - POST OFFICE
  - Safer on-street parking along  
Main Street
  - post office area
  - corner of main & coffeen
  - whitney park
  - Old Maverick Store location
  - Old Cook Ford lot, between  
Coop and main street
  - side streets: brundage, loucks,  
etc.
  - movie theatre
  - City parking is used by shop  
owners for permanent parking
  - why cant all employees of  
downtown park in the 3 level  
bank lot?
  - needed, have no idea where it  
would be
  - More mid town area
  - Larger lot by JC Penny's
  - Behind King's Saddlery area
  - Post Office
  - Post Office
  - Post office area
  - Ticket store employees parked in
- |  |  |   |
|--|--|---|
|  | The Movie Theater<br>old telephone building<br>Close to King's | old mdu building  |
|  | clearer signage as to what is<br>leased and what is public     | striping in lots (usually non-<br>existent) and to accommodate<br>larger vehicles (trucks, vans,<br>SUVs) |
|  | fix the movie theatre parking lot                              |   |
|  | by Hallmark  |   |
|  | around the WYO theatre   |   |
|  | POST OFFICE  | POST OFFICE!!!  |
|  | Close to courthouse  | Close to YMCA   |
|  | post office  | park  |
|  | Parking garage, with elevator<br>above existing lots           | Woolworth lot, or parking garage<br>above.  |
|  | post office<br>courthouse                                      | wyo theatre   |
|  | Around Post Office   | Around Quizno's   |
|  | King's area  | Quizno's area   |
|  | Ticket store employees parked in                               | Ticket store employees parked in  |

