

# **Sheridan Downtown Entrepreneurial Center FEASIBILITY STUDY and Proposed Operational Plan**



***August 2014***



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## Introduction

The City of Sheridan, in conjunction with the Downtown Sheridan Association (DSA), is committed to preserving and enhancing the City's core downtown area. This commitment includes a collaborative effort to promote the downtown area, helping downtown businesses succeed, preserving the historic integrity of the area, and hosting events to attract people to the area.

The City and DSA are currently focused on several realities and observations about the Sheridan downtown area:

1. There are several vacant buildings in the downtown area, which presents a negative image to visitors.
2. These vacant buildings also demonstrate opportunity for growth;
3. Existing businesses and community residents want more commercial activity and housing in the downtown area;
4. Previous studies of the downtown economy suggest that DSA should become actively engaged in business expansion and retention, while perhaps creating a funding stream to become more self-sustainable; and
5. Development of an "Entrepreneurial Center," similar to the Rainbow Center in Rawlins, Wyoming, may help to address the concerns identified above.

Desiring to have an objective feasibility study conducted, the City secured a planning grant from the Wyoming Business Council (WBC). Subsequently, the City and DSA hired Community Builders, Inc. (CBI) to conduct this feasibility study. CBI is a Wyoming-based consulting firm specializing in economic and community development projects. The specific goals of this planning project are to:

- Identify the needs of downtown merchants and potential entrepreneurs. The needs assessment should flow from a critique of opportunities and barriers to entrepreneurial activity.
- Identify downtown buildings suitable for redevelopment, and assess the feasibility of rehabilitation given the resources of DSA and its partners.
- Evaluate redevelopment scenarios and services based on the needs of present and potential future downtown business owners.
- Create a working business model and action plan that will enable DSA to pursue the redevelopment of an existing downtown building as a sustainable entrepreneurial and business resource center.

CBI began this feasibility study in November 2013, and completed it in August 2014.

## Public Engagement

CBI developed a Public Participation Plan for this planning project. The plan provided multiple ways for the public to provide input. Key stakeholders were identified, and special efforts were made to solicit input from those people and entities that have a vested interest in the downtown area.

Media coverage informed the local population about the goals of the study, and invited them to complete an online survey about the downtown economy. Additional surveys were directed to downtown merchants and property owners. To solicit input from people who may not necessarily be local residents but who have an interest in downtown Sheridan, a survey was also posted on the Sheridan Travel & Tourism Facebook page. A total of 175 surveys were completed, as follows:

| <b>Sheridan Downtown Surveys</b>   | <b>Completed</b> |
|------------------------------------|------------------|
| Community Surveys                  | 115              |
| Merchants & Property Owner Surveys | 22               |
| Facebook Surveys                   | 38               |
| <b>Total Surveys</b>               | <b>175</b>       |

Summary results for the surveys are included in the Appendices.

In addition to the online surveys, CBI interviewed a number of downtown merchants, shoppers, and employees (see list in Appendix). Finally, CBI gathered substantial insight and information from monthly meetings with the DSA Economic Restructuring Committee (which was expanded to include additional stakeholders for this project).

Eating/Drinking and Shopping are clearly the main reasons that community survey respondents are going downtown, followed by special events such as the Third Thursday Festival and the Farmers' Market. Family Clothing stores and Grocery/Food stores are at the top of the community's wish list for new downtown retailers. More Restaurants and Youth Services/Activities are other businesses that are desirable. The community also wants more Arts, Entertainment & Recreation downtown and, of course, more parking to serve all of the downtown needs. However, there is relatively little support for more professional services or government offices downtown. Those Downtown Merchants and Property Owners who completed a similar survey are in agreement with the community on all of these findings.

Merchants and Property Owners want DSA to develop an entrepreneurial center that is highly visible in the downtown area. Affordability of purchase/renovation and the availability of parking are other highly important considerations. For the entrepreneurial center, survey respondents most strongly support DSA providing assistance to business start-ups.

## SWOT Analysis

Based on the surveys, input from the City and DSA, and interviews, CBI analyzed the perceived strengths, weaknesses, opportunities, and threats (SWOT analysis) for downtown Sheridan. The SWOT analysis is summarized in the following chart.

| STRENGTHS                                                                                                                                                                                                                                                                                                                                                       | WEAKNESSES                                                                                                                                                                                                                                |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"><li>• Ambiance</li><li>• Historic appearance</li><li>• 3<sup>rd</sup> Thursday Street Festival</li><li>• Location</li><li>• Dining/Drinking options</li><li>• Farmers Market</li></ul>                                                                                                                                        | <ul style="list-style-type: none"><li>• Hours of operation</li><li>• Parking</li><li>• Selection of goods &amp; services</li><li>• Prices</li><li>• High cost of renting</li><li>• Size of buildings</li><li>• Vacant Buildings</li></ul> |
| OPPORTUNITIES                                                                                                                                                                                                                                                                                                                                                   | THREATS                                                                                                                                                                                                                                   |
| <ul style="list-style-type: none"><li>• Residential use, especially on upper stories</li><li>• Clothing for families &amp; professionals</li><li>• WYO Theater</li><li>• Arts community &amp; shops</li><li>• More downtown events</li><li>• Vacant buildings</li><li>• Tourism</li><li>• Expanded hours of operation</li><li>• Tap into traffic flow</li></ul> | <ul style="list-style-type: none"><li>• Big box stores</li><li>• Online shopping</li><li>• Aging buildings</li><li>• Competitive pricing elsewhere</li><li>• Building renovation costs</li></ul>                                          |

The Sheridan community (merchants and the general public) love their downtown. Its ambiance and historic nature are very attractive. People want more retail downtown, and they want stores to be open later in the night. Parking has been a perennial problem (as it is in most downtown areas). The community wants more clothing stores (especially for families), and they want to see upper stories used as residences. Most people are aware of the competitive threats presented by big box stores and the Internet, but they nonetheless want to continue investing and sustaining downtown Sheridan.

## Demographic & Economic Analysis

As the City of Sheridan has grown over the years, the community's retail focus has shifted from the downtown area to other areas around town. Banks and other professional services began replacing retail operations. Big box stores enticed many consumers with lower prices and larger selections than most downtown retailers could offer. Today, shopping online is booming and an increasing number of consumers are shopping from their homes or offices. However, retail development does not fully explain the complexities of the local economy.

### Profile

Sheridan is – by Wyoming's rural standards – a large community. The Census Bureau estimates that Sheridan County's population as of 2013 includes 29,824 residents, of which 17,828 live within the City of Sheridan. Only a small percentage of those residents live in downtown Sheridan.

