

Arts Along the Bighorns Cowboy Carousel Center

Feasibility Study and Tool Kit 2014

**Presented by:
Community Investment Group**

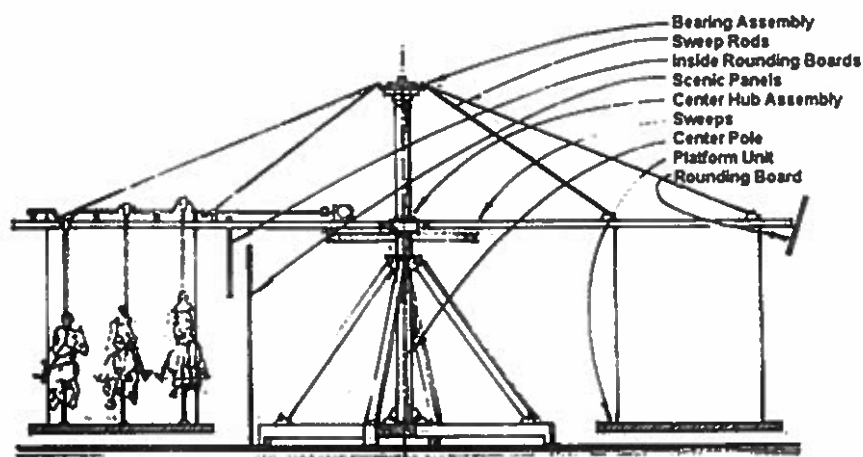


TABLE OF CONTENTS

Acknowledgement

Introduction	1
Background	2
Findings	4
Current Areas of Focus.....	8
Additional Findings and Revenue Streams.....	9
Marketability and Tourist Attractions.....	11
Future Operations.....	15
Quick Recommendations.....	16
Division of Duties and Redefined Areas of Focus.....	19
Future Plans and Building Capacity.....	20
Conclusions.....	22

INTRODUCTION

Community Investment Group was contracted to conduct a Feasibility Study for the Arts Along the Bighorns for the Cowboy Carousel Center.

The City of Buffalo was given funding from the Wyoming Business Council to assist with the study. The objectives were to determine feasibility and to confirm diverse and sustainable funding sources to meet the needs of the long term goals of the property by performing the following:

- **Planning and Research** – present an understanding of existing conditions
- **Strategic Planning** – facilitate group discussions
- **Public Relations** – participate in listening sessions to network for partnering opportunities
- **Organizational Capacity and Master Documents** – to assist with grant writing and project planning

Including as part of the architectural and feasibility review:

- Existing conditions
- Improvements to be made
- Requirements and itemized costs associated with improvements
- Revenue activities
- Achievable usage
- Sample budgets
- Recommended uses or uses to benefit the largest number of community residents
- Primary funding sources

BACKGROUND

The organizations initiatives were recently self-described by Arts Along the Bighorns Board Member:

“Arts Along the Bighorns (AAB) is a non-profit corporation registered with the State of Wyoming. In the past year, AAB has become recognized and active in the local community and presented to or networked with many local groups and volunteers. AAB has contributed to the historic preservation and promotion of local cultural resources by acquiring, maintaining, and re-opening Wyoming’s only historic, western-themed Carousel created by local artisans. After being hidden away in storage for several years, the Cowboy Carousel re-opened by AAB volunteers for a free “Come Along for the Ride Day” in June 2012, showcasing this unique attraction and sharing it with hundreds of children, families, municipal officials, and visiting tourists.

AAB volunteers are actively involved in maintaining, repairing and repainting the carousel mechanics, horses, and wagons with donated funds and in-kind contributions, new funding from the Wyoming Community Foundation while providing educational information about the Carousel at public events and presentations to civic, business, school, and municipal groups.

To create a new Cowboy Carousel Center home, AAB has purchased and begun renovations on the building and grounds of the old Beutler’s Building – a historically-significant general grain and feed store building located near downtown near downtown and Clear Creek in the historic Main Street District. AAB has sponsored several free public open houses and a Meet the Author and Book-signing event at the building in December 2012. New volunteers have been invited to participate in press releases, print and radio interviews, and local and national news articles. The AAB board has received training in board development and procedures for non-profits groups, and thousands of hours of in-kind donations in grant-writing, legal matters, book-keeping, renovations, landscaping, maintenance, advertising, design, and consulting have been received. University of Wyoming Architecture Department students are designing the new building for the Carousel.

AAB is working closely with the City of Buffalo, Wyoming Business Council, Buffalo Downtown - Main Street Association, KBJ Economic Development and Johnson County Arts and Humanities Council to link the Carousel project to City's overall economic development plan. AAB also offers banquet space for private events such as birthday parties and class reunions, and for community meetings and presentations. Local residents are enthusiastic with continued interest in offering community education classes in health, recreation, and cooking starting fall 2013 at AAB. Fees and donations generated by rentals and classes help AAB maintain and make improvements to the building while supporting grass-roots efforts for new and established small and home-based businesses. In addition to applications to private foundations and donors, AAB's on-going fundraising efforts include efforts such as Kickstarter, raffles, flower-bulb sales, and "Coins for Carousel" collection cans in local retail establishments."

FINDINGS.....PERCEPTIONS

Community Investment Group conducted several public workshops, board meetings and individual interviews. The most important discovery is the idea that TWO ORGANIZATIONAL VIEWS exist. There is a PUBLIC VIEW or public perception of those individuals not closely connected or engaged in the organization and there is also the INTERNAL VIEW or the organization's own view of how the organization conducts business and presents information and events to the community.

Page | 4



AAB - BOARD PERCEPTION

PUBLIC PERCEPTION

AAB BOARD PERCEPTION

While many volunteer organizations have a clear understanding of their operations and functions, navigating political differences, internal funding challenges and external community partnerships can be difficult at best. Volunteers who are closely connected to the vision and the mission always have a much better understanding of the operations, but may find it difficult to communicate the progress and intentions on a limited, part time basis as a volunteer which leads to a disconnect in communication of goals or a lack of confidence in the progress and capacity from the community's view.

After Community Investment Group conducted interviews and determined the public perception's was AAB has been "wearing too many hats," the public quickly assume that AAB's goal and objectives are vague and difficult to achieve.

However, AAB leadership has stayed focused and determined on finding a permanent home for the carousel and securing financial sustainability while at the same time contributing to the community's economic and local interests by hosting and sponsoring events which raise the level of awareness of art, promote new and established businesses with low-rent office space, and provide a unique setting for meetings and events.

