

Ms. Jan Spires, Urban Planner  
City of Cheyenne Urban Planning Office  
2101 O'Neil Avenue, Room 309  
Cheyenne, WY 82001

February 14, 2011

Dear Ms. Spires

Economic Stewardship, Inc. and Heritage Directions, LLC are delighted to submit this brief describing how we might help the City of Cheyenne stimulate productive, coordinated investment in underutilized historic buildings downtown. We specialize in helping communities leverage their character—historic and contemporary, built and natural, authentic and mythic, legendary and obscure—for community, tourism and economic development. Our firms collaborate frequently;

## Point of View

We believe that our work with you should help jumpstart implementation and increase your heritage assets' contributions to Cheyenne's economy and its quality of life. We advocate a process that builds on the momentum you've established, sparks new partnerships and recharges languishing ones. To that end, we envision an approach that reaches out to your many audiences—residents, merchants and other business operators, property owners, elected officials, hospitality industry players, tourism promotion agencies, economic development practitioners, non-profits engaged in stewardship activities, the University, etc.—so that future efforts can satisfy their voiced and tacit needs. Importantly, that process will also help people understand that others may not share their views and, especially, manage expectations about what resources must be found—and not just from City coffers—to fulfill their wish lists, meet their time targets and effect change downtown.

The process informing the Strategic Reports should be an opportunity to develop partnerships, increase trust and build a framework for implementation. Implementation that supports placemaking—as opposed to a disconnected set of investments—reflects broad-based support for a vision that is specific enough to inspire and flexible enough to create opportunities for a wide range of players. Consequently, we look to you to help ensure balanced input from competing interests, participation by highly regarded leaders, and building in sufficient consultation with those whose support is needed long-term. Implementation, not printed documents, should be the yardstick by which success is measured.

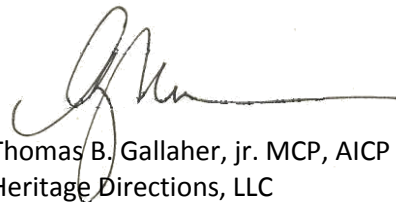
## Submittal

This submittal reflects the requirements specified by your Request for Proposals. Our team stands ready to help Cheyenne's many actors work together and realize the potentials inherent in your Historic Placemaking Project goals. We pledge to build on your past work while identifying new challenges and appropriate tactics for addressing them. We're flexible thinkers and eager to learn more about Cheyenne. Please feel free to contact either of us with comments and questions.

Sincerely,



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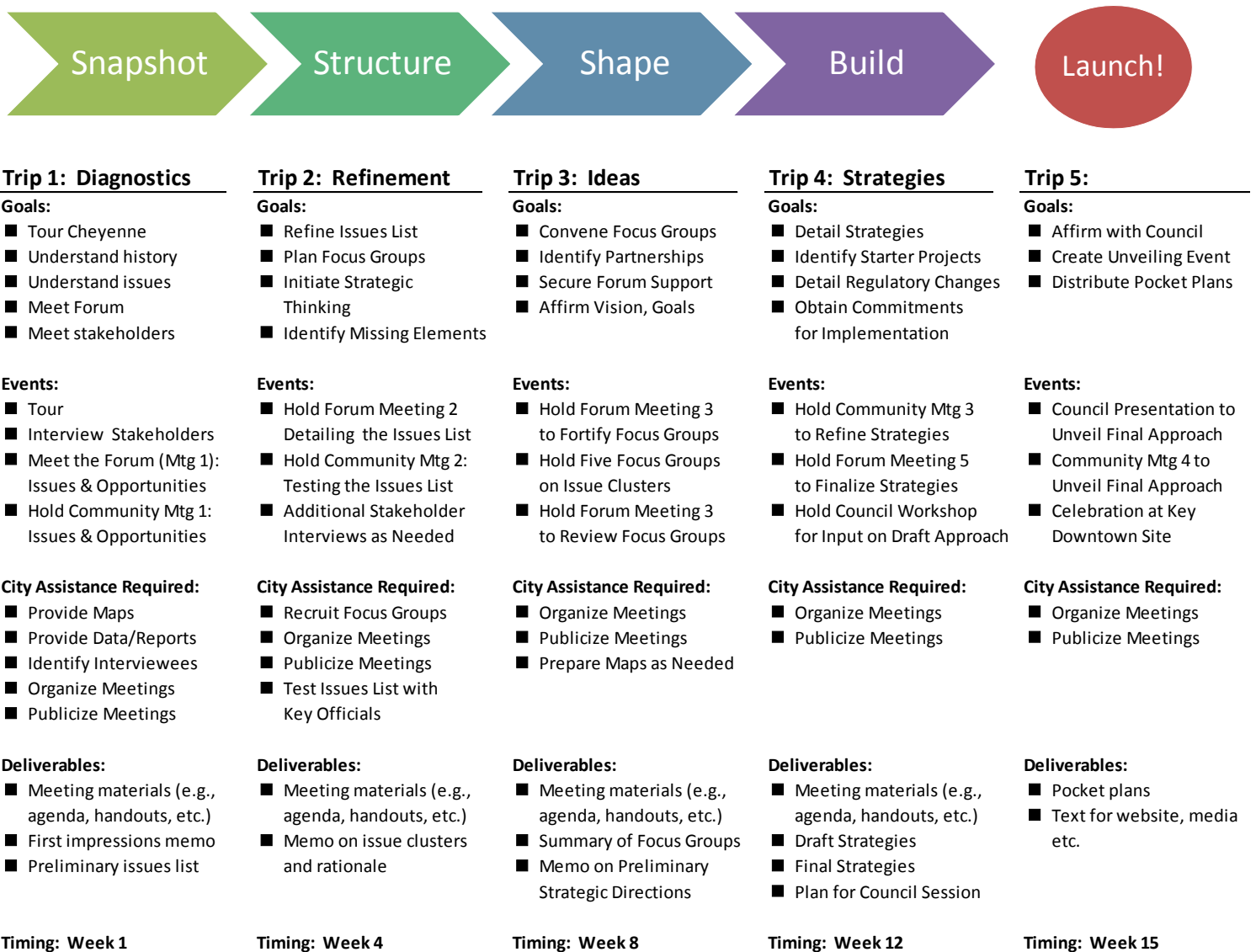
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# Project Approach (with some suggested modifications) and Schedule