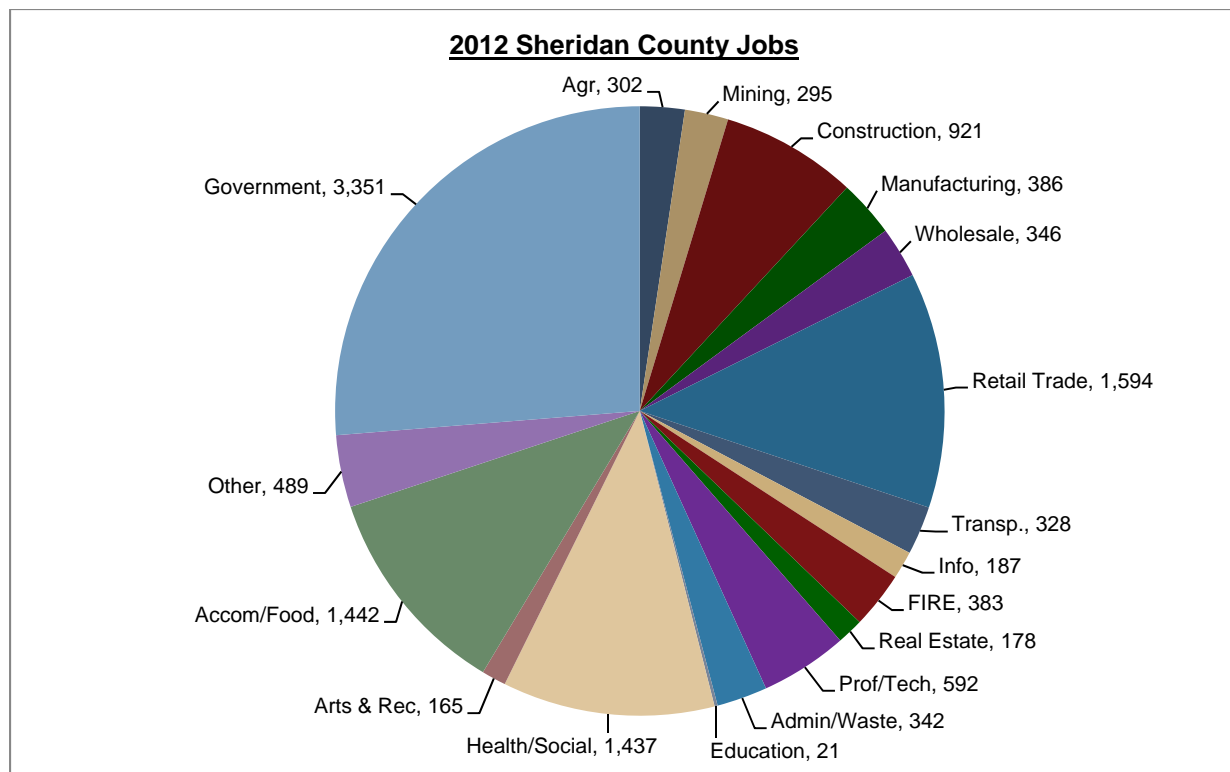
The U.S. Census Bureau/American Fact Finder provides comparisons of key demographics for different populations, using averages of data collected over a period of years. Sheridan (City) residents tend to be slightly older than elsewhere in Wyoming, have lower incomes and a higher poverty rate than elsewhere. However, home values are high and rental vacancy rates are low (and yet, rent is fairly affordable). These and other key demographic observations are presented in the following table.

| Demographic             | USA       | WY        | County    | City      |
|-------------------------|-----------|-----------|-----------|-----------|
| Median Age (years)      | 37.2      | 36.9      | 42.5      | 38.6      |
| Median Household Income | \$53,046  | \$56,573  | \$52,352  | \$46,814  |
| Poverty Rate            | 14.9%     | 11.0%     | 8.6%      | 12.4%     |
| Median Home Value       | \$181,400 | \$184,400 | \$223,900 | \$191,500 |
| Rental Vacancy Rate     | 7.5%      | 7.9%      | 6.6%      | 5.0%      |
| Median Monthly Rent     | \$889     | \$733     | \$725     | \$719     |

*Source: Data from U.S. Census Bureau/American Fact Finder (2008-2012).*

It is difficult with the scope of this project to fully evaluate all businesses in the downtown area. According to private sources (ESRI), there are more than 250 businesses within a 2 minute drive of central downtown, representing approximately 3,000 workers and generating nearly \$400 million in sales (see Appendix for Business List). However, economic data is much more accessible at the county level.

Sheridan County has a diversified economy. Four economic sectors (Retail, Health/Social, Accommodations/Food, and Government) represent more than 60% of the jobs in the local economy. Tourism and energy trends tend to drive the local economy. Other significant trends include the area's regional draws (health, shopping, recreation, etc.), and a growing population of retirees.



*Source: Based on Wyoming Department of Workforce Services/LMI, QCEW data*

### Economic Clusters

To understand the Sheridan economy, it is helpful to examine economic clusters that are present in the area. An economic cluster is a regional concentration of related industries that arise out of the various types of linkages or externalities that span across industries in a particular location. Clusters consist of companies, suppliers, and service providers, as well as government agencies and other institutions that provide specialized training and education, information, research, and technical support.

Clusters exist where the economic activities in a set of related industries in a given location reach critical mass. It is at this point that local linkages begin to have a meaningful impact on the performance of companies, and that important opportunities for local collaboration among firms and other organizations in the relevant fields arise.

It is useful to view economies through the lens of clusters rather than specific types of companies, industries, or sectors because clusters capture the important linkages and potential spillovers of technology, skills, and information that cut across firms and industries. Viewing a group of companies and institutions as a cluster highlights opportunities for coordination and mutual improvement.

Regional economies are made up of two types of clusters, each with different patterns of geographic presence and different competitive dynamics. **Traded clusters** are groups of related industries that serve markets beyond the region in which they are located. They are free to

choose their location of operation (unless the location of natural resources drives where they can be) and are highly concentrated in a few regions, tending to only appear in regions that afford specific competitive advantages. Since traded clusters compete in cross-regional markets, they are exposed to competition from other regions. Examples of traded clusters include Financial Services in New York City, Information Technology in Silicon Valley, and Video Production and Distribution in Los Angeles. Traded clusters are the "engines" of regional economies; without strong traded clusters, it is virtually impossible for a region to reach high levels of overall economic performance.

The ten largest traded economic clusters (by employment) in Sheridan County are presented in the following table.

| Traded Cluster Name                       | 2011 Employment |
|-------------------------------------------|-----------------|
| Oil and Gas Production and Transportation | 430             |
| Hospitality and Tourism                   | 390             |
| Business Services                         | 317             |
| Distribution and Electronic Commerce      | 268             |
| Transportation and Logistics              | 240             |
| Construction Products and Services        | 225             |
| Financial Services                        | 157             |
| Agricultural Inputs and Services          | 70              |
| Production Technology and Heavy Machinery | 70              |
| Leather and Related Products              | 70              |

*Source: Data from U.S. Cluster Mapping Project.*

The Oil and Gas Production industry has suffered in recent years, due to a decline of natural gas prices and the subsequent slow down of coal-bed methane development. Many of the Hospitality and Tourism jobs are in the Accommodations industry, although Sheridan also boasts several tourism attractions, cultural and educational entertainment. Engineering Services represents about one-half of the Business Services cluster, with the rest of that cluster's jobs spread across several other types of business service industries.

**Local clusters**, in contrast, consist of industries that serve the local market. They are prevalent in every region of the country, regardless of the competitive advantages of a particular location. As a result, a region's employment in local clusters is usually proportional to the population of that region. Moreover, the majority of a region's employment comes from jobs in local clusters. Since local clusters are tied to the regions in which they are located, they are not directly exposed to competition from other regions. Examples include Local Entertainment such as video rental services and movie theaters, Local Health Services such as drug stores and hospitals, and Local Commercial Services such as drycleaners.