Page | 5

These above mentioned activities have always been a creative focus of, AAB, but when the organization is led by volunteers with conflicted schedules and inconsistent messages from multiple representatives, the public took on a different view of the operations despite how organized and consistent the volunteer efforts really were from the internal view.

Also during the public process which included city council members and other public and city officials Community Investment Group was able to identify tremendous local support. The internal depth of organizational capacity and true resolve should be noted as the primary reason for the incremental and steady progress and notable successes the organization has made to date.

Protecting and relocating the hidden gem of the "Cowboy and Indian" themed carousel was the original priority in the past, but now that the search for a permanent home is over, believing there is an overarching contribution to the economics of the community has become a more recent operational goal and will lead to the long term success and sustainability of the carousel's operations.

Giving a permanent home to the carousel brings honor to the dying wish of Emerson Scott, the original Buffalo owner of the "Cowboy and Indian" themed carousel, who requested the carousel be returned to the downtown. The recent purchase of the Beutler Building which is now formerly known as the Cowboy Carousel Center brings the AAB organization *one step closer* to seeing the carousel in full operation. This permanent location will also contribute to the revenue generating streams and diversified funding of the operations which is needed for AAB to find solvency.

To confirm Community Investment Group's findings, Arts Along the Bighorn's internal view, self-assessment and Board perception of the charitable activities and mission would be best demonstrated as several well defined areas as demonstrated below:



As for the other view, the Public Perception view, Community Investment Group discovered the following:

PUBLIC PERCEPTION

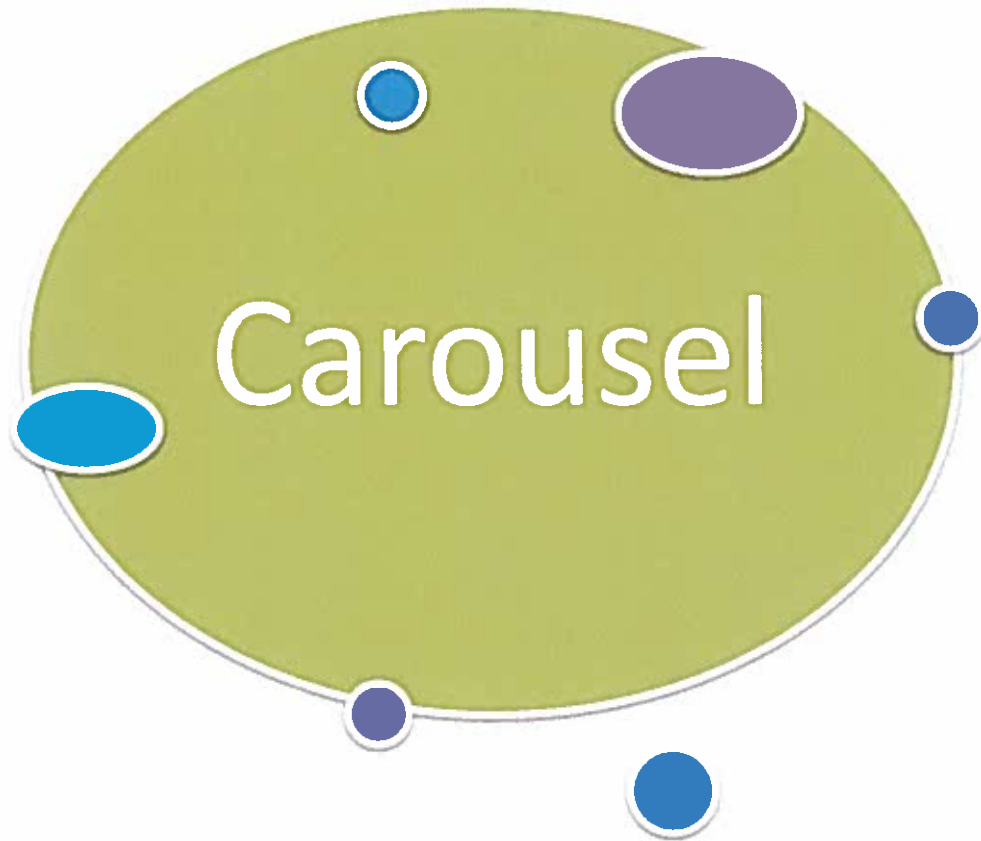
As noted with many volunteer organizations, the view from the *outside looking in* can be very different than from that of those with a *working and personal knowledge* or more intimate relationship and understanding of the organization and AAB is no different.

Community Investment Group found the organizational capacity of the AAB to be definitive, direct and well outlined when verbally described, but there is very little explanation or written details to provide the education and understanding in simple terms of how the AAB operates thus creating a disconnect for the public to understand or contribute to the operations. The more the AAB can demonstrate a clear understanding of the overall operations, the more the public will be able to embrace their intentions and offer public support.

The following image could very well represent the public's viewpoint of AAB. The main focus of AAB is the carousel but there are many other events and activities that don't appear to be connected to the operations of a carousel. The questions asked by locals during the interviews and public workshops were:

What is Arts Along the Bighorns' goal?
Do they focus on arts, education, office space, events or historic preservation?

Page | 7



AAB's CURRENT AREAS OF FOCUS

The following list is a simple description of the AAB's current area of focus.

Page | 8

Carousel

Arts and Art Education

Community Education Classes

AAB 501c3 Fundraising Events

Event and Facility Rentals

Hosting Single Events and Activities for Other Organizations

Professional Office Space - Long Term Leases

Cultural Activities

Historic Preservation

During the Community Investment Group's public session process, when the public asked:

What is the Arts Along the Bighorns' goal?

What is their focus?

AAB could answer a simple "YES" to the question of "What is their focus?" but that answer only confuses the public because there isn't a demonstration or a simple explanation of how the various operations fit for form and function with the operations of a carousel.

Community Investment Group will offer a suggestion on how to divide the area of focus.

ADDITIONAL FINDINGS.....REVENUE STREAMS

This Feasibility Study is written as a guide. The study should serve as an education piece and a tool kit for AAB, local government officials and the general community and will document potential funding to increase awareness of the existing conditions and the potential marketing and linkage that may exist or can exist if the community continues to embrace the project and understand how the carousel attraction can contribute to the local economy.

Page | 9

Part of determining the feasibility is determining what AAB can maximize and use as income generating activities, but there are some additional considerations to remember.

LOCAL SUPPORT, LOCAL OFFERINGS and the TOURIST ATTRACTION

LOCAL SUPPORT

Overall there is a tremendous amount of local support. The community has embraced the idea of the carousel and many see a marketable and historic asset that could be used by locals. Many are anxious to see progress and want tangible evidence that AAB is finding success.

