



Cheyenne, Wyoming

TABLE OF CONTENTS

Instructions.....2

Equitable Development and Community Vision: Narrative Overview.....5

Focus Area 1: Facilitate Meaningful Community Engagement in Planning and Land Use Decisions.....6

Focus Area 2: Promote a Healthy Environment.....8

Focus Area 3: Strengthen Existing Communities.....10

Focus Area 4: Provide Housing Choices.....12

Focus Area 5: Provide Transportation Options.....14

Focus Area 6: Support Community and Generational Wealth-Building.....16

Focus Area 7: Preserve and Build on the Features that Make a Community Distinctive.....18

Appendix: Strategy Definitions, Best Practices, and Examples.....20



INSTRUCTIONS

The U.S. Environmental Protection Agency developed this community self-assessment for the Building Blocks for Sustainable Communities program. The self-assessment is designed to help your Steering Committee consider local trends, concerns, and issues related to equitable development. It can help your Committee and Planning Assistance Team narrow the focus to a specific set of key issues and begin identifying appropriate strategies to address those issues.

What this self-assessment is:

- A conversation starter.
- A learning tool for the Steering Committee to begin thinking about equitable development topics and strategies.
- An information-gathering tool for the outside facilitators to better understand where the community is today and where it wants to go.

What it is not:

- A scorecard, ranking, audit, or judgment of any kind.
- A checklist of programs and projects you could have.
- A permanent assessment that cannot be revised.
- Intended to be an onerous task for the community.

Benefits for the community:

- Helps the community conceptualize its current development landscape and begin to examine the scope of possibilities and interrelated activities.
- Helps generate ideas about possible stakeholders to invite to the workshop.
- Provides a concrete way for the Steering Committee to begin their work together.

Benefits for the outside facilitators:

- Provides valuable background information on the status of planning and development in the community.
- Helps clarify workshop goals and desired outcomes.
- Helps identify case studies and supplemental materials most pertinent to the community.

How to Complete Your Community Self-Assessment

To the extent possible, this self-assessment is best completed as a group activity to spark dialogue about key issues, opportunities, and goals. Please schedule 1-2 in-person or virtual meeting(s) with your Steering Committee to complete the following steps. As a team, **plan for about 2 hours of work**; there is no need to spend more time than that.



Supporting Equitable Development

Please begin by filling out the Narrative Overview section, and then select and fill in the 3-4 Focus Areas that are most aligned with your community’s goals and priorities for the Building Blocks process. ***You are not required to complete the entire self-assessment or answer every question.***

Feel free to answer the questions with just a sentence or two, or more if desired. Also feel free to represent multiple opinions on a given question. Pay attention to areas of agreement, disagreement, and enthusiasm, as this information will be helpful to highlight during the conference calls and at the workshop.

Be sure to send any current data, maps, plans, website links, or other information that provides context and supports your vision for equitable development to the Planning Assistance Team (please include both EPA staff and consultant team) along with your completed self-assessment.

Defining Equitable Development

For decades, investment and development patterns in underserved communities have been harmful, causing both displacement and disinvestment. This particularly harmed communities of color, where inequities have been persistent and profound. Efforts to redress these harms fall under the umbrella of equitable development.

The EPA describes equitable development as [“an approach for meeting the needs of underserved communities through policies and programs that reduce disparities while fostering places that are healthy and vibrant.”](#) The EPA outlines [seven elements](#) to equitable development in “Creating Equitable, Healthy and Sustainable Communities”. This Building Blocks self-assessment tool is built off of the elements identified in this publication.

In May 2023, the Domestic Policy Council released [a memorandum advising federal agencies to advance equitable community development](#). In the memo, the equitable development is described as “a positive development approach that employs processes, policies, and programs that aim to meet the needs of all communities and community members, with a particular focus on underserved communities and populations.”

The practice of equitable development continues to evolve. Additional approaches and definitions for equitable development are available as part of the American Institute of Architects (AIA) [initiative to address equity](#).

The NAACP, through the [Centering Equity in the Sustainable Building Sector Initiative \(CESBSI\)](#), developed a toolkit for Equitable Community Involvement in Building & Development Projects. A key emphasis of CEDBSI is “bridging the divide for Black and brown communities for whom, because of historic environmental racism, structures are more likely to be unhealthy, energy inefficient and disaster vulnerable.”



Environmental justice is integral to equitable development, addressing the historical inequities faced by marginalized communities. This concept gained significant recognition during the First National People of Color Environmental Leadership Summit in 1991, which led to the adoption of seventeen Principles of Environmental Justice. These principles emphasize proactive approaches to environmental challenges and highlight the interrelated nature of issues like housing, land use, and industrial pollution.

The integration of environmental justice into urban planning and development processes has historically been challenging. However, recent efforts by researchers, advocates, planners, and community builders have begun to break down these barriers, demonstrating that environmental justice and planning can coexist as complementary goals. Equitable development serves as a strategic method to advance environmental justice, enhancing public involvement, fostering collaborative problem-solving, and making a tangible difference in communities that are historically underserved and overburdened.