While local clusters account for most of the employment and employment growth in most economies, traded clusters register higher wages, and much higher levels of innovation. Local clusters provide necessary services for the traded clusters in any given area, and both are needed to support a healthy and prosperous economy. Clusters also function as an effective



instrument for public policy and industry collaboration by having the capacity to harness many different types of policies and programs directed at economic development.

The ten largest local economic clusters in Sheridan County are presented in the following table.

| Local Cluster Name                            | 2011 Employment |
|-----------------------------------------------|-----------------|
| Health Services                               | 1,942           |
| Real Estate, Construction, and Development    | 1,382           |
| Hospitality Establishments                    | 1,167           |
| Community and Civic Organizations             | 737             |
| Retailing of Clothing and General Merchandise | 644             |
| Motor Vehicle Products and Services           | 635             |
| Commercial Services                           | 441             |
| Food and Beverage Processing and Distribution | 414             |
| Personal Services (Non-Medical)               | 390             |
| Financial Services                            | 319             |

*Source: Data from U.S. Cluster Mapping Project.*

Three core industries account for most of the jobs in the Health Services cluster. Hospitals (750 jobs), Healthcare Provider Offices (552 jobs), and Home & Residential Care (540 jobs) represent 95% of the cluster. Three-quarters of the Real Estate, Construction, and Development cluster's jobs are in the construction industry, and another 13% of the jobs are in the Real Estate Services industry. The Hospitality Establishments cluster is mostly restaurants jobs.

### **Retail Leakage**

Previous studies have generated excellent insight into Sheridan's retail leakage, and so this study builds on that body of work. The Downtown Sheridan Business Plan (prepared by Arnett Muldrow in August 2012) made specific findings about the market gains and losses for the retail market, as follows.

*Downtown Sheridan's combined trade areas do show gain overall, yet on second look it appears that the gain is specifically in a few categories. "Gain" indicates that stores in the area are selling more than residents have the capacity to spend, meaning that customers are coming from outside the trade area for that particular good. Sheridan shows the largest gain in these categories:*

- *Building Materials & Supply - \$63 million in gain*
- *Gas Stations - \$50 million*
- *General Merchandising - \$21 million*
- *Auto Dealers - \$20 million in gain*

*While the combined trade areas gained \$42 million, these four categories alone showed \$155 million in gain. Therefore, the majority of the remaining categories actually show leakage. Although retail leakage may have a negative connotation, it translates to opportunity based on current demand. In this light, the greatest opportunities for Sheridan's combined trade areas are:*

- *Grocery & Food Stores - leakage of \$31 million*

- Home Centers - \$18 million in leakage
- Restaurants - \$15 million
- Pharmacy & Drug Stores - \$10 million
- Family Clothing - \$10 million
- Various other general and specialty retail categories

Similarly, if we look at demand within the 5-county region that is relevant to Sheridan's market, opportunities include:

- Furniture & Home Furnishings - \$9 million in leakage
- Home Centers - \$56 million in leakage
- Grocery & Food Stores - leakage of \$59 million
- Pharmacy & Drug Stores - \$45 million
- Clothing - leakage of \$46 million, mostly in Family category
- Restaurants - \$47 million

The 2012 Downtown Sheridan Business Plan reached the following conclusions about the best opportunities to address retail leakage in downtown Sheridan.

*Based on the retail leakage, space demand and shares analyses, the categories listed below show the most opportunity in Sheridan.*

- *Clothing – Within Sheridan's combined primary and secondary trade area, there is leakage (demand) of about \$19 million. In the conservative capture scenario, this translates to approximately 12,000 square feet of space demand. As a frame of reference, a typical Old Navy store is around 14,000 square feet, while independent downtown clothing stores can be as small as 2,500 square feet. Most all categories show demand (women's, children's, etc), but most demand is in the "family clothing" category. Within the six-county region (including Billings and Gillette), there is still significant demand for clothing stores.*
- *Grocery & Food – Similarly, grocery stores show a combined leakage of \$31 million. This demand increases as we look in the larger six-county region meaning it is not met in the larger area. The local trade area leakage translates to demand of approximately 11,600 square feet of grocery store space. As a point of reference, a typical Safeway type product is about 35,000 square feet, so there does not appear to be enough demand for a new store outright. It should be noted that grocery store sales from the Walmart Supercenter is attributed to the "general merchandising" category of business, and likely serves much of the "demand" identified here. However, there does appear to be potential for smaller, specialty type of grocery that could include fresh produce, meats, bakery, and even wine shops. This is particularly the case if the businesses are able to attract business from the larger rural region.*
- *Restaurants – There is a leakage of \$15 million in the local trade areas, equating to about 11,000 square feet of demand. The vast majority of this demand (\$13 million) is in "limited service". As we look at the larger region, there is continued demand for both full and limited service offerings in each county with the exception of Yellowstone. Still, while Billings is drawing consumers in with the restaurant category, it falls short of the demand within the six-county region. Overall, there*

*does appear to be demand for additional restaurants in Sheridan, and particularly downtown. However, it should be noted that just because there is demand, does not mean that any restaurant would be successful. Restaurants in particular are one of the most difficult independent businesses to operate, and depend on strong business planning and competent operators. Given the level of demand and stakeholders interest in an improved variety of restaurant openings, it is important that new restaurants meet a specific need or provide fare that is not currently found in the Sheridan market.*

- *Health & Personal Care (pharmacy) – There is a combined demand in this category of 7,000 square feet. While a typical standalone operation can be upwards of 11,000 square feet, there is still likely demand for expansion of existing downtown pharmacy, or other personal care business.*
- *Specialty Retail - There are a number of specialty retail categories showing varying levels of demand. These categories are all suitable for downtown, whether it be an expansion of an existing business, or the recruitment of a new operation. These categories include:*
  - *Shoes - 3,500 square feet of demand*
  - *Hobby & Craft – 4,500 Sq. Ft.*
  - *Furniture & Home Furnishings – 2,500 Sq. Ft.*
  - *Women's Accessory – 2,400 Sq. Ft.*
  - *Jewelry – 1,700 Sq. Ft.*
  - *Books – 1,500 Sq. Ft.*
  - *Gift – 1,500 Sq. Ft.*
- *Regional Demand – Finally, Sheridan exists as an economic center of a large rural region, and therefore likely pulls in customers from outside of its immediate local trade areas. Several categories show opportunity within the expanded region:*
  - *Antiques*
  - *Restaurants*
  - *Specialty (books, hobby, gifts, jewelry, shoes)*
  - *Family Clothing*
  - *Grocery & Food*