The general public understands the various forms of products and services which are currently offered by AAB, but some expressed uncertainty about continued success without full time staff. Despite the hesitations, all shared excitement and extreme confidence that the organization is on a path to success and hoped the carousel would be functional in 1-3 years.

LOCAL OFFERINGS and the TOURIST ATTRACTION

There is a significant interest and a clear connection with both the local economy and the tourist economy. The AAB has already identified and understands the difference between the two primary markets because there is a difference in the local market and needs versus the tourists attraction once the carousel is in full operation.

Local functions and uses for facility and event space

Tourists attraction to the carousel operations

There is also opportunity for revenue generating income from both economies and with the events and facilities hosted by AAB at the Cowboy Carousel Center (historic Beutler Building) which should include long term and short term leases, single event rentals, office space with shared community partners in the local area and then the carousel operations which will include carousel rides, concessions, gift shops and art and amusement attractions.

Page | 10

LOCAL FUNCTIONS – CAN AAB CO-EXIST?

Positive and encouraging questions were raised by the general public wondering if AAB can and will work with existing agencies and can they exist without the spirit of competition.

In order for the AAB to secure a status of self-sufficiency and to partner well with existing economies, planning for sustainability and seeking to contribute to the arts community, AAB has slowly and incrementally planned for becoming a community partner with desires of nestling in among the other non-profits and existing organizations.

Another Community Investment Group finding is Johnson County local government is a strong supporter of the economics of art, art education, and historic preservation. This commitment and government support is needed and necessary and proves the community's capacity and appetite to develop historical feature and tourist attraction.

If local government is investing in economic development, travel and tourism, arts and humanities, youth, education and historic preservation by following the Main Street movement, then there should be no resistance to supporting and investing in a project or organization.

When those above mentioned agencies were interviewed by Community Investment Group, all believed there would be opportunity for partnership and even though the spirit of collaboration existed many wanted a more unified plan and support from leadership which could be documented more with written MOUs (Memorandum of Understanding) or LOA (Letter of Agreement) with definitions and expectations to confirm or qualify ways to co-exist. Further vision and leadership could be developed within the community with future plans from Johnson County, City of Buffalo or other area districts.

Partnerships are the essence of the AAB future, and everyone from all parties must encourage tangible evidence of those partnerships. Examples and case studies will be presented to AAB to help drive document to how partner and co-exist.

MARKETABILITY and the TOURIST ATTRACTION

Page | 11

The City of Buffalo has already proven the marketability of the geography, outdoor recreation, and access to wildlife, western themed events like Longmire Days and the attraction to see historic architectural features in the downtown.

Annual Johnson County Travel and Tourism data and Buffalo Chamber's advertising budget proves there is value in marketing and promoting tourism and tourists from all over the world are finding the area - all year long.

There is also strong research and statistics that prove the economics of Carousel Tourism. Individuals will travel long distance and map driving routes just to see a carousel. AAB can share many stories where long distance travelers begged to have the carousel doors opened "just to see the carousel".

The attraction to Buffalo is as diverse as the travelers.

AAB can offer a cultural and historic product with diverse services to continue to attract the local community, regional visitors and foreign interest and the carousel operations will enhance and contribute to the prevailing success and local attractions that interest travelers.

These unique experiences should be magnified.

TOURIST ATTRACTION

A tourist attraction is a place of interest where tourists visit, typically for its inherent or exhibited natural or cultural value, historical significance, natural or built beauty, offering leisure, adventure, and amusement. The AAB – Cowboy Carousel Center project captures all of those.

The National Trust for Historic Preservation recognizes the growing interest and the national attraction to tourism and had developed the Main Street movement and expanded the marketing for Heritage and Cultural Tourism because of the return on investment and the pure economic benefits. This should be additional confirmation that the AAB products and services complement the investment and energy being spent on attracting tourism.

The National Trust for Historic Preservation in the United States defines heritage tourism as “traveling to experience the places, artifacts, and activities that authentically represent the stories and people of the past and can include cultural, historic, and natural resources”

HERITAGE TOURISM

Page | 12

Heritage tourism helps make historic preservation economically viable by using historic structures and landscapes to attract and serve travelers. Heritage tourism can be an attractive economic revitalization strategy, especially as studies have consistently shown that heritage travelers stay longer and spend more money than other types of travelers.

As an added bonus, a good heritage tourism program improves the quality of life for residents as well as serving visitors.

Tourism is one of the top three industries in Johnson County.

COWBOY, WESTERN and COWBOY and INDIAN THEMES

The western theme is easy to recognize. Earlier in the report, Community Investment Group referenced the project and the carousel as a “Cowboy and Indian” themed carousel. While the Cowboy and Indian themed carousel is heritage tourism in its most physical and authentic form, AAB will need to determine if the “Cowboy and Indian” theme is marketable, but there should group discussion about how the description of “Cowboy” themed changes the mental image compared to “Cowboy and Indian”.

Not only will the carousel attract people of all ages and interests simply because it is a carousel, the historical significance of the Cowboy and Indian Carousel will attract a whole different group of Heritage Tourists for a distinctly different reason.

NATIVE AMERICANS and NATIVE AMERICAN ARTISTS

AAB is currently in the process of securing Memorandums of Understanding (MOUs) with regional Native American Artists. There is a confirmed interest in securing partnerships with Native American tribes and the artists who will authenticate the Native American symbols on the carousel’s war ponies. This level of partnership and understanding can bring additional tourism interest, more visitors and could develop into other revenue generating events and activities while complimenting the artists, their work and contribute to the inventory in the gift shop.

This should also be developed and encouraged.

CAROUSEL HORSES DURING TRANSITION

While AAB works with local artists, develops community partnerships and secures the funding to complete the carousel structure, the carousel horses will be assigned to local businesses. This complements the tourist's interest, keeps the horses safe and available for public view and still provides a visual attraction for downtown businesses. Making them accessible for public view extends the local conversations and offers a reminder the project is ongoing and making progress. This display can also become a walking tour with a self-guided brochure – another tourist attraction. Page | 13

AUTHENTICITY

One of the reasons cultural heritage tourism is on the rise in the United States is that travelers are seeking out experiences that are distinctive, not homogenized. They want to get the feel of a very particular place or time. Buffalo can supply that experience, and benefit in the process—but only if the local cultural heritage tourism program is firmly grounded in local circumstances.