EQUITABLE DEVELOPMENT AND COMMUNITY VISION: NARRATIVE OVERVIEW

1. Describe your ideal vision for your community and for the study area for this project five years from now.

By 2029:

- Create a community anchor to increase development desirability
 - Have the plat cleaned up (replatted into cleaner lot lines)
 - Repair/replace infrastructure to lower development costs
 - Storm sewer
 - Sanitary sewer
 - Water
 - Electricity
 - Fiber optics
 - Road
 - Brownfield cleanup (either City purchases or owner sees value in it)
 - ID a community anchor for area
 - Housing, grocery store, Greenway?
 - Transit stop
 - Include into the DDA (develop businesses with USP that see value in DDA participation)
 - Increase mixed-income housing supply
 - Create neighborhood comprehensive plan as good route for funding
 - Increase community participation in the process and have them be excited/talking about it, develop engagement/buy-in
- Alter the travel for 15th
 - Develop Greenway from Reed Ave to Holliday Park along 15th St (reclassify 15th St into Greenway instead of vacating it)
 - “trolley” or transit line down 15th?
 - Increase walkability/walking desirability
 - Repair sidewalks
 - Street design for lower speed limit following/enforcement
 - Invest more in this area infrastructure = higher ROI
- Secure funding for implementation of improvements
 - 6th Penny
 - Grants (state and federal)
 - Private-Public Partnerships

2. How do you define or describe equitable development in your community?

Equitable development can equate to planning for connection, providing the needed resources of food, jobs in proximity, and connection to transportation - bike trails and/or busing systems - utilizing our Complete Streets planning guidelines. Maintaining context to add to the cultural environment of

the downtown, this development should serve as an extension of downtown and connection of Holliday Park through to Reed Avenue Corridor. Additionally, equitable development means that all or most people within the community are positively affected. This includes anti-displacement initiatives and structures from the beginning.

3. What are some of the key people, places, events, or activities that shape your community's identity and culture, both currently and historically? What is unique about your community and the study area that you want to emphasize and celebrate?

Some key historical people that shaped our community's identity and culture are General Grenville Dodge, F.E. Warren, and Governor Nellie Tayloe Ross. General Dodge was the chief engineer for the Union Pacific Railroad and selected Cheyenne as the site for a railroad division point due to its gateway location to the Rocky Mountains (as the trains would have steep climbs after that point). F.E. Warren was firstly a businessman who formed the Warren Livestock Company, the Cheyenne and Northern Railroad, and the Brush-Swan Electric Company. In 1890, he was elected the first governor of Wyoming. He is the namesake of the Air Force Base to the west, which is critical to Cheyenne's economy and community culture, as well as national security. Governor Nellie Teyloe Ross was the first female governor in the United States, after Wyoming was the first state to give women the right to vote. Governor Ross underlines the historical culture of equality and freedom in Cheyenne and Wyoming.

Currently, key people and organizations include Mayor Patrick Collins, City Council, Visit Cheyenne, Cheyenne LEADS (with business development and recruitment), the City of Cheyenne various departments (particularly the Parks and Recreation Department), and Habitat for Humanity Cheyenne.

Some key places that shape our community are Laramie County Community College (LCCC), the Downtown area including the Historic Train Depot and Plaza (where many events are held, including [Fridays on the Plaza](#), the [Lincoln Cheyenne](#), Laramie County Community Partnerships (an organization of community organizations), Holliday Park, Lions Park, the Downtown Area, the Airport (where the first flight of the transcontinental airmail route landed), the State Capitol Building, the Historical Governor's Mansion, the Atlas Theatre, and the overall Greenway system.

Key events that shape our community are Cheyenne Frontier Days (the largest rodeo today and held in Cheyenne since September 1897), [Fridays on the Plaza](#), Superday (a family-oriented community event), and EdgeFest (on the West Edge of downtown and ending in 2024).

What makes our community unique is its history and people. First referred to as Crow Creek Crossing, the name of Iron City was reportedly considered for the place, which the railroad had already publicized as "one of the most important cities to be built between Omaha and California." ([Cheyenne, Magic City of the Plains, wyohistory.org](#)). The railroad helped found and establish Cheyenne, which is

evident through the infrastructure of the downtown area (or “Old City”). Historical buildings with large cornices stand four stories tall, leading to the Historical Train Depot and Plaza and culminating as an impressive and beautiful city for those who traveled by rail. ([History of Cheyenne, cheyennecity.org](https://www.cheyennecity.org)). Cheyenne (and Wyoming in general) has a cultural history of hard work, equality, and leading industries into the future.

Cheyenne is also the capital city of Wyoming and the northern tip of the Front Range. Cheyenne is the most populous city in Wyoming at around 65,168 people, and its proximity to the Front Range creates a larger tourism industry than other cities. While the majority of the population is Caucasian, there is a substantial Hispanic, African-American, and Asian population as well. The Air Force Base is a large source of the diversity that Cheyenne sees, shifting and evolving the surrounding community. Being the capital city, Public Administration is one of the top three industries (3,706 people), along with Health Care & Social Assistance (4,758 people) and Retail Trade (5,140 people). The large employment in Social Services and Retail Trade industries indicate the majority of residents are lower income with seasonal or underemployment, adding to the demand in the area for social assistance.