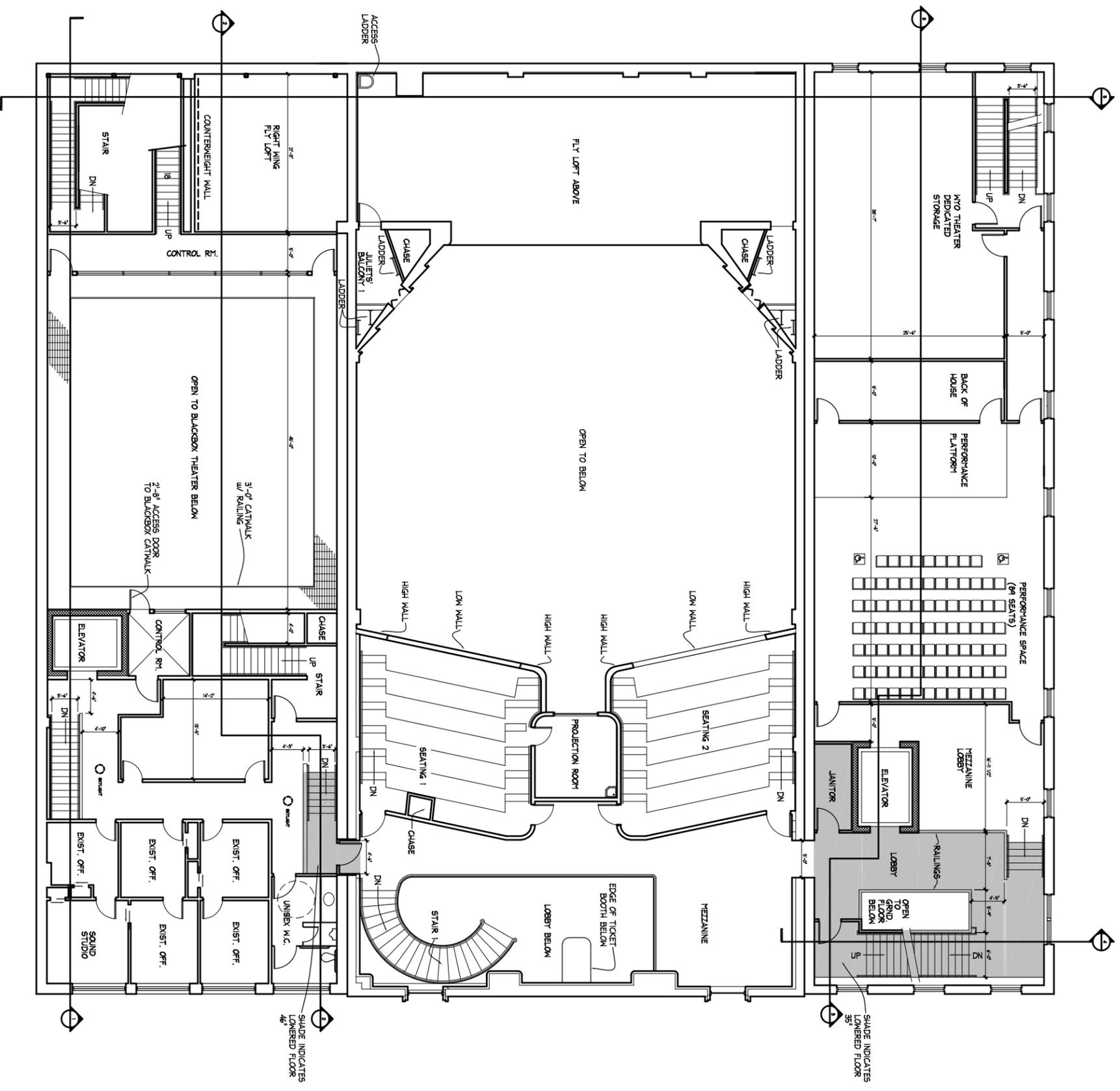
2hr spot all day long	2hr spot all day long	2hr spot all day long
<ul style="list-style-type: none"> <li>• Theater Area</li> <li>• Post office area</li> <li>• Grinnell Plaza</li> <li>• near movie theater</li> <li>• Post Office</li> <li>• movie theater parking lot</li> <li>• Old Woolworth Building seems a big waste of space</li> <li>• slant parking on existing main street</li> <li>• Post Office</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>Around Quiznos</li> <li>near wyo theater</li> <li>Drug Store on Gould</li> </ul>	<ul style="list-style-type: none"> <li>Post Office</li> </ul>
<ul style="list-style-type: none"> <li>• Old Woolworth Building seems a big waste of space</li> <li>• slant parking on existing main street</li> <li>• Post Office</li> <li>•</li> <li>Near the movie theater</li> <li>• need to inform people where these parking lots are located</li> <li>• Mid section near post office at the Post Office</li> <li>• No additional parking ...people are getting too lazy. Enjoy our downtown!</li> </ul>	<ul style="list-style-type: none"> <li>Corner of Coffeen &amp; Main (Old Maverick Store)</li> <li>Pony</li> <li>Better signange of where public lots are</li> </ul>	<ul style="list-style-type: none"> <li>Pink Building on corner of Burkitt(?) and Main</li> </ul>
<ul style="list-style-type: none"> <li>• Main street</li> <li>• post office</li> <li>• around the post service building (formerly post office building)</li> <li>• need tiered parking w/historic facade</li> <li>• post office</li> <li>• Courthouse Lot/Multi Story</li> <li>• Location</li> <li>• post office area</li> <li>• middle of Main St.</li> <li>• Main St. between Works and Alger</li> <li>• near the movie theater</li> <li>• Post Office</li> <li>• Doesn't seem to be room</li> <li>• Centennial movie theater</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>South Main near courthouse</li> <li>Brooks street</li> <li>main street</li> <li>works &amp; gould</li> <li>well marked</li> <li>East Alger</li> <li>Courthouse</li> <li>WYO Theater</li> <li>on the north side by the old maveric</li> </ul>	<ul style="list-style-type: none"> <li>Gould street</li> <li>alger &amp; gould</li> <li>time limit enforced</li> <li>Alger St.</li> </ul>
<ul style="list-style-type: none"> <li>• near the back on the south side</li> <li>• fix the stop and shop lot next to movie theater</li> <li>• near Post Office</li> </ul>		