Buffalo, Wyoming is a western town, its history is well documented back to the mid-19th century. It has played a unique role in the development of the West. Yet, that is not what will draw the traveler's to it as many other towns in the West can make the same claims. Historic downtowns provide ambiance - they are not attractions, diversions, nor are they a primary lure. It's what's in the buildings that make a downtown a destination. All too often communities promote their heritage as a primary draw.

Communities should be encouraged to promote the attractions which make them different from any other existing community.

Consider this....

How far would you travel to visit a mining museum? A timber museum? An agricultural center? A county historical museum? Heritage must be outstanding and pervasive throughout the community to be a primary lure. A carousel may not be the primary attraction, but once discovered will keep a tourist and lingering tourists mean better economics.

Thousands of communities are the "capital" of something. For instance, in California, Borrego Springs is the grapefruit capital of the world. Gilroy is the garlic capital. Modesto is the tomato capital. Gridley is the kiwi capital. Oxnard is the strawberry capital. Fallbrook

is the avocado capital. **Here's the question:** Has anyone ever gone anywhere because it was the capital of a fruit or a vegetable?

Community Investment Group encourages AAB to promote the marketability of the carousel and the Cowboy Carousel Center facility. These features should be promoted and locally embraced as an asset and considered a contribution to the local tourism industry.

Page | 14

BE DIFFERENT OR THE BEST

Buffalo is in a position to questions why would a visitor come to a community if the same activities can be enjoyed closer to home? Too many communities promote "outdoor recreation" as their primary draw. Unfortunately, that is the same attraction promoted by nearly every community in North America. Buffalo is home to the only Cowboy and Indian themed carousel in the world. If Buffalo is different, then travelers have a reason to choose to visit Buffalo. Consider the difference and promote the opportunity.

Roger Brooks understands destination marketing in fact he is a national expert in destination marketing and has worked with nearly a thousand communities, as well as many states, provinces, national parks, and countries in their branding, product development and marketing efforts. Beyond the public sector, Roger has worked with trade associations and businesses in the lodging, retail, and restaurant industries as well as attractions, tour operators and providers, marketing agencies, and the travel media. He is the go-to expert for in the travel industry and in downtown development where most travel spending takes place.

His principles and explanation of travel, destination marketing and investment in historic projects to attract visitors should be followed, emulated and referenced as a guide to confirm potential success and feasibility. This project and its feasibility should parallel Roger Brooks' Rule of Critical Mass.

RULE OF CRITICAL MASS

After years of research Roger Brooks, Destination Marketing found the minimum critical mass it takes to make a downtown a destination. Page | 15

In just three lineal blocks (not square blocks) there must be a minimum of:

10	places that serve food
10	destination retails shops
10	places that remains open after 6:00pm

“10-10-10 Rule”

This rule should be considered and encouraged when discussing AAB and the marketability of the products and services. This addition to the downtown could easily become part of Roger Brook’s equation and will provide economic benefits because it will be a diversion.

BE THE DIVERSION

Taking care of locals and offering products and services is important to AAB organization’s sustainability, but creating secondary activities that entice visitors is what will create the sustainable advantage.

Secondary activities are where 80% of all visitors spending take place. In reality it is okay to a “diversionary” activity. When visitors and tourists are out hiking, golfing or fishing they are not spending money. When families are cheering on the sidelines from an opposing team, they are not spending money. When the game is over and the hike is complete, those families and travelers are looking for events and activities and spending their hard earned money. Disneyland saw the importance of the diversionary tactic and built Downtown Disney where the same 80% of the visitors are still spending money.

FUTURE OPERATIONS

AAB's Operational History

Page | 16

AAB knew having a permanent facility to house the carousel was and is a priority, and putting the facility to good use was equally important.

A turning point for the success of this organization hangs on the idea of being financially solvent and sustainable which essentially means:

Every square inch of such a facility needs to generate revenue or prove other values

No time should be wasted on energy or activities that do not serve the AAB Board's vision and mission. Additional activities that do not generate revenue should be evaluated to prove public relations value and to determine if perceived as competition. An example of this topic would be related to co-exist with arts and humanities and offering community education courses.

Some events may be considered public relations and energy must be spent creating more public awareness and generate more local and regional support, but Community Investment Group recommends an annual review of those activities to confirm a balance of time, efforts and dollars.

QUICK RECOMMENDATIONS

Quick Recommendations for AAB Operations:

Page | 17

Create a DIVISION OF DUTIES

Define divisions as: Carousel Facility Arts

Educate public with clear and concise objectives

Diversify funding with a Resource Development Plan

Further develop the Business Plan

Document progress like a historian

Promote accomplishments and share progress

Recruit volunteers with succession planning

Expand capacity: work towards FT and PTEmployees

Contribute to local tourism efforts

Embrace the western interest and the "Cowboy and Indian" theme

Seek more community and cultural partners

Use direct mail campaign to solicit and recruit state interest

Identify and maximize every funding opportunity

Develop brand and market consistently

Don't reinvent the wheel and request industry support

Visit other communities to compare attractions and civic support

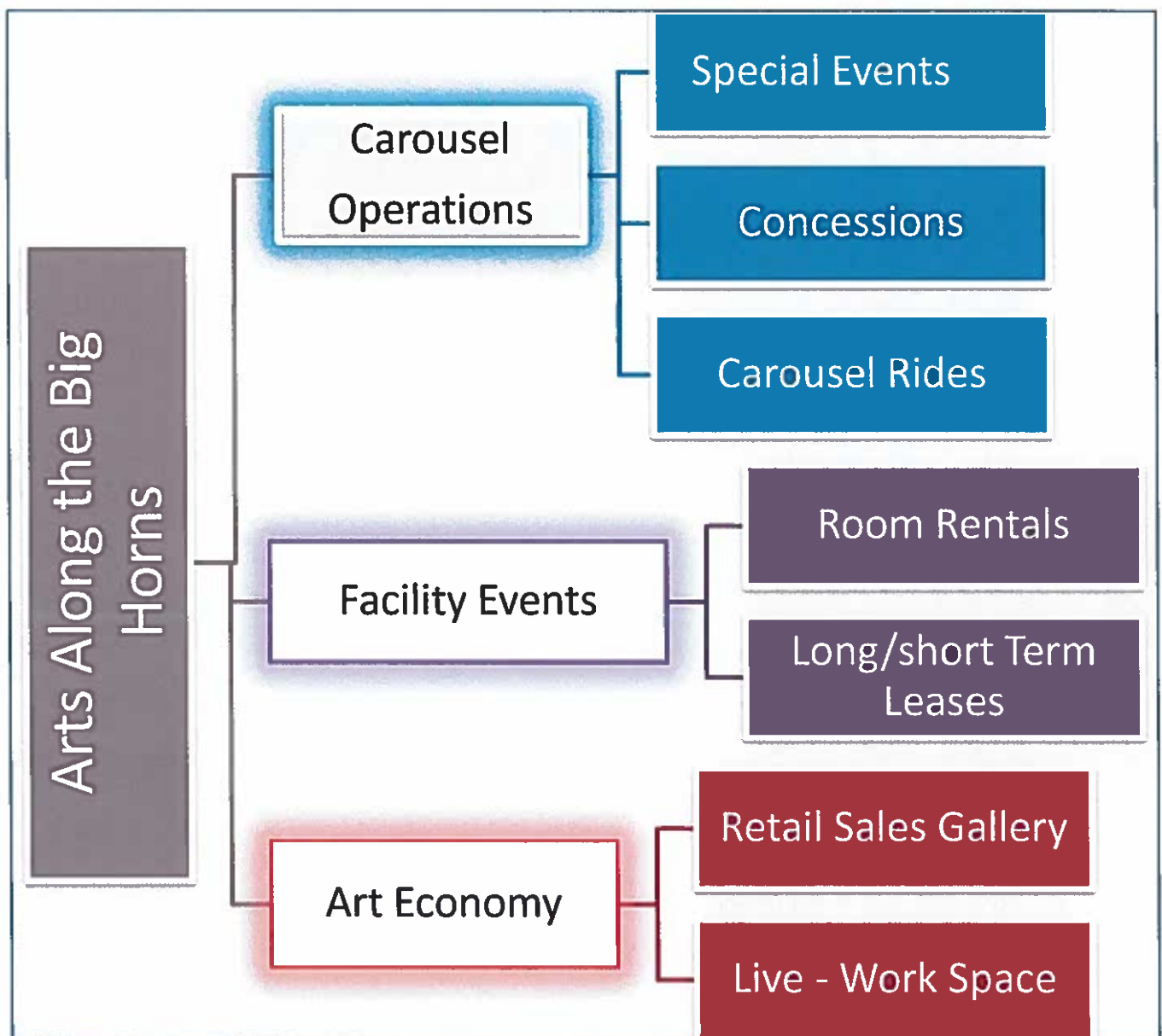
The most important focus is understanding a new division of duties to give the organization and the public a better understanding of the operations and goals.

AAB's Operational Future with a Division of Duties

To create better focus and understanding, to rally community and local government support, to prove functions and growing capacity with clear objectives, the public needs to understanding the economic addition and while the AAB can dedicate more attention to the operations and day-today functions of getting the carousel in operation.

Page | 18

AAB-CCC would be best to define their products and services into categories that might be best described in the following flowchart:



Please note:

- Each of the above referenced activities has the potential to generate income and produce revenue for the non-profit and all three will be needed for diversified funding.
- Understanding and maintaining consistencies of products, services and the business sub-divisions will help with volunteer efforts, the internal direction and public perception over time.
- Arts Along the Bighorns is the official 501c3 agency which all business is conducted and functions as the operational umbrella in which all business operations and sub-divisions report.
- As AAB adds or subtracts events and activities, the Board should categorize the activity to one of the three divisions of duties.
- By creating the divisions, AAB Board can prioritize and implement change based on available resources or commitment of funding.
- The division also allows AAB Board to parcel out projects to specific funders and/or grant applications. Many funders want a demonstration of shared resources and diversified funding. This format helps maintain consistency and will benefit in codification, reporting and grant monitoring.
- Sponsorships and naming rights is part of the long term plans and suggested as part of the resource development plan and should be referenced and monitored for each division.

DIVISION OF DUTIES and REDEFINED AREAS OF FOCUS

Earlier in this report, Community Investment Group identified the public concern about random acts of operation. This report will encourage the division of duties based on the findings, and Community Investment Group will also recommend consistent labels and definitions of those operations. If AAB wants to gain public interest and support, clear and consistent demonstrations must be maintained.

Page | 20

Another table to help demonstrate those areas of focus is provided.

The AAB Three (3) Primary Business Operations – Division of Duties

CAROUSEL	FACILITY and EVENTS	ARTS and the CREATIVE ECONOMY
The Carousel is the division of operations related to the function of the carousel and carousel related amusement activities by which is managed and monitored by the ABB Board and Staff	The Facility & Events is the division of operations related to the facility, short term and long term leases for office, retail, classroom or meetings and banquet space by which is managed and monitored by the ABB Board and Staff	The division of operations related to the arts, the artists who create and educate and the gallery and public space to display by which is managed and monitored by the AAB Board and Staff
Otherwise Known As or Referred to As: (insert sponsor name like) "Emerson Scott's Historic Cowboy and Indian Carousel	Otherwise Known As or Referred to As: Cowboy Carousel Center	Otherwise Known As or Referred to As: Arts Along the Bighorns – The AAB Arts Coalition

FUTURE PLANS and BUILDING ORGANIZATIONAL CAPACITY

Page | 21

Confirming the areas of focus, creating definitions in the organizational structure and a demonstrating a better understanding of those business divisions allows for AAB Board and volunteers to continue to evaluate, monitor and report the incremental progress.

Arts Along the Bighorns		
<p>Will managed the “Primary Business Functions” with a:</p> <p>Comprehensive Business Plan</p> <p>This Business Plan should take into consideration the primary divisions of operation, staffing, schedules of shared spaces and respect the power to co-exist and complement each of the defined offerings.</p> <p>Primary focus and operations:</p> <ul style="list-style-type: none"> 501c3 with taxable benefit Arts, arts education and community education Carousel operations and tourist and amusement attractions Cultural activities Historic preservation <p>Local Benefits:</p> <ul style="list-style-type: none"> Community partnerships and collaboration Facility with many structural benefits and accommodations Activities to benefit the local community and attract outside visitors Contributes to the local, art and tourism driven economies Conducts their own fundraiser, events and community programing 		
<p>Business Sub-Division #1</p> <p>CAROUSEL RIDES and other AMUSEMENT ATTRACTIONS</p>	<p>Business Sub-Division #2</p> <p>FACILITY and other EVENTS</p>	<p>Business Sub-Division #3</p> <p>ARTS and the CREATIVE ECONOMY</p>
<p>Managed with an</p> <p>OPERATIONS PLAN</p>	<p>Managed with a:</p> <p>FACILITY PLAN</p>	<p>Managed in partnership with a:</p> <p>ARTS ECONOMY PLAN</p>