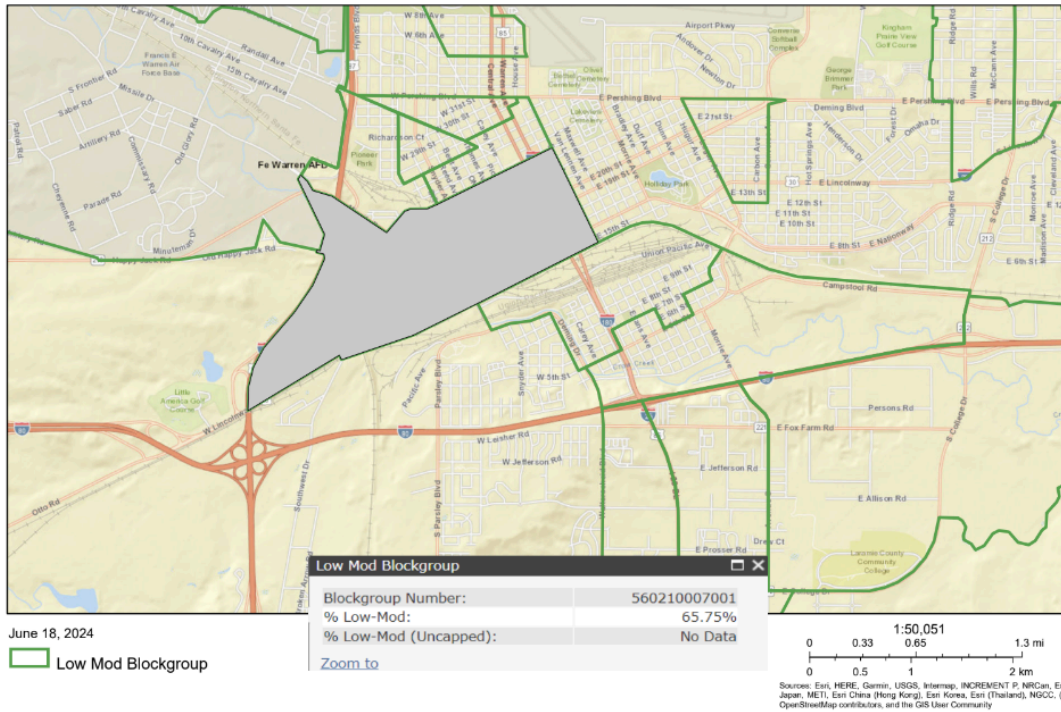
The study area itself has many unique aspects that we want to emphasize and celebrate. Parallel to the Union Pacific Railroad, this area was historically industrial, home to cement plants and other manufacturing. The area is located right outside of the Rainsford Historic District and Holliday Park, making it a desirable location for multifamily residential development as a transition from lower density historic residential to commercial on 17th Street.

4. **How are your community and the study area changing? This could include demographic shifts, development trends, or other changes.**

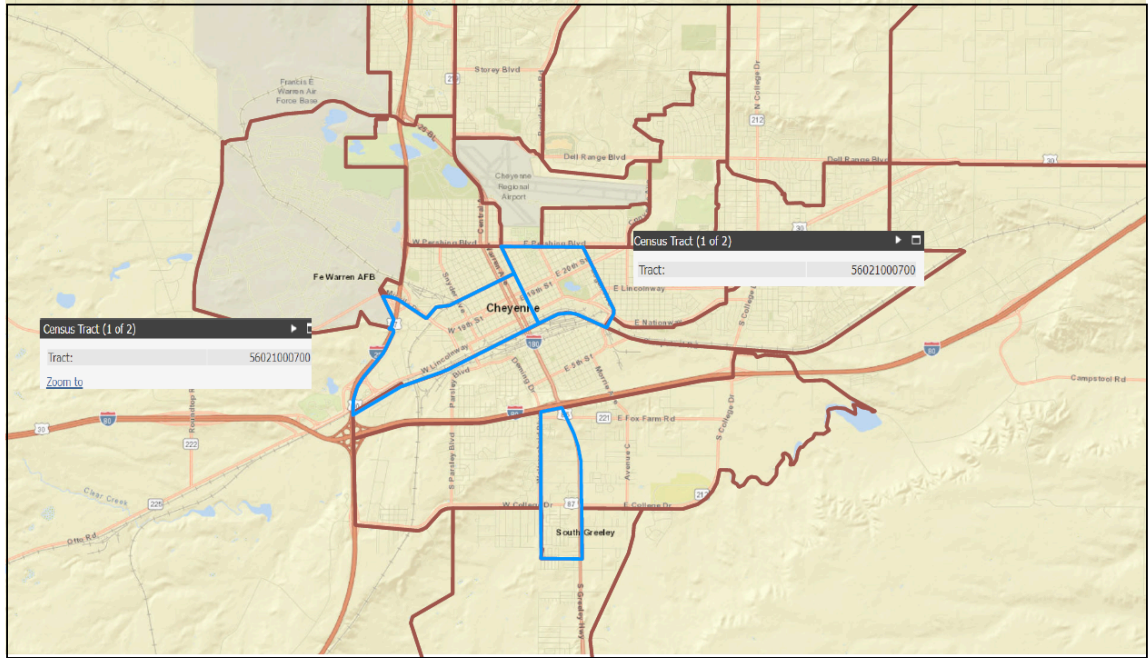
The Cheyenne community is seeing additional sprawl, with residential developments (mostly single-family homes) expanding to the north and the west. Despite this, the area has seen a significant lack of housing, particularly housing that is affordable given the stagnant median salary (\$57,724 for men, \$34,922 for women, according to www.datausa.io). Rentals as transitional housing into homeownership are severely lacking, yet the new builds that are being developed begin in the \$1300's and have a majority of 2-and 3-bedroom product types. The industries are beginning to shift as well. Within the recent years, large data centers (945+ acres) have started development in the southern area of the Cheyenne region, creating jobs during the construction period, but resulting in less than 100 permanent jobs. This leads to the development of additional infrastructure requirements, and while the initial costs are via the developer, this additional infrastructure will add to the already aging infrastructure of Cheyenne. The community is facing “brain-drain,” with younger residents moving to areas with more job opportunities, affordable housing, and cultural amenities attractive to young adults.