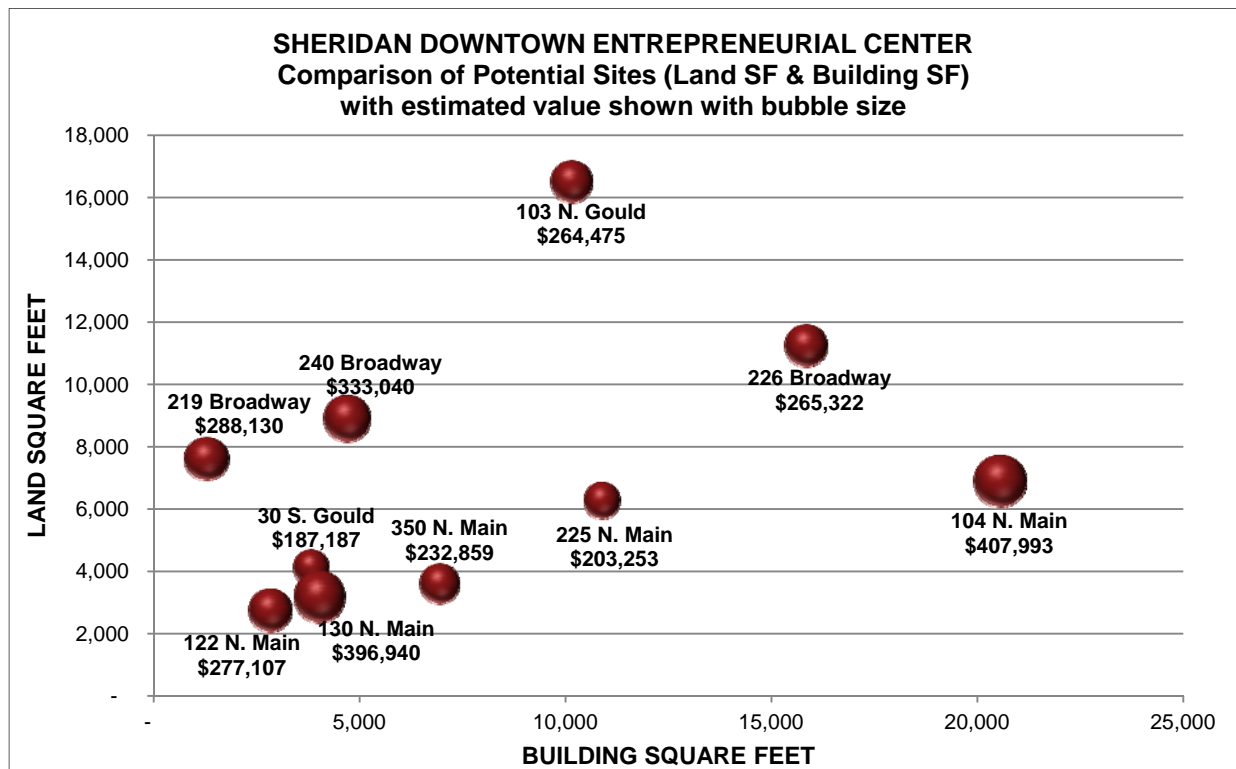
The conclusions reached by Arnett Muldrow in the 2012 study remain very consistent with the responses submitted for the public surveys conducted for this study. While one may reasonably conclude that downtown Sheridan needs to address local residents' basic needs (food, clothing, and shelter), the reality is that basic needs are readily available and affordable elsewhere in the community. People in Sheridan want more, as evidenced by their survey responses and their shopping habits. They want fresher food, more interesting choices for restaurants, higher quality clothing, and unique/fun places to live. Downtown Sheridan should focus on meeting these demands that, if successfully fulfilled, can revitalize and sustain the downtown area well into the future.

## Building Inventory

During initial meetings with DSA, several buildings were identified as potential sites for the Entrepreneurial Centers. According to the 2012 data from the Sheridan County Assessor's office, these buildings ranged in size from 1,300 square feet to 20,559 feet, and in value from \$187,187 to \$407,993, as shown in the following table.

| Location         | Building SF | Bldg. Value | Land SF | Land Value | Total Value |
|------------------|-------------|-------------|---------|------------|-------------|
| 219 Broadway St. | 1,300       | \$211,352   | 7,601   | \$76,778   | \$288,130   |
| 226 Broadway St. | 15,840      | \$168,731   | 11,250  | \$96,591   | \$265,322   |
| 240 Broadway St. | 4,703       | \$243,192   | 8,895   | \$89,848   | \$333,040   |
| 30 S. Gould St   | 3,813       | \$131,621   | 4,125   | \$55,566   | \$187,187   |
| 103 N. Gould St. | 10,142      | \$166,667   | 16,500  | \$97,808   | \$264,475   |
| 104 N. Main St.  | 20,559      | \$338,531   | 6,875   | \$69,462   | \$407,993   |
| 122 N. Main St.  | 2,814       | \$230,799   | 2,750   | \$46,308   | \$277,107   |
| 130 N. Main St.  | 4,023       | \$353,993   | 3,188   | \$42,947   | \$396,940   |
| 226 N. Main St.  | 10,898      | \$140,105   | 6,250   | \$63,148   | \$203,253   |
| 350 N. Main St.  | 6,942       | \$184,200   | 3,612   | \$48,659   | \$232,859   |

Photos were taken of each building, and a presentation with available information was provided (see Appendix for a copy of the presentation). Additionally, a comparison of site size and value was made, as seen in the following chart.



## Potential Uses and Activities

With public input and guidance from DSA, three core concepts were developed as potential uses for the Entrepreneurial Center, depending on the final site selection. Each concept flows from the SWOT analysis differently – building on the strengths of the community or addressing one or more weaknesses.

1. Creative Arts Facility
2. Culinary Arts Facility
3. Retail/Residential Mixed Use Facility

Each of these concepts is further defined in the following paragraphs.

### **Creative Arts Concept**

The creative arts concept builds on the strength of the traded economic cluster of Hospitality and Tourism. It would involve a mix of "day" studios, monthly rent studios, and a multiple use studio for groups. Day studios would be small and be available for use at day rates or weekly rates for artists. Lockers would be available for rent also for those that use the facilities occasionally (day rate or week rate) but would like to leave their equipment & supplies. Monthly rent studios could be lockable, i.e. small offices with ample light. A multiple use studio would be available for classes; model painting, etc.

The facility would also include a retail area, which could include a consignment gallery along with an artist supply section. Individual retail spaces are possible but coordination of operation hours could be an issue. Successful retail operations, particularly mini-malls and multi-tenant facilities are best served when "lights are on" during operating hours. A facility where half of the spaces may be dark at a given time tends to give off a negative aura and return traffic diminishes. Yet, vibrancy and the presence of interesting activities will be important.

The art studios could be equipped with potter's wheels and equipment or supplies for other types of arts – from jewelry making to stained glass, etc. If this equipment is portable in nature, it could be owned by the facility operators and rented or supplied as needed, allowing more flexibility for space use. Available equipment in the facility could potentially include ovens and kilns, glass cutting, and glass bowing equipment, etc.

A creative arts facility could be operated by or at least utilized by Sheridan College, and also be available to Elderhostel groups, individuals, clubs or guilds, etc. etc. along with art classes from public schools. Youth art functions or camps are also possibilities.

A creative arts facility could also house a formal gallery with a small kitchen or food prep area suitable for higher end showings or foundation/nonprofit fundraising functions. It might also be an attractive site for hosting other types of formal functions.

Internet marketing, with adequate bandwidth and connectivity, could be a huge benefit to the facilities participants. Website creation, maintenance, classes, and technical assistance for the digital arts could also be a major asset.