CAROUSEL RIDES and other AMUSEMENT ATTRACTIONS	FACILITY and other EVENTS	ARTS and the CREATIVE ECONOMY
Functions and Offerings: Daily carousel operations Birthday parties Dinner parties Gift certificates Punch cards for locals Behind the scenes tours Other amusement attractions Outdoor garden spaces Concessions Gift shop School tours Movies and documentaries Historical presentations	Functions and Offerings: Micro-theater Meeting space Corporate trainings Wedding Receptions Birthday parties Private events Reunions Anniversaries Classrooms Fundraisers Hospitality locations Catering kitchen Cooking classes Long term leases	Functions and Offerings: Art education Creative art space Gallery and public space Artist co-ops, guilds, etc. Artistic attraction Art events Art fundraiser Artist live-work space Art retail and gift shop Art and business classes Budding art development
CAROUSEL RIDES and other AMUSEMENT ATTRACTIONS	FACILITY and other EVENTS	ARTS and the CREATIVE ECONOMY

CONCLUSION

Community Investment Group believes there is success waiting for the carousel.

This feasibility study proves there is ***tremendous potential***, local and regional interest, a direct connection to the Johnson County tourism industry and passionate and dedicated local volunteer support that when combined with an inherent sentimental attachment to a childhood amusement activity can and should be supported by all community partners especially when the goals and objectives are diversified enough to support the area needs and obligations.

If AAB continues to develop the areas of focus in the three business divisions, commits to expanding their resource development and strategically builds the internal capacity with measureable outcomes – the organization ***could become one of the largest and most attractive additions*** to the historic downtown since the Occidental Hotel.

The AAB ***must focus on revenue generating events and activities*** and local government should be in a position to simplify access, offer morale support and take fiscal responsibility to preserve and protect such an important historical feature and invest in the projected economic contribution to the area.

This project epitomizes a holistic view historic preservation, tourism, arts and education. AAB offers a physical example of why there are economic reasons for saving and reusing older buildings. Historic preservation is economic development and across the nation in every downtown there is a community seeking such a project. It would be a shame to lose sight of the long term economic benefits and contribution to the quality of life for local residents. The “Cowboy and Indian” themed carousel deserves a place in the Wyoming culture, and Buffalo is a deserving community.

Additionally:

Years ago Donovan D. Rypkema authored "The Economics of Historic Preservation – A Community Leader's Guide" where he references decades of research and knowledge being reduced to **(7) seven lessons** which most apply to this specific AAB project:

Page | 24

- **Economic impact is generally measured in three ways:**
 - 1) Jobs created
 - 2) Increase in household income
 - 3) Demand created on other industries

Very few of the 500 or so categories of economic activity have as **potent a local impact, balanced among these three criteria, as does the rehabilitation of historic buildings or historic interest.**

- Virtually every example of sustained success is downtown revitalization - regardless of the size of the city – **has included historic preservation as a key component of the strategy.**
- **Heritage visitors spend more per day, stay longer, and visit more places than tourists in general.**
- There is a crisis in affordable housing in America, and that crisis will not be solved in the foreseeable future without **saving and reinvesting in our older and historic homes (and projects)** at a level far greater than is taking place today.
- Smart growth has become a broad-based citizen movement with support across the political and geographic spectrum. But **any smart growth effort that does not have the historic preservation and local historic districts and downtown revitalization as core elements of the approach is stupid growth, period.**
- There is no form of economic development of any kind, anywhere, on any level, that is **more cost effective and that is better able to leverage scarce public resources** than the preservation-based commercial revitalization approach known as Main Street.
- There is no credible evidence whatsoever that local historic districts reduce property values. In the vast majority of cases properties subject to the protections of historic districts experience **rates of property appreciation greater than the rest of the local market** and greater than in similar, underestimated neighborhoods. Generally the worst case is that the values of properties within a local historic district more in tandem with the local market as a whole.

Community Investment Group can confirm and validate examples like the ones referenced above of how historic preservation and the investment in heritage and cultural tourism continue to emerge as an economically sound, fiscally responsible and cost-effective contribution to economic development.

Page | 25

AAB and the Cowboy Carousel Center

Will be a contributor to arts and education,

The historic preservation efforts, a local tourist attraction,

And can and should play a key role

In the wide range of products and services

That affect the local economy.

NOTE: Enclosed with this report is the report from Hein Bond, a tool kit of resources for AAB facilitate a resource development plan, grant writing, collection of master documents, sample budgets, branding and marketing and other resources already presented to AAB.



October 30, 2014

**Architectural Building Assessment of the
Cowboy Carousel in Buffalo, Wyoming**

The Cowboy Carousel Center
Buffalo, Wyoming

Contacts: Arnette Tiller, Board Member

On July 7, 2014 Randy Hein of Hein|Bond Architects visited The Cowboy Carousel Center historically known as the Buetler Building located at 59 Lobban Avenue on the East side of Downtown Buffalo, Wyoming and did a complete walk through of the facility. Randy Hein (architect) visually observed the existing conditions of the site, building exterior, roof and the interior of the building. The conditions of the building were documented and photographed.

This building is a work in progress and the owners are making improvements as they can to meet their wants and needs. The owners also want to add onto the building that will house the Cowboy Carousel. Please refer to the drawing attached to the end of this report for future plans of the site, building and addition.

Extent of the Assessment: This assessment is to observe the overall conditions and to identify and prioritize any concerns and issues for historic preservation as well as meeting current codes for the building's new uses. Once these concerns and issues have been identified, the assessment provides

recommendations on how to remedy them, and helps prioritize them. The assessment also provides estimated costs to do the work. The assessment does not attempt to identify any hazardous materials or conditions that may be present in the building or the site.

GENERAL DESCRIPTION OF EXISTING :

Site Conditions: The overall site is in good condition. It is developed in the front of the building with some plantings and shrubs. The rest of the site has been cleared and undeveloped with a 6 inch road base added for immediate use. The South elevation is overgrown with weeds and is 6 feet wide to the neighboring building. There is also a newer wood loading dock on the Southwest corner with construction debris, large landscaping rocks and few weeds. There is also a utility pole in the center of the parking area.

Foundation: The crawl space is in good shape. The foundation looks to be sound with no major cracks or settling issues but it does have signs of water coming up through the gravel floor. The floor joists look good with no signs of deflecting joists or beams. The HVAC units are located in the crawl space and look to be in good working order.