APPENDIX C – WYO THEATER EXPANSION PLANS

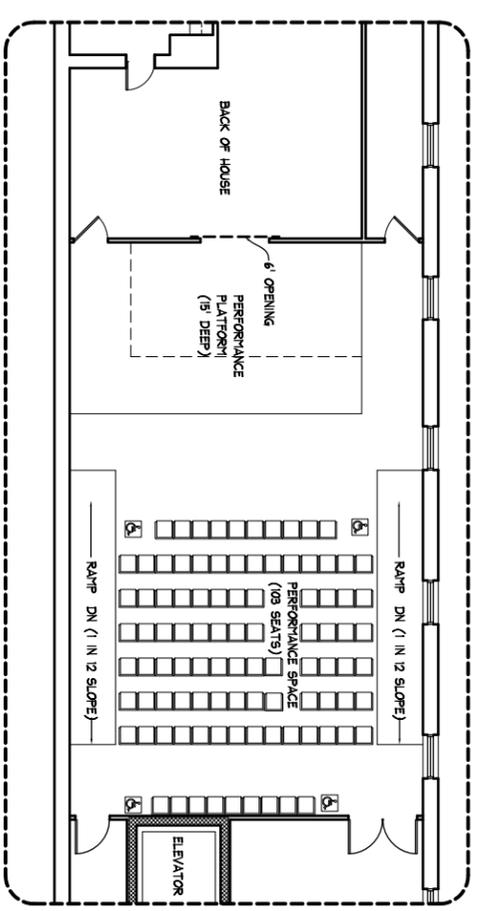
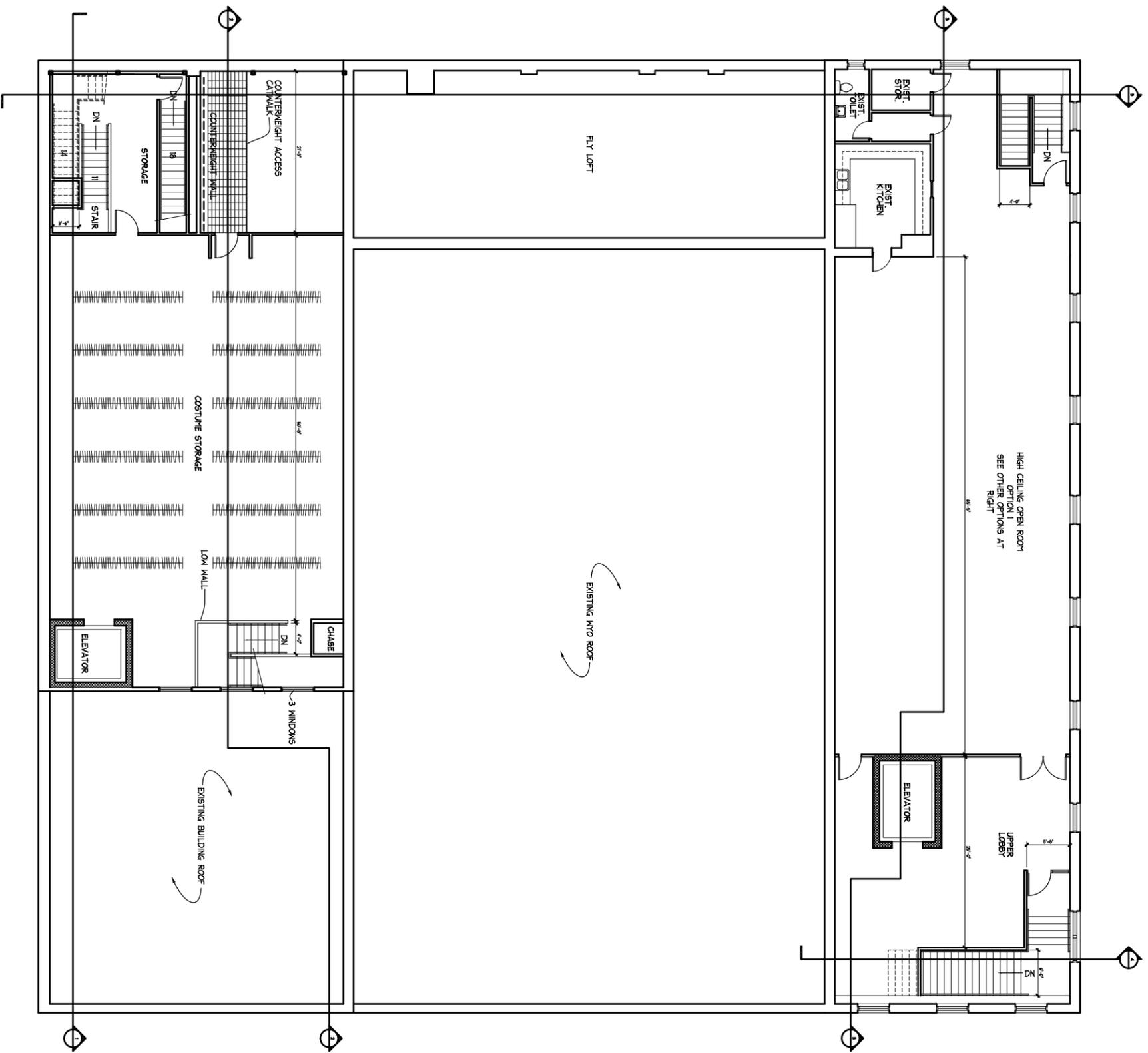