The creative arts concept is very similar to the activities that already take place in Sheridan's historic train depot, operating as the Sagebrush Community Arts Center ("Sage"). In fact, if another center were to open in Sheridan, Sage would like to be considered as the organization to operate it. Additionally, the concept is a good fit for Sheridan College, which has identified visual and performing arts as one of its enrollment priorities.

The public survey indicated relatively weak support for a new arts-focused activity downtown. Additionally, the concept would struggle with limited revenues to offset capital and operating costs for such a facility. Accordingly, DSA did not choose to pursue this concept further at this time.

### **Culinary Arts Concept**

Another concept that shows good potential and interest would be to dedicate the facility to the culinary arts and consumables. This concept builds on the strengths of the local economic cluster of Hospitality industries (mostly restaurants). The concept would also strengthen the traded cluster of Hospitality and Tourism (impacting travelers). Sheridan College has an established and well-functioning Culinary Arts Department; however, this concept would be difficult to implement by Sheridan College.

The major components of such a facility could include the following:

- Full service "sit-down" restaurant: Restaurant could be used to train chefs, service staff (i.e., students) and potentially run customer service training for other food service operations – possibly even offering a structured course for college credit or a competency certificate. The facility could also train managers, food buyers, prep crews, etc. The restaurant could establish its own theme or it could operate with rotating themes keying on different food styles and ethnicities for different months. Examples: Hungarian, French, BBQ, American, German, Italian, or some other cuisine. A significant problem with this component is that it would expect too much from the college and students. The college's academic year would not be conducive to providing students on a regular basis. Without sufficient staffing and without being able to be open 5-6 days each week 52 weeks each year, it may be impossible to develop sufficient market demand to financially support the project.
- Retail outlet for food products: There is great potential throughout the region to commercialize local recipes and food products, from salad dressings and condiments to dry packaging of mixes. Yet, there is strong interest in (and market demand for) "Wyoming-branded" food products. Some portion of the facility could serve as a retail center, with food display and storage space for numerous products from the



surrounding area. These products may, or may not, be produced on site. There may also be potential for a downtown bakery to operate on the main floor of the facility.

- Commercial kitchen: Along with the standard commercial restaurant and training kitchen, a facility could have one or two smaller prep units consisting of deep sinks, commercial ranges, and prep areas that could be rented or leased to small business operators by the hour, day, or week to prepare their retail products in an inspected sanitary facility. These "stations" could also be rented to caterers or other groups who have an occasional need for a commercial facility. Cam-Plex in Gillette has a very successful commercial kitchen operation.
- Food preparation, storage, and shipping: Areas for storage, packaging, prep work could also be included on the first floor of this facility. Dry storage and cold storage would be on site and multiple users could be accommodated utilizing lockout closets, bins, or another controlled system. A commercial cooler and a pest-free dry storage room would allow the restaurant and users to purchase in bulk and retain raw material inventories on site. Access to the back door for shipping and receiving would also be included in the layout.
- Offices, training rooms, tenant boardroom, Internet sales: These functions could all be accommodated on the second floor of the facility. Classrooms, instructor offices, and counseling rooms would be there. There is also potential demand for rentable offices for "tenant producers". The facility should have sufficient bandwidth for Internet marketing of products, and a well-appointed boardroom for sales presentations and meetings for the tenants. There could also be a common mailroom, copy room, or other common space for tenants use.

At any given time, there seem to be individuals in almost every town in Wyoming with a concept for some type of a food-related product based upon one of "Grandma's" recipes that may have market potential. It may be quite possible to bring some of these products to market through the Sheridan Culinary Center. If the entrepreneurs are unable or unwilling to relocate, perhaps a licensing/royalty arrangement could be reached to bring these concepts to reality. A common frustration for these ventures is the lack of a proper, inspected, code compliant facility for preparation and packaging. The culinary arts concept – particularly if it could involve new construction – would address these frustrations and bring new products to market.

Group marketing efforts may also be possible with the proper tenant mix, up to and including jointly owned websites, trade show adventures, etc. Other support could be developed for multiple owner using a co-op arrangement and working with existing businesses.

A key concern about this concept is the high cost associated with developing a commercial kitchen. In addition to needing unique architectural features (including utilities), there would be a significant cost to installing appropriate kitchen equipment. DSA concluded that the additional investment requirements for acquisition of proper preparation equipment and

storage and the corresponding infrastructure, that the facility may not be economically feasible. Additionally, the concept of a “teaching restaurant” may hamper the restaurant's ability to maintain regular hours of operation and attract a regular following.

### **Retail/Residential Mixed-Use Concept**

A final concept is to create flexible space for multiple retail tenants on the ground floor, with residential use on the upper floor(s). Accordingly, it builds on the strengths of the Local economic cluster of Retailing. Additionally, if the project can selectively choose the type of retailers, the concept would also address certain retail leakage issues.

This concept could include the following developments:

- Address retail leakage: There are several opportunities to develop additional retail sales that could lower the amount of retail leakage currently present in the local market. Retail leakage sectors in the downtown area include grocery/food, clothing, and restaurants.
- Assist with business start-ups: By providing assistance to new retailers, DSA could help businesses create a foothold in the downtown area, help them to grow, and then assist them in finding a new (bigger) site downtown as they expand.
- Residential/Other use: While the first floor is dedicated to retail business use, the upper floor(s) would be available for apartments, condominiums, or some other use. There would be benefits to the downtown for residential use (e.g., more activity during nontraditional business hours) or professional office use (e.g., additional daytime traffic). Either option would help to generate revenue that would offset the cost of future operations (i.e., rent), or the upper floor(s) could be sold to a private developer (thereby generating a cash reserve and lowering DSA’s costs for renovating the entire facility). However, community support for more professional office space in the downtown area is weak.
- Demonstration project: By creating a mixed-use facility, DSA could demonstrate to private developers the value of addressing community needs while preserving the historic appearance of the downtown. Additionally, as the start-up retailers move out (to larger facilities), DSA could also become a provider of new business opportunities for other downtown property owners.

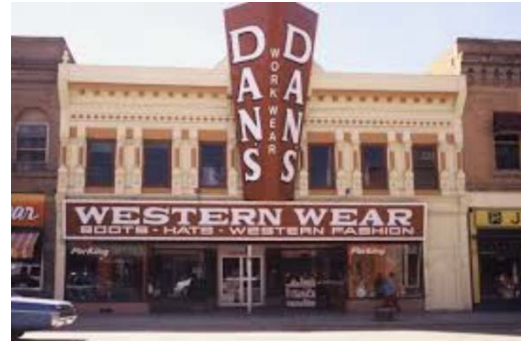
This is the concept that DSA is most interested in pursuing for the Entrepreneurial Center. It creates the right impact, meets most expectations, and appears to be the concept that is most likely to succeed.



## Building Evaluation

In addition to size and value, several factors were identified for evaluating the potential sites for the Entrepreneurial Center:

- Purchase price and cost to renovate/rehabilitate the facility
- Building vacancy
- Downtown location and historic significance of facility
- Visibility to customers
- Size of building, lot/land
- Parking availability
- Possibility of joint venture with property owners or co-op with others



DSA decided early on that it did not want to dislocate any existing business, which meant that a vacant building must be selected. The highest visibility for the project is on Main Street. Preference was given to sites that might accommodate some parking.