The study area has been transitioning from industrial use to commercial, many sites abandoned with brownfield potential and major infrastructure needs. The study area is within the Low-Moderate Income Block Group 560210007001, with 65.75% of the residents earning low to moderate income (see map below).

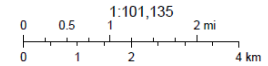


This area also falls under two HUD Qualified Census Tracts (see map below).

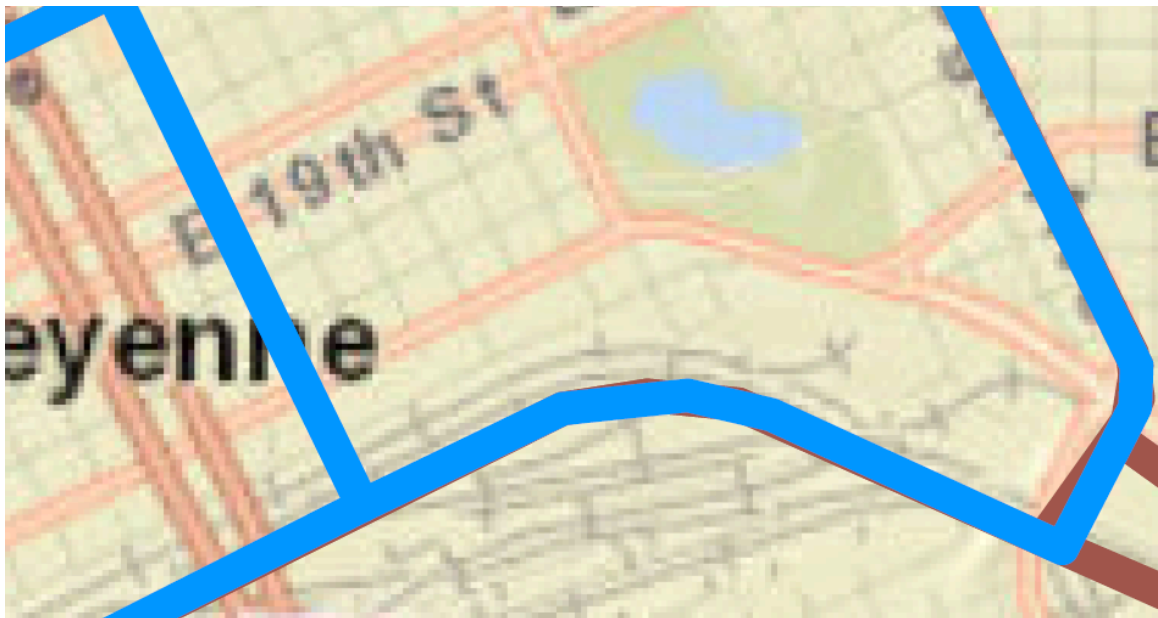


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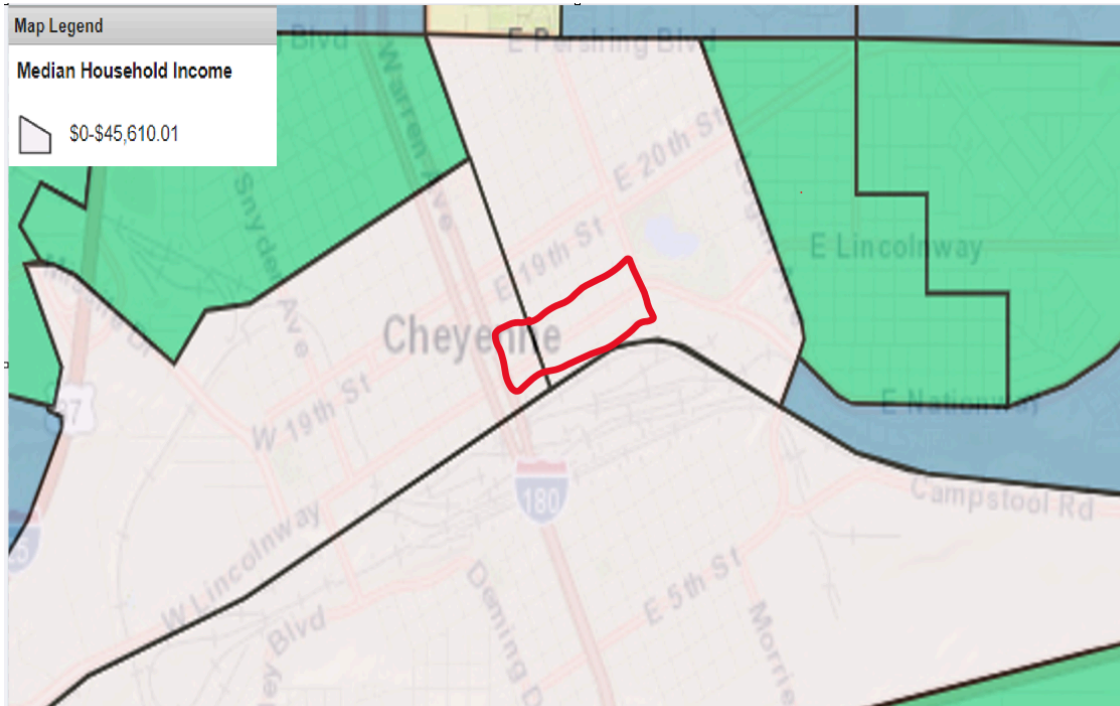
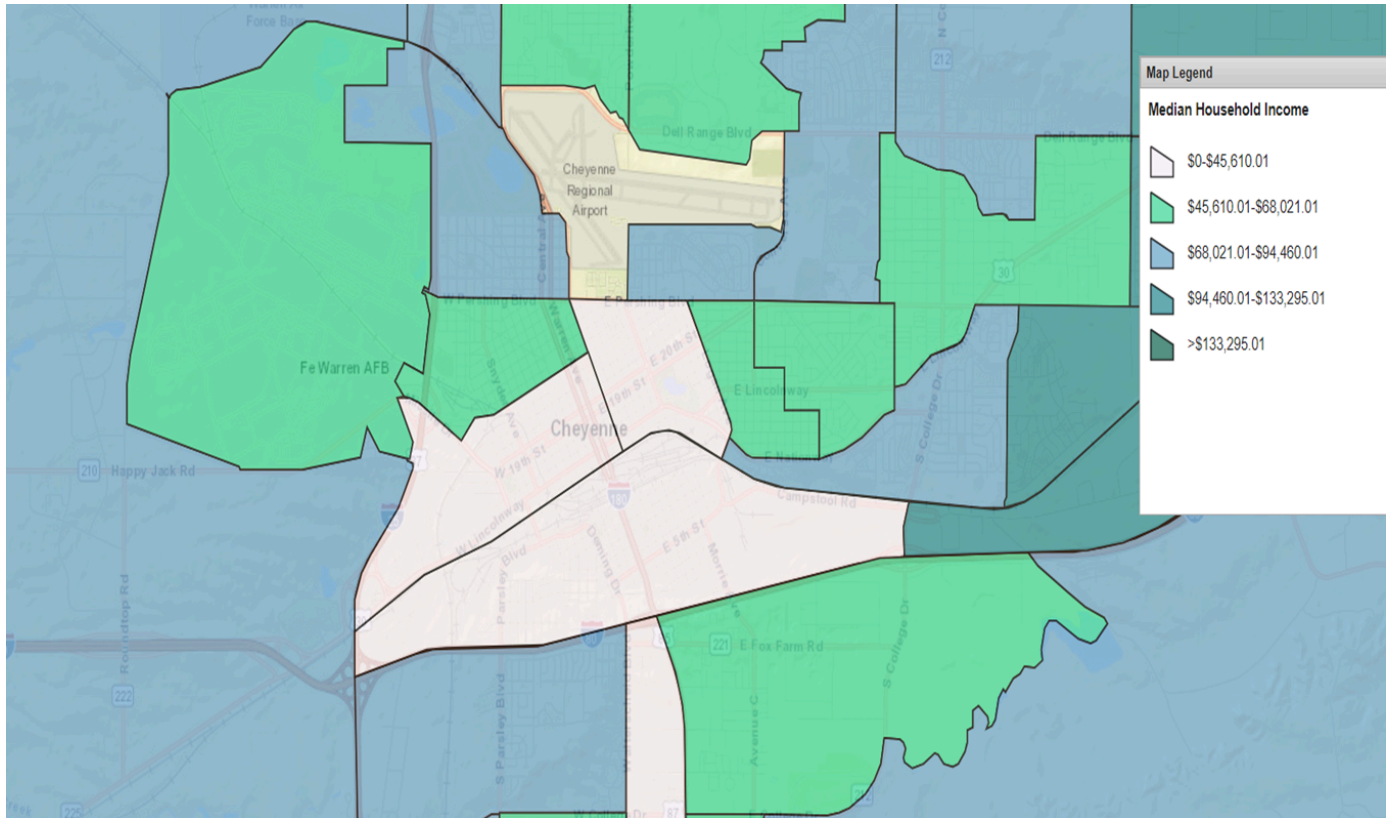
- Qualified Census Tracts
- Census Tract