# FIRST FLOOR PLAN

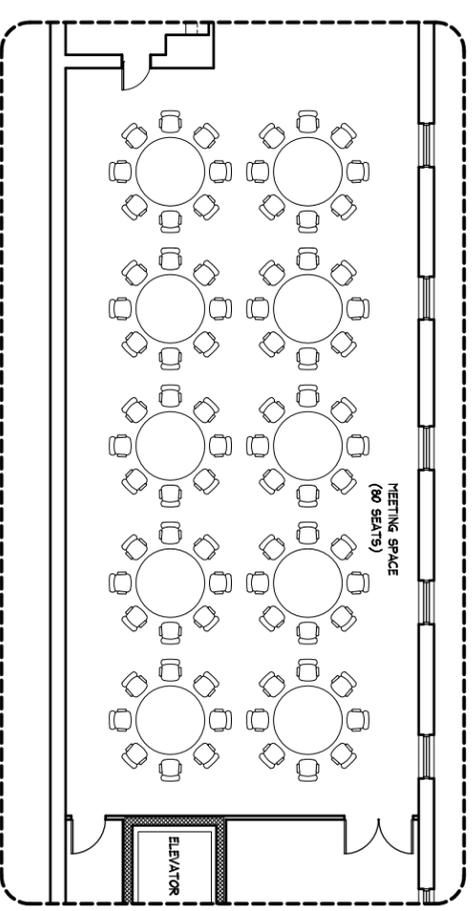
SCALE: 1/16" = 1'-0"



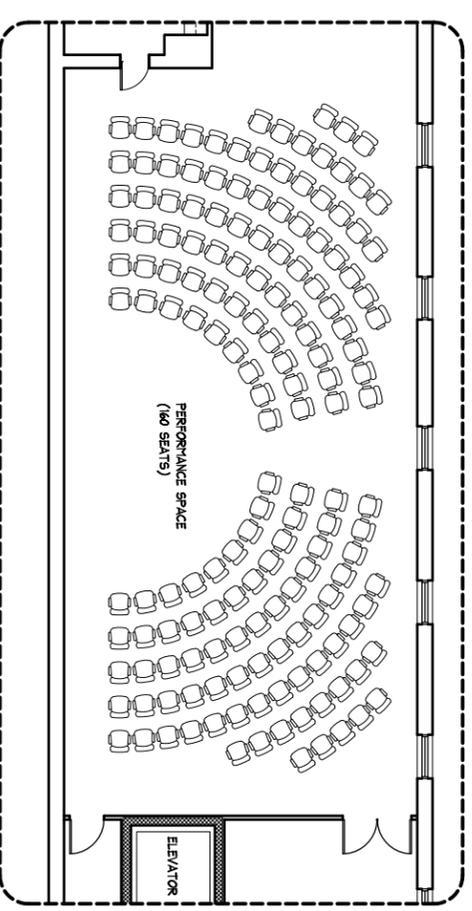
**SECOND FLOOR PLAN**  
 SCALE: 1/16" = 1'-0"