Three buildings seemed to warrant further investigation:

- Gizmo's, at 104 North Main Street
- Warehouse at 225 North Broadway
- (former) Dan's Western Wear, at 226 North Main Street



CBI consultants (and other individuals) conducted a walkthrough of Gizmo's, and were impressed by the building's size. However, the site was on the market and already generating interest from developers. During the course of this study, the property sold. CBI consultants contacted the owners of the warehouse, but were not able to gain free access to the site for a walkthrough. A tour of the Dan's building was also conducted, with the immediate observation that that site would require extensive remodeling prior to any new use.

Ultimately, the selection narrowed to the one building that was for sale in the historic downtown area: the former Dan's Western Wear facility, located at 226 North Main Street. Dan's is an empty two-story (6,250 square feet per story) building located on a 10,898 square foot lot.

An architect was retained to conduct a preliminary review of the selected site (see report from Malone Belton Abel in the Appendix). Architect Tim Belton concluded in his report:

*Therefore, the recommended solution for reuse of this building for other than a large single occupancy tenant is to demolish the majority of the building from the south wall of the adjacent building to the north, to the north wall of the adjacent building to the south, retaining only the east (Main Street) façade and wall. A new building could easily be designed to fit behind the existing façade, retaining the historic character important to the downtown historic district, yet providing a modern facility easily adaptable to modern uses by a variety of tenants.*

*One positive aspect of building a new building behind the old façade is that the building would not have to be any larger than required for its intended purpose. The back of the building could, for example, be pulled back 30 or 40 feet from its present location, making the new building smaller, much less expensive, and providing a modest amount of additional parking such as is the case behind the adjacent building to the south.*

According to Belton, the cost to demolish the existing building (saving/repairing the façade) and then construct a two-story shell for future commercial use would be approximately \$2,370,000:

*Conceptual drawings are for a 2-story, 4,000 square foot per floor general concept. A very rough cost estimate for the re-created Dan's Western Wear per the attached drawings (see Appendix):*

- *Demolition of existing building but saving the Main Street facade: \$175,000*
- *Repair and repainting of Main Street facade: \$60,000*
- *New commercial construction for two 4,000SF floors:  $8,000\text{SF} \times \$240/\text{SF} = \$1,920,000$*
- *Subtotal = \$2,155,000*
- *A/E fees and reimbursable expenses: \$215,000*
- *Subtotal = \$2,370,000*
- *For adding a medium sized commercial kitchen add \$180,000 for equipment and extra plumbing and electrical work; plus \$25,000 for kitchen designer professional fees.*
- *These estimates are based on today's costs and do not account for inflation.*

This figure should only be used as a gross estimate – no detailed plans or cost estimates have been determined. Yet, the remodel cost is so high that it is very unlikely a private developer would be able to profitably complete such a project. To justify the cost, one must consider the intangible value of investing in historic preservation, creating new business opportunities, and eliminating the negative impact that an empty building has on the downtown ambiance.

As an added benefit to choosing this site, there is an available lot just across the alley that could be developed or, perhaps, used for parking. In either event, the available lot allows for some continued evolution of the project and the concept that underlies it.

## Conceptual Plan

Based on the building evaluation and further consideration of potential uses and activities at the chosen site, DSA eventually settled on pursuing the Retail/Residential Mixed Use Concept for the Entrepreneurial Center, to be developed at the former Dan's building. That concept, and the Dan's building, seemed to be the best fit for the Entrepreneurial Center to proceed.

DSA agrees with the architect's review of and recommendations for the selected site. Dan's building should be demolished – with the exception of the façade – and a new structure should be constructed on the site. The new building will consist of a smaller footprint than currently exists (i.e., approximately 4,000 square feet per level), allowing room on the alley (west) side of the building for some parking. Thus, the completed facility will include approximately 8,000 square feet of space. Belton developed the following concept drawing.



The first floor of the new facility will be dedicated to start-up assisted retail operations. Potentially, a market-rate anchor tenant could be recruited (which would help with operating costs). A consensus idea is to attempt to recruit an existing deli/food/grocery business to open a satellite business in the new facility. Belton developed some initial floor plans for DSA to consider (see Appendix).

DSA currently anticipates that it will provide assistance to one or more retail businesses in the facility. Start-up assistance might include:

- Reduced rent – To entice new start-ups and to support new ventures, rent might initially be reduced below market levels (e.g., \$6.00 per square foot), and then gradually increased over a period of two to five years to market levels. The facility might even

borrow a concept from business incubators, and raise the rent to a level above market rents to encourage businesses to find a new site.

- Market research – DSA can provide valuable market research to new businesses.
- Management assistance – Working with an advisory group (to be established from DSA's current board/members), DSA could provide regular management assistance to new business start-ups.
- Technical assistance – DSA can also provide space (in the new facility or in its existing office) to other organizations that can provide specialized technical assistance, such as Wyoming Entrepreneur, Manufacturing-Works, the Wyoming Business Council, or other organizations.

The second floor will essentially be a shell with utility infrastructure “stubbed in” for future development. The second floor can then be leased to an investor for development of downtown residential space, or it can be sold outright (e.g., as a condominium space) to the residential developer, allowing the project to recapture a significant amount of private investment capital. Proceeds from the sale could be used to development or operational costs for the first floor. To accomplish a sale with a split in ownership or control of the upper stories, the building could be “condominiumized,” whereby the legal ownership of the upper stories is separated from the lower level. Typically, a condominium approach would also involve creation of a property owners’ association and/or a legal agreement to maintain the common areas and core building infrastructure. There may be other ways to accomplish this separation of ownership, but it may be best to NOT complete the separation until such time as a private developer is identified. That developer may prefer a long-term lease over a condominium-type arrangement, so DSA should keep its options open until the project is more mature. Legal counsel and accounting advice on this issue will be important.

Finally, the new building could be constructed in such a manner that the future possibility exists to add a third story (set back from the façade, to protect the historic appearance). If there is sufficient demand for more downtown residential space, and if a private developer should desire, that third story (or even a fourth) could be sold or leased like the second story, thereby recapturing additional revenue.

## Proposed Building Operational Plan

### Ownership

The proposed building owner, the Sheridan Downtown Development Authority (DDA), was recently formed to promote and enhance downtown development in Sheridan. The Sheridan DDA and the Sheridan DSA are co-managed by DSA staff and housed together in DSA's current facility. The two organizations work closely together and are financially supported by the City of Sheridan. A flourishing downtown merchant/property owner membership base also supports the organizations. Each entity is overseen by a separate Board of Directors.

### Operations

Current thinking is that the upper floors of the facility should be sold to a private developer. That way, DSA and DDA can avoid having to become a residential landlord. That will allow operations to focus on the first floor retail businesses, maintenance, and day-to-day operation of the facility in the ownership of the DDA.

Day-to-day management will be performed by DDA personnel as possible. Maintenance and professional services will be contracted or hired out to Sheridan businesses offering the needed expertise/service. The goal is to manage operations in a responsible, cost-effective manner, and not to unnecessarily grow the staff size of DSA or DDA.