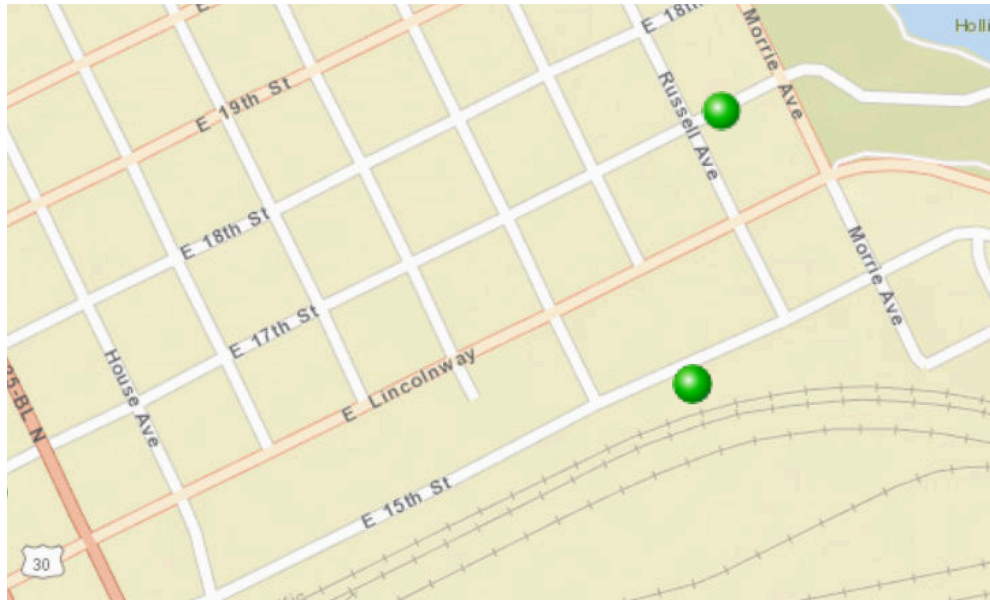
Sources: Esri, HERE, Garmin, USGS, Intermap, INCREMENT P, NRCan, Esri Japan, METI, Esri China (Hong Kong), Esri Korea, Esri (Thailand), NGCC, (c) OpenStreetMap contributors, and the GIS User Community



The median household income for this area is \$0-\$45,610.01, less than the outskirts of Cheyenne proper.



There are currently two HUD Environmental Review areas within the area, one east of Seymour Ave on E 15th St and another on Russell Ave and 17th (see map below).



The study area is severely underutilized, yet could be the perfect extension/transition neighborhood from downtown Cheyenne. There has been interest in low-income, higher density housing developments, a grocery store for downtown (as there are currently none), and transit stops. The largest barrier this area faces is that it's not "build-ready," with aging infrastructure, potential brownfields, and overvalued land for sale.



E 15th Street looking towards the I-180 bridge. E 15th Street functions more like an alley than a street.



5. What groups in the community face unique barriers to thriving?

- Houseless people
- People with disabilities
- People with drug and alcohol addictions
- Low-income earners
- Low-income earners that cannot find affordable housing

6. What are the top successes your community has had in making progress towards your vision? Who was involved and/or led these efforts?

Habitat for Humanity (in partnership with Winters-Griffith), have developed a concept for a mixed-income housing and grocery store development along the northside of 15th st. They will submit this to the Ayres Community Empowerment Challenge, which (if chosen), will develop this concept further and may be used as a talking/starting off point for the revitalization of the area.



7. What are the top challenges your community experiences in making progress towards your vision for equitable development?

The top challenges our community faces in equitable development seems to ultimately be culture.

- Resistance to change
- Private property rights over community benefits
- Fear of HUD housing attracting “undesirable people” (assumption that low-income people are degenerates/bring crime)
- Fear that revitalization will gentrify the area/kick existing businesses out

8. Are there communities that are similar to yours, or examples of equitable development projects in other communities, that you find inspiring? Which aspects of these communities or projects would you like to see in your own community? (Be specific! Examples can come from anywhere in the world.)

Not similar, but examples/inspirational projects:

- [11th St Bridge Park \(connection from D.C.’s Capitol Hill/Navy Yard and Anacosta/Fairlawn neighborhoods\)](#)
- [Little Haiti Ecodistrict \(Miami, FL\)](#)
- [Miller’s Court \(Baltimore, MD\)](#)
- [New Tigard Triangle \(Tigard, OR\)](#)
- [Southern Gateway \(Dallas, TX\)](#)

FOCUS AREA 1: FACILITATE MEANINGFUL COMMUNITY ENGAGEMENT IN PLANNING AND LAND USE DECISIONS

Overview

What communities/populations tend to be un- or underrepresented in local planning and development decision making processes? What barriers stand in the way of their involvement? What partners/organizations could help to facilitate stronger engagement, particularly in the study area?