**OPTION 2**  
SCALE: 1/8" = 1'-0"

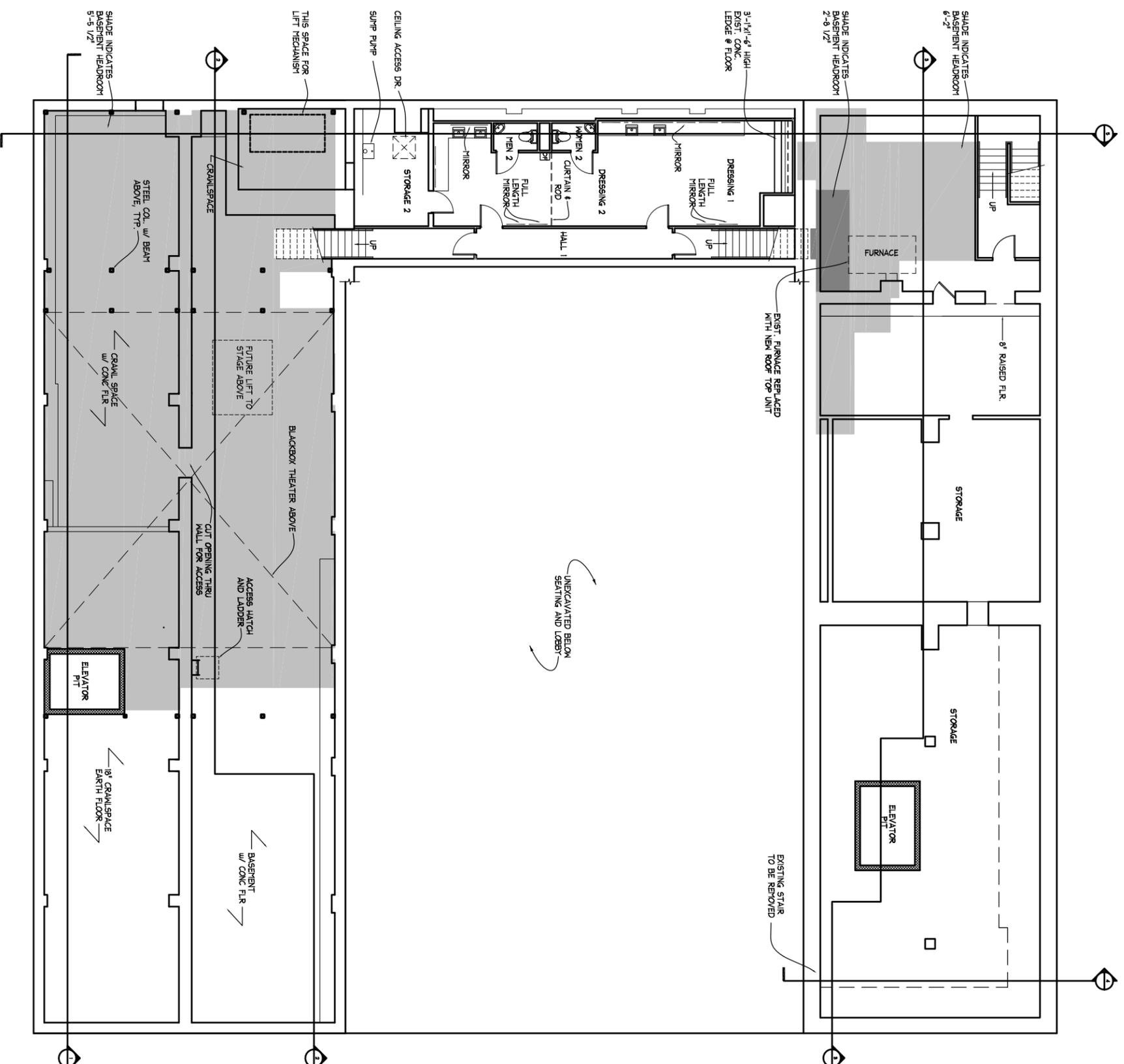


**OPTION 3**  
SCALE: 1/8" = 1'-0"



**OPTION 4**  
SCALE: 1/8" = 1'-0"

**THIRD FLOOR PLAN**  
SCALE: 1/16" = 1'-0"



# BASEMENT FLOOR PLAN

SCALE: 1/16" = 1'-0"