### Financing

The DDA plans to pursue a grant through the Wyoming Business Council (WBC) Downtown Development Grant program for the majority of the project capitalization and renovation. The WBC grant (if secured) will require a significant match of funding. For that match, the DDA will need to identify a source that can provide approximately \$350,000 of to meet the required 15% match to access \$2 million of WBC Downtown Development Grant funds. Potential contributors would include DSA, the City of Sheridan, Sheridan County, a private foundation. DSA might also consider initiating a capital fundraising campaign.

Selling the second floor to a private investor/developer could then recapture funds for an operating and capital reserve fund for the facility. This transaction could be accomplished by an outright cash purchase or an owner-carry arrangement at a competitive interest rate. Additional contributions will be made to the operational fund through the collection of rents from first floor retail tenants.

### Capital Improvement Budget

Capital costs for this project include acquisition of the property (asking price is \$365,000), demolition (\$175,000), repair of the existing façade (\$60,000), and construction of a new building with approximately 8,000 square feet of space (one-half retail, and one-half unfinished shell for future residential development, with cost of \$1,920,000). Architectural and engineering fees are estimated to be another \$215,000, for a total capital cost of \$2,735,000. Note: a recent market appraisal suggests that the property is worth substantially less than the

asking price. Any savings resulting from a reduced purchase price would lower the total capital needed for this project.

Total capital funds for the project are estimated to be \$2,750,000. Funding sources for capital improvements include a potential WBC Downtown Development Grant (\$2 million), and a cash match of approximately \$350,000 (DSA and DDA should consider seeking assistance from the City of Sheridan, Sheridan County, or some other major sponsor for the project). Additionally, current market rates for downtown residential space suggest that the second story of the new facility could be sold for approximately \$400,000 (Note: those sale proceeds could also be used to meet the matching fund requirement for a grant). It would be very beneficial if the private developer(s) could be identified soon. The infusion of private capital will strengthen the overall financial package, would eliminate a significant variable for moving the project forward, and would result in better pre-development planning.

The following table summarizes the capital improvement costs and funding sources. The net remaining funds (\$245,000) would provide a good planning cushion and would provide a great start for a capital reserve fund to maintain the facility in the future. Actually, the net remaining funds could be increased if a better price can be negotiated with the property owner.

| Sheridan Downtown Entrepreneurial Center - Capital Improvement Budget |                    |
|-----------------------------------------------------------------------|--------------------|
| Capital Costs:                                                        |                    |
| Site Acquisition                                                      | \$365,000          |
| Demolition                                                            | \$175,000          |
| Façade Repair                                                         | \$60,000           |
| New Construction                                                      | \$1,920,000        |
| <b>Total Capital Costs</b>                                            | <b>\$2,520,000</b> |
| Capital Funds:                                                        |                    |
| Matching Funds                                                        | \$365,000          |
| WBC Downtown Development Grant                                        | \$2,000,000        |
| Future Sale of 2nd Story                                              | \$400,000          |
| <b>Total Capital Funds</b>                                            | <b>\$2,765,000</b> |
| <b>Net</b>                                                            | <b>\$245,000</b>   |

If this funding scenario can be achieved, the capital improvement aspect of the project is feasible.

### Operational Budget

The Entrepreneurial Center will incur the same sort of expenses as any other operating business, plus the costs for providing start-up assistance to the retail businesses on the first floor. However, if the capital improvements can be developed and paid for as indicated above, there will be no need to fund debt service on the facility – which will significantly reduce the ongoing costs to operate the facility.



It is critical that the project be adequately capitalized from the beginning. In addition to property acquisition, demolition, and construction, an operating/improvement reserve must be established. That operating/improvement reserve fund will offset the cost of operations as the building is filled and, on an ongoing basis, will also be necessary to subsidize the cost of reduced rent and technical assistance. Therefore, every effort should be made to negotiate an attractive purchase price and to keep construction costs low (perhaps by pursuing a Construction Manager at Risk scenario).

The Entrepreneurial Center should initially seek start-up business tenants who can afford to pay an escalated rent amount. The current market rate for downtown retail is approximately \$12.50 per square foot. Thus, the Entrepreneurial Center could provide a significant boost to start-up businesses if initial rent is set at \$6.00 per square foot (for the first year). Thereafter, rent could increase to \$8.50 per square foot (year 2), \$11.00 per square foot (year 3), and \$14.00 per square foot (year 4). By year 4, market rates are expected to have risen to \$13.66 per square foot, slightly lower than the proposed rate for the Entrepreneurial Center. This strategy uses market forces to pressure (and reward) tenants to move out on their own.

The financial sustainability of the Entrepreneurial Center could be enhanced if an anchor tenant were successfully recruited, assuming that the anchor tenant were to pay market rates for rent. Recruitment of an established business to expand into a new retail center would allow more funds to be recaptured, while reducing the need (and cost) for providing technical assistance to tenants. Additionally, the presence of a strong anchor tenant could greatly benefit the other (start-up) tenants in the facility, by creating better customer traffic and higher visibility. Since the community wants – and needs – food/grocery services in the downtown area, an anchor tenant from that industry would be ideal.

Expenses to operate the facility include costs that are similar for other retail operations:

- Utilities – modest utility costs are included, since the new construction should be highly energy efficient, and tenant space utilities will be passed on to tenants.
- Insurance – includes commercial property and liability insurance.
- Janitorial – assumed to be contracted out to a third-party service provider.
- Maintenance & Repair – Like any other building, the proposed facility will need regular maintenance and repair.
- Snow Removal – assumed to be contracted out to a third-party service provider.
- Taxes – estimated for a \$2 million commercial building, assessed value of 9.5% of actual value, taxed with 71.5 mills. If the City of Sheridan or the new DDA should own the facility, this expense would be eliminated, since those entities are tax-exempt.
- Contingency – estimated at 15% of all other building expenses.

Initial costs for these expenses have been estimated (based on familiarity with other similar projects). Another typical expense would be landscaping, but no property is expected to be landscaped for this project, so no costs are included for that item.

Technical assistance and programming at the Entrepreneurial Center also has costs that should be considered. Most programming costs are self-sufficient, with actual costs being passed on to tenants. Accordingly, those kinds of costs and revenues should be included when final decisions are made about tenants and their needs. However, since programming efforts are typically a sum zero calculation, they are not included in this budget.

There will be unreimbursed expenses for staff to operate the center and to provide technical assistance. For purposes of this budget, a half-time employee (earning \$30,000 per year, plus benefits) is assumed to be adequate for the task.

For all expenses in the pro forma operating budget (see Appendix for Years 1-4), three percent (3%) inflation is added and compounded each year. As budgeted, the Entrepreneurial Center is expected to generate money from rent, which will be offset by staff costs to operate the building and provide technical assistance to tenants. In the fullness of time, it will be necessary to conduct minor fundraising campaigns to maintain the operating/improvement reserve account.