Underrepresented populations

- Southside:
 - Lack of people from the Southside community participating in public hearings or policymaking. There are some groups that work to create community events and engagement, but there is also a disconnect between planning efforts and the Southside population, as we tend to stay in our own lanes and work with stakeholders we already know and feel comfortable with. WICC (Wyoming Independent Citizens Coalition) is a community group that is active within the Southside. While this area isn't necessarily in the Southside neighborhood, it is directly adjacent and could provide some opportunities to relocate into affordable housing and have access to transit and amenities without having to walk along I-180.
- Racial Minorities
 - As with many areas and cultures, racial groups tend to stick to themselves in Cheyenne. The majority 77% of the population is White (non-Hispanic), with 7.89% identifying as White Hispanic, 4.17% as Multiracial Hispanic, 2.93% as Multiracial non-Hispanic, and 2.69% as Other (Hispanic) (www.datausa.io). Only 2.09% identify as Black or African-American, and 1.03% identify as Asian. One potential barrier for engagement is simply the lack of knowing where to engage these populations without seemingly targeting them to check a box. Another barrier is creating a space where they feel welcomed and included, as attending a public hearing or even a community workshop may be intimidating or their voices may be drowned out by the larger majority populations. Finally, another barrier may be lack of outreach and education about the planning efforts and projects from the City, as these populations may feel that the government and private developers are going to do whatever they want anyway. Groups that may be able to assist with engagement are CHISPA, Braver Angels, YMCA, and WICC.
- Low-Income groups
 - Barriers to participation:
- Newcomers/People new to the area
 - The barriers to participation for newcomers/people new to the area are similar to those above. The Cheyenne area is fairly protective of its culture and heritage, and can be difficult for those new to the area or unfamiliar with its processes to acclimate and be accepted quickly.

Partners/Organizations to help facilitate stronger engagement in study area



Supporting Equitable Development

- WICC: Focus on building connections with the Southside and underrepresented groups
- LCCP/Better Together: “Maximize resources and influence change to improve conditions of well being for people in Laramie County”
- CHISPA: Focus on cultural education, Hispanic dance, food and history
- Braver Angels Laramie Chapter: Holds workshops, debates, discussions, and public presentations to bridge polarizing political and other divides
- Laramie County Public Library: Resources, classes, and rentals for community purposes
- Habitat for Humanity: Providing housing for low-income families and individuals
- YMCA: Recreation and childcare spaces for community members
- CDBG: Federal initiative that supports the City of Cheyenne in addressing local community development needs. Dedicated to making a meaningful impact on the community, addressing critical areas such as housing, poverty, and infrastructure issues.

Strategy Areas

Please review the following set of planning and development strategies. Check “Adopted” if your community has already implemented strategies related to the topic, “Considered & Opted Against” if you’ve tried and ruled out related strategies, or “Interested in Exploring” if your community may want to pursue strategies related to this topic in the future. If the strategy is not relevant to your community or you’re unsure about it, leave the row blank. [Click here for definitions, best practices, and examples.](#)

FOCUS AREA 1: FACILITATE MEANINGFUL COMMUNITY ENGAGEMENT IN PLANNING AND LAND USE DECISIONS	Adopted	Considered & Opted Against	Interested in Exploring
Study area planning documents (such as neighborhood plans, sector plans, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	X
Targeted/pop-up community engagement to meet underrepresented populations where they are	<input type="checkbox"/>	<input type="checkbox"/>	X
Formal or informal partnerships with community-based organizations	X	<input type="checkbox"/>	<input type="checkbox"/>
Multilingual interpretation and translation in planning activities	<input type="checkbox"/>	<input type="checkbox"/>	X
Resident leadership/advisory councils and/or community ambassadors	<input type="checkbox"/>	<input type="checkbox"/>	X
Compensating community leaders	<input type="checkbox"/>	<input type="checkbox"/>	X
Community-based assessments (walkability audits, food audits, community safety walkabouts, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	X



Planning/land use leadership development/education programs	<input type="checkbox"/>	<input type="checkbox"/>	X
Online public engagement platforms	<input type="checkbox"/>	<input type="checkbox"/>	X
Other:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Of the adopted strategies checked above, what is working well? List accomplishments to date.

- Some accomplishments with community partnerships, but overall outreach to the greater community/other organizations has been limited

What barriers or challenges is your community facing related to this focus area?

- Lack of existing community desire to be involved with topics
 - Community doesn't seem to care to seek out information or participate in planning.
 - Community seems to be burnt out on outreach projects/engagement efforts.
 - Community seems to not care about projects until it affects them personally
- Noisy minority overrules quiet majority.
 - NIMBYs

What would you like to see your community do in the next 2-5 years to address this focus area?

- Increase transparency in projects and communication during throughout the project (so people don't feel blindsided)
- Have ongoing outreach to build relationships with community members (not just when we need feedback for a certain project)
- Develop more community "collaborate" or "empower" level of IAP2 Spectrum
- Get the community used to giving feedback and answering questions about planning projects, have them come to expect it and enjoy it/look forward to it
 - We need help in "how do we avoid engagement burnout but also increase frequency/participation generally?"