Building Exterior: The overall condition of the outside of the building is in fair shape with a some rough spots here and there. Some of the galvanized corrugated metal sheet siding is rusted and has holes at the corners, headers and base. There are also some bent nails and holes in the metal siding where fasteners have been removed. There is also some evidence of possible moisture problems in the walls on some of the metal panels on the North and East elevations. The wood siding and trim on the Southwest corner and the North Entry addition of the building is also in poor shape with signs of water damage. The large section of 2 X 12 inch wood trim at the bottom of the corrugated metal panel siding is in rough shape and large sections are missing. The wood fascias, rafter tails and edge trim are also showing signs of water damage. The doors and windows are in good working condition. Many of the windows have been repaired with replacement of the outer trim with new storm windows added to protect the original ones. A few windows without the storms have weathered and need repair. The aluminum gutters and downspouts are just hanging from the rotted rafter tails and fascias with nothing to connect too. The concrete on the dock slab is cracking up with broken edges along the

perimeter. Also, the metal nosing that protects the old delivery dock has rusted through on most of the outside edge.

Roof and Accessories: The roof is in the same shape as the siding. It looks like some of the metal panels have been repaired or replaced. There are many holes and gaping where the panels don't overlap. Some of the panel edges aren't even fastened down. There are also signs of leaking with water damage on the wood structure and holes and fasteners that missed the structure. The ridge metal is rusted with holes and has a few gaps. Most of the wood trim at the end gables are painted but show some rot. The rock chimney looks to be in good usable shape. All of the roof penetrations look to be newer and have flashing. The flashing where the roof meets the chimney should be checked to make sure it is water tight to protect the interior of fireplace.

Building Interior Conditions: Overall, the interiors of the building are in good shape. The building is currently being used for offices, studios, classrooms, and meetings type spaces with a large serving kitchen. The floors, walls, and ceiling finishes are in good working shape with some evidence of water damage in the ceiling. The wood floor in the old warehouse area has gaps in between the floor timbers. There are hand sawn and have a rough texture to the floor surface. The building is not sprinkled. The doors and windows work but are not stained and sealed. The four foot high wood wainscoting in the back hall and table storage also is not stained and sealed.

ADA Accessibility: Many items currently do not meet code. They include access to the building, to the front door as well. Some of the doors need to be wider, thresholds lowered, new hardware and more clearance. Floors can be rough with no gaps over ½ inch in height. The rest rooms need to be remodel in order to provide required clearances, new fixtures, fittings and accessories. The kitchen also need new fixtures and fittings and the cabinets modified to meet the height and clearance requirements. The restrooms have some updates but currently do not meet ADA requirements. Also, there are many floor transitions throughout the building that can be brought up to code.

Fire Protection: The building is not sprinkled, but it does look as if there is a fire separation wall between the Studio/Classroom spaces and the Kitchen.

HVAC Systems: The HVAC and system is not original. The building was converted into a forced air system. The system looks to be in good working order. The furnaces are currently located in the crawl space and appear to be in good working condition.

Electrical and Lighting Systems: Some of electrical system has been updated. A new service has been pulled in to accommodate the power needs as required for the new uses of the building as they changed. There is a shortage of power outlets and the lighting levels are not up to date.

RECOMMENDATIONS FOR SHORT-TERM GOALS:

Short term goals: The short term goals of maintaining the exterior of the building should prioritize repairs to the building envelope. Weather damage to building materials is accelerated mainly by the wide temperature swings that are present in Wyoming. Furthermore the presence of moisture will produce a freeze and thaw cycle that will cause significant damage if ignored. Also, the building should be tested for any hazardous materials or conditions.

RECOMMENDATIONS FOR LONG-TERM GOALS:

Site Considerations: Standing water needs to be directed away from the building. The new road base is good for the current condition but will need to be re-graded to accommodate the future addition. The standing water should drain to the street so it has a place to go instead of sitting on the site. Also, the utility poles need to be relocated around the future addition. All trees and shrubs should be trimmed up for appearance and to keep any branches away from the building (plants should not touch the building). Any plantings close too or next to the building should not be over watered. Any trees next to the building should be removed. Any new trees to be planted should be at least 10 feet away from the building. Some exterior lighting for the parking lot should be added for safety and for looks (true to the original character).

Foundation / Subsurface Water: Some of the site needs to be re-graded so that any water sitting on the ground will flow away from the building. Anything in the center of the facility, might be collected in a drain or diverted to the North and then to the West and into the street or into a storm sewer. All

grades to the East of the building, need to be built up and drain to the East. The South side needs to be cleared and landscaped and regraded to drain away and around the building to the East and West.

Roof and Accessories: The metal roof panels need to be replaced. Many of them have holes in from fasteners and rust. The panels need to be removed and a layer of insulation added along with a layer of sheathing that needs to be added on top of the roof structure for a backing. The shape and type of the new roof panels should match the existing ones. All accessories and penetrations need to be flashed in to divert water. Also, new gutters and downspouts should be installed, preferably ones to match the original character and era of the building.

Building Exteriors: The exteriors are in tough shape. I recommend that the siding, all rotted trim, including wood around doors, windows, wood 2 X base trim, the green skirting and the insulation at the grade be removed. Re-install new foundation insulation and new skirting along with a new wood 2 X base trim for the metal panels. Then the sheathing needs to be checked for water damage and molding. Replace it if needed. Then wrap with a vapor barrier and cover with new siding. Then add new wood trim where it is needed. Most of the doors and several windows are poor shape. Repair is recommended for all of the windows and the doors that need it. All rotted wood frames and trim need to be replaced. Many already have new exterior storm windows that mount on the outside of the frames. All windows that do not have them, will need them. This makes them more efficient for keeping the heat in. The storm windows can be removed and replaced with screens (if desired) during the Summer months to allow for natural ventilation. This also fits the character of the building.

Building Interiors: The main floor has been in-use, maintained and is in good working order. Because of the assembly type use, the use of a sprinkler system is recommended. I would also suggest that a fire wall assembly be maintained between the kitchen the studio/classroom areas. The corridors must have at least two legal means-of-egresses without any dead ends. Door widths and hardware must meet ADA. Also, the floor transitions need to be addressed throughout the building. This means smoothing out thresholds, repairing some floor elevation changes and some of the flooring itself. A filler material or abutting the wood flooring to match what was done in the theater/lecture hall could be done to eliminate the ½ inch gaps between the planks in the old warehouse area. This would seal the floor for

cleaning and heating as well as help smooth out the floor for wheel chair access. Some of the Doors and windows have rough spots in them. Repair or Replacement is recommended for all of the windows and the doors that need it. All rotted wood frames and trim should to be replaced. Many already have new exterior storm windows and new wood trim on the frames. This makes them more efficient for keeping the heat in. The storm windows can be removed and replaced with screens (if desired) during the Summer months to allow for natural ventilation. This also fits the character of the building.