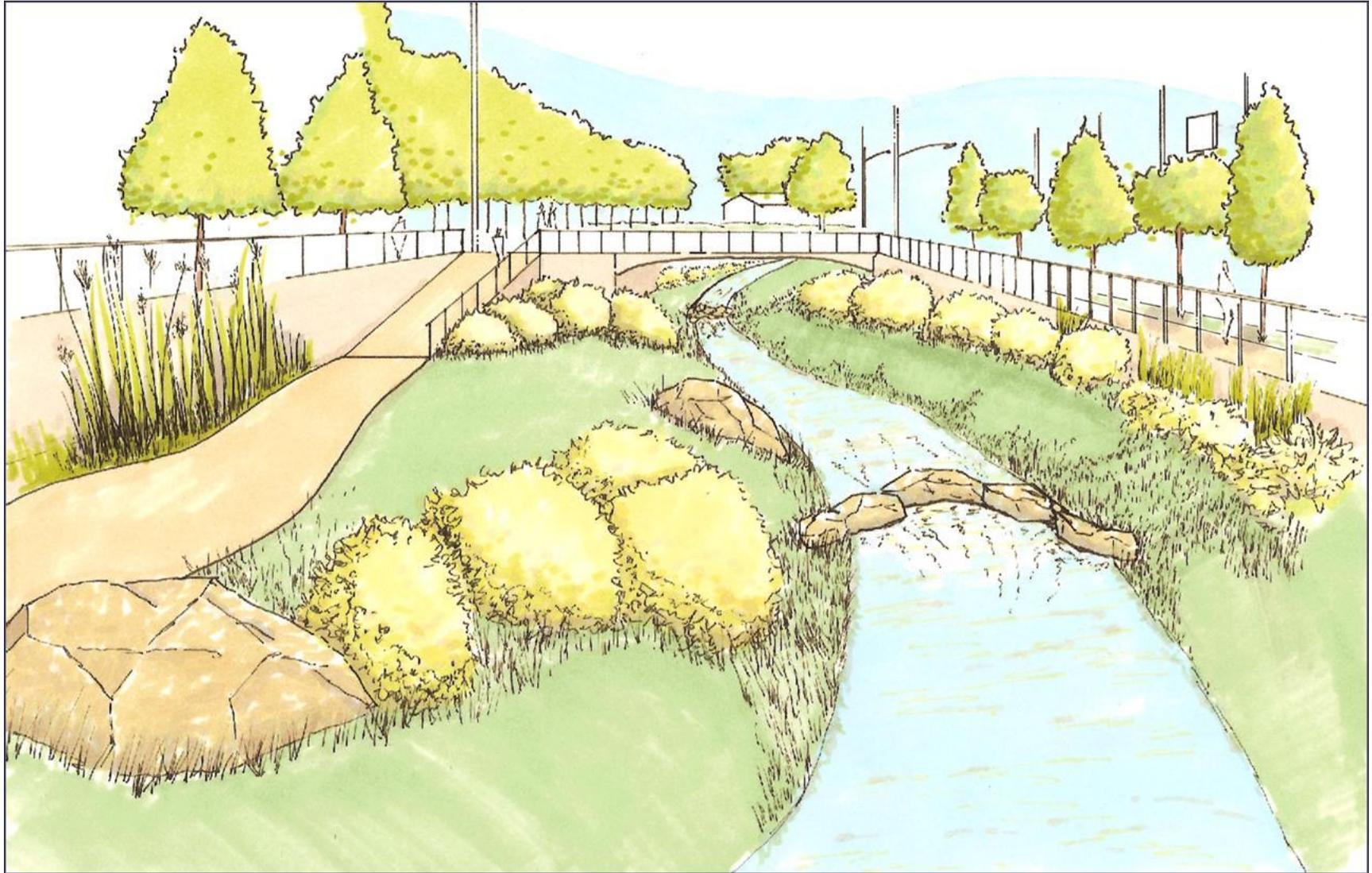
APPENDIX D – EAST GATEWAY CONCEPT



EXISTING CONDITIONS



APPENDIX E – RIVER WALK CONCEPT



River Walk Concept