As noted earlier, we strive for a process that supports partnerships and implementation. That means:

- Maintaining momentum and enthusiasm;
- Treating placemaking as a system. Although this project will likely end up with seven-nine core strategies, they will all be intertwined, in keeping with how development and redevelopment decisions reflect the interplay between numerous factors encompassing market, regulatory, finance, risk tolerance and other characteristics unique to opportunities in downtown Cheyenne today;
- Ensuring that participants understand other points of view.
- Using the available resources efficiently.

To fulfill these objectives we propose a tight scope and schedule that builds on the targets you've already established. The chart below provides details.



Obviously the chart provides scant information about how the process will actually unfold and result in useful work products. Many details remain to be determined, particularly as concerns the people participating as members of the focus group, stakeholder interview subjects and members of the Forum of Champions. We anticipate that the work will encompass some or all of the following:

- **Community Development Planning** –strategizing how to stimulate private sector investments that are consistent with community and planning goals, all without sacrificing or diminishing character.
- **Tourism Marketing** – understanding who the visitors are, how to reach them, how to maximize appeal, and ensuring that visitation matches local hosting capacities and interest.
- **Partnerships and Commitments** – fostering regional partnerships among for-profit, non-profit and public agencies, all of whom may be unaccustomed to thinking, working and acting together.
- **Feasibility Analysis and Strategic Business Planning** – testing potential catalyst and demonstration projects for investor returns, acting as the objective “outsider.”
- **Economic and Fiscal Impact Analysis** – helping Cheyenne evaluate how potential approaches to downtown revitalization will affect its own bottom line as well as economic activity in the region.
- **Site Selection** – listening, looking, profiling, calculating (and sometimes cajoling) public and private sector coalitions on the most sustainable and beneficial location for catalyst investments.
- **Attractions Development** – combining all of this expertise and practice to prepare feasibility analyses and cultivate partnerships, market support, programming, and earned revenue. .

As the task chart reveals, we used time spent in Cheyenne as an organizing framework for the Scope. We are also suggesting several adjustments to your scope of work, most notably:

- Holding the Council Work Session earlier in the process so that the elected officials’ perspectives can be incorporated into the work.
- Compressing the schedule to 15 weeks from 18 weeks.
- Supplementing the work by identifying catalyst projects that can hopefully get under way while we are still involved with the City of Cheyenne.
- Creating “pocket plans” and other products (e.g., web text, newsletter articles, etc.) to ensure that the Placemaking initiative receives broad attention.

We also anticipate (and are open to) making numerous other presentations along the way. For example, in past projects we have coordinated our trips to correspond to regular meetings of other key organizations and taken advantage of these captive audiences to advance the work and generate publicity for the plan. In this fashion we have made brief presentations (and received input from) various elected and appointed boards, service organizations, business associations, etc.

We hope to provide information, inspiration and strategic thinking to advance Cheyenne’s dream of a vibrant historic central business district forward through a realistic and achievable approach to stimulating investment and cooperative implementation.