ADA Accessibility: The whole building needs to be brought up to code. The front door access should be updated with new doors and operators as well as the side door. Most of the thresholds need to be replaced because they are over a half inch tall. Many of the doors are too narrow to allow access for a wheel chair and need to be widened. Also, provisions should be made in the restrooms to meet all ADA requirements. All ramps must have at least a 1:12 pitched slope (1:15 preferred) inside or out of the building.

Fire Protection: The fire protection should be addressed in the remodel and addition. The building could be sprinkled or compartmentalized with the required fire alarm system and egress. Sprinkling the building allows for more types of activities in the building, has more flexible construction and separation requirements and has lower insurance rates. Fire protection plans should be developed in the design phases of future planning of the building and addition.

HVAC Systems: The HVAC systems needs should be evaluated along with the new addition in order to determine the most efficient way to heat and cool the building. The existing system could remain, but a more efficient system might make more since in the long run. Also, the equipment could be located on the main level to avoid any water problems from a high water table.

Electrical and Lighting Systems: The electrical and lighting systems need to be modified to meet code. The Electrical system should be evaluated and re-designed with the future new addition in the development of the future planning. This will make sure the service has enough power to meet all of the future needs, be more efficient and to meet building codes for all of the changes.

ESTIMATED COSTS FOR BUILDING REMODEL, ADDITION AND SITEWORK:

Building Remodel Costs:

Exterior Work (Roof): 7753 sf x \$20	\$155,060.00
Exterior Work (Walls): 6,000 sf x \$25	\$150,000.00
ADA Updates: \$20,000 for each Restroom	\$40,000.00
Plumbing and Heating: 7,050 sf x \$35	\$246,750.00
Electrical Power and Lighting: 7,050 sf x \$25	\$176,250.00
Architectural Repair: 7,050 sf x \$20	\$141,000.00
Subtotal	\$909,060.00
Construction Contingency: 10%	\$90,906.00
Architectural/ Engineering fees: 10%	\$90,906.00
Total Building Remodel Costs:	\$1,090,872.00

Building Addition and Sitework Costs:

Addition: 6004 sf x \$225	\$1,350,900.00
Sitework: 7,500 sf x \$25	\$187,500.00
Parking Lot (across the street): 8,000 sf x \$20	\$160,000.00
Subtotal	\$1,698,400.00
Construction Contingency: 10%	\$169,840.00
Architectural/ Engineering fees: 10%	\$169,840.00
Soils and Materials Testing: 1.5%	\$25,476.00
Total Building Addition Costs:	\$2,063,556.00

Architects Summary: For the future of the building, Hein\Bond suggests that the Owner consult with a professional architect to help finalize the plans of the building and sitework. These plans should include all of the site and future site areas as well as the building, historic renovations and any additions to it. Work on the short-term goals should contribute to a set of clearly defined long-term goals. Often these long-term goals will help identify the short-term needs and the costs associated with them. Ideally, it would be nice to do all of the construction work in one phase. It could save a lot of money with the efficiency of re-construction all of the the building systems happening at the same time. For example, the work on the electrical and lighting systems effect the floors, ceilings, walls and roofs. That in turn effects the structure, insulation, ceilings, wood trim restoration and other of interior finishes. So for construction efficiency, I would recommend a plan to protect all existing exterior materials (also know as the envelope) for the short term until enough money could be raised to complete a whole restoration of the project with or without a future addition.

Photographs:



Photo 1: Drainage at NW corner of the lot.



Photo 2: Open area to the North of the building.



Photo 3: Main Entry on the NW corner of the building.



Photo 4: Main Entry ramp and stair at NW corner of the building.



Photo 5: Secondary Entry and Kitchen windows on the East side.



Photo 6: Roof pitch change at the Kitchen and Front Entry.



Photo 7: The South east corner of the building.



Photo 8: Post at window trim on the Southeast corner.



Photo 9: Typical soffit and metal panels conditions.



Photo 10: Kitchen with wood floors, cabinets and ceiling.



Photo 11: Dispensing Room in the large meeting area.

Related Documents:

1. United States Department of the Interior, National Park Service.
Preservation Brief No. 4: Roofing for Historic Buildings.
By Sarah M. Sweetser, FAIA, and John P. Speweik. October, 1998.
July, 29, 2009, <<http://www.nps.gov/history/HPS/TPS/briefs/brief02.htm>>
2. United States Department of the Interior, National Park Service.
Preservation Brief No. 9: The Repair of Historic Wood Windows.
By John H. Myers, 1981.
August 11, 2009, <<http://www.nps.gov/history/HPS/TPS/briefs/brief09.htm>>
3. United States Department of the Interior, National Park Service.
Preservation Brief No. 14: New Exterior Additions to Historic Buildings, Preservation Concerns
By Kay D Weeks, September 1986.
August 11, 2009, <<http://www.nps.gov/history/HPS/TPS/briefs/brief14.htm>>
4. United States Department of the Interior, National Park Service.
Preservation Brief No. 18: Rehabilitating Interiors in Historic Buildings: Identifying and Preserving Character Defining Elements.
By H. Ward Jandl, October, 1988.
August 11, 2009, <<http://www.nps.gov/history/HPS/TPS/briefs/brief18.htm>>
5. United States Department of the Interior, National Park Service.
Preservation Brief No. 24: Heating, Ventilating, and Cooling Historic Buildings:
By Sharon C. Park AIA, October 1991.
August 11, 2009, <<http://www.nps.gov/history/HPS/TPS/briefs/brief31.htm>>
6. United States Department of the Interior, National Park Service.
Preservation Brief No. 32: Making Historic Buildings Accessible.
By Thomas C. Jester <http://www.nps.gov/history/HPS/TPS/briefs/brief32.htm> and Sharon C. Park AIA, September 1993.
August 11, 2009, <>
7. United States Department of the Interior, National Park Service.
Preservation Brief No. 39: Holding the Line: Controlling Unwanted Moisture in Historic Buildings.
By Sharon C. Park, AIA. October 1996.
July, 29, 2009, <<http://www.nps.gov/history/HPS/TPS/briefs/brief39.htm>>
8. United States Department of the Interior, National Park Service.
Preservation Brief No. 47: Maintaining the Exteriors of Small and Medium Size Historic Buildings
By Sharon C. Park FAIA, June 2007.