A four-year summary of operational costs and revenues is presented in the following table.



| <b>Downtown Sheridan Entrepreneurial Center - Pro Forma Operating Budget Summary</b> |                   |                   |                   |                   |
|--------------------------------------------------------------------------------------|-------------------|-------------------|-------------------|-------------------|
|                                                                                      | <b>YEAR 1</b>     | <b>YEAR 2</b>     | <b>YEAR 3</b>     | <b>YEAR 4</b>     |
| <b>Building Revenues:</b>                                                            |                   |                   |                   |                   |
| Client Companies Rental Income                                                       | \$14,850          | \$27,540          | \$35,640          | \$45,360          |
| <u>Anchor Tenants Rental Income (TBD)</u>                                            | <u>\$0</u>        | <u>\$0</u>        | <u>\$0</u>        | <u>\$0</u>        |
| <b>Total Building Revenues</b>                                                       | <b>\$14,850</b>   | <b>\$27,540</b>   | <b>\$35,640</b>   | <b>\$45,360</b>   |
| <b>Building Expenses:</b>                                                            |                   |                   |                   |                   |
| Utilities                                                                            | \$3,600           | \$3,708           | \$3,819           | \$3,934           |
| Insurance                                                                            | \$2,500           | \$2,575           | \$2,652           | \$2,732           |
| Janitorial                                                                           | \$1,800           | \$1,854           | \$1,910           | \$1,967           |
| Maint & Repair                                                                       | \$5,000           | \$5,150           | \$5,305           | \$5,464           |
| Landscaping                                                                          | \$0               | \$0               | \$0               | \$0               |
| Snow Removal                                                                         | \$250             | \$258             | \$265             | \$273             |
| Taxes (71.5 mills of 9.5% assessed value)                                            | \$1,359           | \$1,399           | \$1,441           | \$1,484           |
| <u>Contingency (15% of other Building Expenses)</u>                                  | <u>\$2,176</u>    | <u>\$2,242</u>    | <u>\$2,309</u>    | <u>\$2,378</u>    |
| <b>Total Building Expenses</b>                                                       | <b>\$16,685</b>   | <b>\$17,185</b>   | <b>\$17,701</b>   | <b>\$18,232</b>   |
| <b>Net Building Operations</b>                                                       | <b>(\$1,835)</b>  | <b>\$10,355</b>   | <b>\$17,939</b>   | <b>\$27,128</b>   |
| <b>Program Expenses:</b>                                                             |                   |                   |                   |                   |
| DDA/Center Staff Salaries:                                                           |                   |                   |                   |                   |
| Building Management                                                                  |                   |                   |                   |                   |
| 50% of time @ \$30,000/year                                                          | \$15,000          | \$15,450          | \$15,914          | \$16,391          |
| <u>Benefits (30% of Salaries)</u>                                                    | <u>\$9,000</u>    | <u>\$9,270</u>    | <u>\$9,548</u>    | <u>\$9,835</u>    |
| <b>Total Program Expenses</b>                                                        | <b>\$24,000</b>   | <b>\$24,720</b>   | <b>\$25,462</b>   | <b>\$26,225</b>   |
| <b>Net Entrepreneurial Programs</b>                                                  | <b>(\$24,000)</b> | <b>(\$24,720)</b> | <b>(\$25,462)</b> | <b>(\$26,225)</b> |
| <b>TOTAL NET INCOME (LOSS)</b>                                                       | <b>(\$25,835)</b> | <b>(\$14,365)</b> | <b>(\$7,522)</b>  | <b>\$903</b>      |
| <u>Operating/Improvement Reserve</u>                                                 | <u>\$245,000</u>  | <u>\$219,165</u>  | <u>\$204,800</u>  | <u>\$197,277</u>  |
| <b>Reserve after Net Income</b>                                                      | <b>\$219,165</b>  | <b>\$204,800</b>  | <b>\$197,277</b>  | <b>\$198,180</b>  |

Based on this operational budget, and assuming that occasional fundraising can be done to maintain a healthy operating/improvement reserve, the Entrepreneurial Center appears to be financially feasible.

## Final Recommendations and Action Items

To summarize, this study concludes that DSA and the City of Sheridan, along with the DDA, should proceed to develop the Sheridan Downtown Entrepreneurial Center at the site of the former Dan's building (226 North Main Street). A retail/residential mixed-use concept is most appropriate to achieve the organizations' goals. To complete this project, the following action steps must be achieved.

### Short-term Action Items

1. Evaluate the market appraisal to determine how it may influence the purchase price of Dan's building, given the current plan to demolish most of the facility and rebuild (while saving the façade).
2. Conduct additional due diligence on the property, including an evaluation by a structural engineer and a more detailed evaluation of the costs and benefits to preserving the building façade.
3. Negotiate the best price possible to acquire the site from the current property owner.
4. Solicit funding support from the City, Sheridan County, or some other major sponsor.
5. Secure a legally binding option to purchase the property, subject to securing funding. The WBC (and any other major sponsor) will likely want DDA or DSA to secure a purchase contract or an option to purchase the property.
6. Obtain a detailed estimate of costs to build the new facility (the WBC may require the cost estimate to be certified by a qualified architect or engineer).
7. Pursue a WBC Downtown Development Grant through the City and/or DDA.

### Mid-term Action Items

8. If efforts to secure match funds and WBC funding are successful, at closing, title should pass to the provider of the matching funds and/or the DDA.
9. After a contract is in place with the WBC, detailed architectural plans should be developed. A competitive process should determine who the architect will be.
10. DDA should develop a request for proposal (RFP) for private developers to consider purchasing the upper floor(s) of the facility. It may be beneficial to identify that developer before seeking funding from the WBC to strengthen the financial feasibility of the project and to allow the developer to participate in the construction-planning phase.
11. A competitive process is necessary to secure a contractor to construct the building (the WBC will require the DDA to follow its regular procurement processes).
12. DSA should refine the kinds of assistance it will be providing to business start-ups, and determine appropriate rent amounts for the available retail space.
13. DSA and DDA should develop criteria for recruiting and accepting new tenants. Such criteria could include, for example, a preference for businesses that address retail leakage. To structure the technical assistance that tenants will need, those tenants should be required to submit a current business plan to be considered by DSA. The criteria should also restrict DSA and DDA from recruiting existing businesses that are

already paying rent to private property owners, to avoid the appearance of unfair competition.

14. DDA should begin marketing the retail opportunities that will commence when construction is complete.
15. Upon building completion, DDA should execute written lease agreements with tenants and DSA (for provision of assistance). The lease should include specific provisions about participation with the technical assistance, and compliance with any unique DSA/DDA policies, as well as typical commercial lease terms.

#### **Long-term Action Items**

16. DDA will maintain and operate the facility with internal staff and external contractors (as needed), collecting rents and paying expenses.
17. DSA should monitor the sales and employment growth of retail tenants, and calculate the economic impact of the project on an annual basis.
18. As retail tenants move out, new tenants should be recruited. DSA should continue to monitor the success of former tenants (sales and jobs).
19. DSA should monitor the number vacant buildings, revitalized buildings, new retailers, new residential space, market rates, and other indicators of ongoing success for the downtown area.
20. The Sheridan community should recognize that this project is unique, but could be an effective model to improve other downtowns in Wyoming. Accordingly, DSA, DDA, and the City should avail themselves to other communities wishing to learn from their experience.

## Appendices

- Sheridan Downtown Survey Results
- Record Of Individuals Interviewed
- Sheridan Downtown Area Business List, with Employees and Sales data
- Building Inventory – Presentation
- Architect’s review of selected site, including cost estimates for demolition/construction
- Architect Conceptual Drawings
- Pro Forma Financial Statements