## Project Team

### Elaine Carmichael - Economic Stewardship, Inc.

Economic Stewardship, Inc. helps communities, regions and states leverage their character for economic development. ESI, based in the Midwest’s premier resort destination (Door County, Wisconsin), specializes in land use economics. The firm excels at disentangling knotty economic and strategic issues: isolating how market forces, consumer behavior, development economics, operating characteristics, and organizational capacity interact.

Elaine has created development strategies for clients ranging from small towns to the states of Pennsylvania and, most recently, Colorado, plus numerous state and national heritage areas. She also creates economic and fiscal impact models to help regions improve their decision-making. Business planning for non-profit attractions represents another key element of her practice.

### Tom Gallaher - Heritage Directions, LLC

Heritage Directions, LLC advises municipalities, tourism development organizations and cultural institutions from its Asheville, North Carolina headquarters, one of the central Atlantic’s most beloved arts and cultural destinations. The firm focuses on strategic thinking and planning, opportunity assessments, theme identification, partnership formation, implementation alternatives, early action projects, attractions planning, and management techniques.

Before launching Heritage Directions, Tom served as the founding director of Silos and Smokestacks, a congressionally designated National Heritage Area, and is a member of the Board of Directors for HandMade in America, the group renowned for its efforts to advance environmentally sustainable economic development and rural quality-of-life by creating opportunities for craftspeople.

## Project Management and Firm Responsibilities

Both team members will be responsible for the work and will be available and accountable to you:

- **Economic Stewardship** will be the prime contractor and Elaine Carmichael will serve as Team Captain;
- **Heritage Directions** will be a sub-contractor to Economic Stewardship and Tom Gallaher will fulfill day-to-day project manager duties.

The firms offer the skills necessary to advance the Historic Placemaking project and make a difference for Cheyenne, as shown in the chart below:

Skill	Elaine	Tom	Key
Downtown Redevelopment Projects	●	●	Primary
Real Estate Financing/Development	●	○	● Practice Area
Public Participation/Consensus Building	●	●	
Historic Preservation	○	●	Secondary
Placemaking	●	●	○ Practice Area
Organizational Midwifery	●	●	

## Experience: References for 3 Pertinent Projects

Economic Stewardship and Heritage Directions offer extensive experience working with communities ready to tackle change. The two firms collaborate frequently; the three projects described below were joint efforts that resemble Cheyenne’s Historic Placemaking project because they involved historic downtown districts, heritage themes, similar budgets, intensive facilitation to spur collaboration between diverse organizations, and an orientation towards implementation and measurable results.

<b>Breck 150 Breckenridge, Colorado</b>	<b>Downtown Revitalization Durham, North Carolina</b>	<b>Freedom’s Frontier Lawrence, Kansas</b>
<p>Breckenridge sought to strengthen downtown and boost the capacity of local heritage stewardship groups. Through facilitated sessions, ES/HD proposed a vehicle and a reason for these diverse groups—performing arts organizations, historical societies, festivals, museums, etc.—to work together to improve their offerings and coordinate programming and marketing: organizing a Sesquicentennial celebration.</p> <p>The work resulted in: <i>How to Get Started</i>, a step-by-step guide to creating an umbrella organization, and <i>Breck 150 Budget, Expectations and Returns</i>, which set forth targets and metrics. The 150<sup>th</sup> (1) showcased Breckenridge’s heritage, (2) unveiled new investments (3) engaged the town about its future, and (4) rallied area cultural and heritage groups in common cause.</p>	<p>Parrish Street, four blocks in the heart of downtown Durham, is the historic home of African American enterprise—banks, an insurance company, a savings and loan, and numerous enterprises serving inner-city residents—and yet struggled.</p> <p>Working with numerous local organizations we created a plan, backed by detailed market analysis, to: create an entrepreneurial zone for minority businesses; establish the <i>Parrish Street Shops</i> to fill vacant storefronts by coaching minority entrepreneurs; worked with a private developer to respond to the city’s desire for a central downtown meeting place, and; lay track for <i>The Equity Alliance</i>, a Duke-NCCU joint venture that links diversity and equality in enterprise with achieving the American dream. City Council adopted the plan unanimously, about two-months ahead of schedule.</p>	<p>Civic leaders believed downtown could become a national tourism destination built on the region’s unsung role establishing freedom as an abiding American value. ES/HD facilitated a 2-day workshop, for 100 people, to create momentum and build consensus. Sessions addressed heritage-centric economic development, interpretive themes, brand identity, and implementation.</p> <p>We also recruited people to serve on five task forces and helped each group to identify pertinent strategies and assign responsibilities. The task forces addressed: general leadership, early actions, partnerships, fundraising, and public relations/outreach. The work culminated in a 56-page strategic plan recording decisions and setting forth an 11-step action plan, a timeline and budget.</p>
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