FOCUS AREA 4: PROVIDE HOUSING CHOICES

Overview

How is the existing housing supply meeting the needs of community residents, in terms of affordability, housing types/sizes, quality, and rental/ownership mix? Are rising housing costs or displacement a concern for residents? What are the barriers to expanding housing supply, diversity, and quality to better address local needs? What groups, initiatives, or projects are actively working to overcome these barriers?

As of 7/1/2024, there were only 41 rental listings on Zillow. For institutional rental inventory, there was a vacancy rate of only 2%, with only 34 units vacant out of 1,475 total units within the Cheyenne region (a healthy vacancy rate is between 5-8%). The average rental price for these products was \$1,243, with the highest rate at \$2,195 for a 4BR2BA (1,200 SF), and the lowest at \$709 for a 1BR2BA (635 SF).

- New supply being developed is too expensive
- We would like more High Density for various reasons, but the culture prioritizes space and private property ownership rights, and would rather have parking than housing for their people
- Current cost of building housing (interest rates + cost of goods, but also the land costs in Cheyenne are too high)
 - Cost of land + cost of development = Rent price point too high for what is “affordable” for the majority of residents/workers when paired with the cost of living in general and the amenities that Cheyenne offers
 - Many workers commute from Ft Collins or Wellington CO because housing is available and more “worth” the cost of rent

Groups/Initiatives/Projects

This area qualifies for HUD funding under CDBG, as it is a Justice40 area (over 51% are LMI). CDBG funds can be used for curb & gutter, water infrastructure, sidewalk repair and construction, and other community development projects.

Habitat for Humanity is a prominent group that works to provide affordable housing for low income families and individuals. They have two main programs: New Build and Rehabilitation. The New Build Program is the most used nationwide. The Home Rehabilitation program is fairly new in Cheyenne, and is focused on rehabilitation of homes that need serious repairs and are either abandoned or blighted (typically within the URA boundary).

My Front Door is another program within the Cheyenne area that provides classes for potential homebuyers to understand the finances and processes of homeownership.

Strategy Areas

Please review the following set of planning and development strategies. Check “Adopted” if your community has already implemented strategies related to the topic, “Considered & Opted Against” if you’ve tried and ruled out related strategies, or “Interested in Exploring” if your community may want to



pursue strategies related to this topic in the future. If the strategy is not relevant to your community or you're unsure about it, leave the row blank. [Click here for definitions, best practices, and examples.](#)

FOCUS AREA 4: PROVIDE HOUSING CHOICES	Adopted	Considered & Opted Against	Interested in Exploring
Create a local preservation program	X	<input type="checkbox"/>	<input type="checkbox"/>
Housing rehabilitation assistance (w/ Community partners)	<input type="checkbox"/>	<input type="checkbox"/>	X
Renovation/redevelopment of existing subsidized housing, including through green retrofits	<input type="checkbox"/>	<input type="checkbox"/>	X
Rent control regulations	<input type="checkbox"/>	X	<input type="checkbox"/>
Just cause eviction requirements	<input type="checkbox"/>	X	<input type="checkbox"/>
Property tax relief for older, low-income homeowners (State legislation, City is against bc limits revenue)	X	<input type="checkbox"/>	<input type="checkbox"/>
Emergency housing and utility assistance (COMECA, Spectrum offers low-income rates, BHE might offer energy assistance)	X	<input type="checkbox"/>	<input type="checkbox"/>
Community land trusts (My Front Door?)	<input type="checkbox"/>	<input type="checkbox"/>	X
Zoning incentives that encourage affordable housing and minimize permitting hurdles	X	<input type="checkbox"/>	<input type="checkbox"/>
Inclusionary zoning (State legislature tried to prohibit)	<input type="checkbox"/>	X	<input type="checkbox"/>
Tax abatements/forgiveness for affordable housing projects (Development Incentivization Program)	X	<input type="checkbox"/>	<input type="checkbox"/>
Affordable housing impact fee (currently only Parks and Public Safety)	<input type="checkbox"/>	<input type="checkbox"/>	X
Utilize public property for affordable housing	<input type="checkbox"/>	<input type="checkbox"/>	X
Building capacity for affordable housing developers (trying to expand)	X	<input type="checkbox"/>	<input type="checkbox"/>
First-time homebuyer assistance/education (WCDA)	X	<input type="checkbox"/>	<input type="checkbox"/>
Mortgage counseling (WCDA)	X	<input type="checkbox"/>	<input type="checkbox"/>
Renters-rights education initiative (LCCP Housing Action working on it, Richard Johnson also working on it)	<input type="checkbox"/>	<input type="checkbox"/>	X

Of the adopted strategies checked above, what is working well? List accomplishments to date.

- See pink comments in the table
- Emergency housing and utility assistance (COMECA, Spectrum offers low-income rates, BHE might offer energy assistance)
 - CDBG allocated funds for COMECA and other services to expand reach



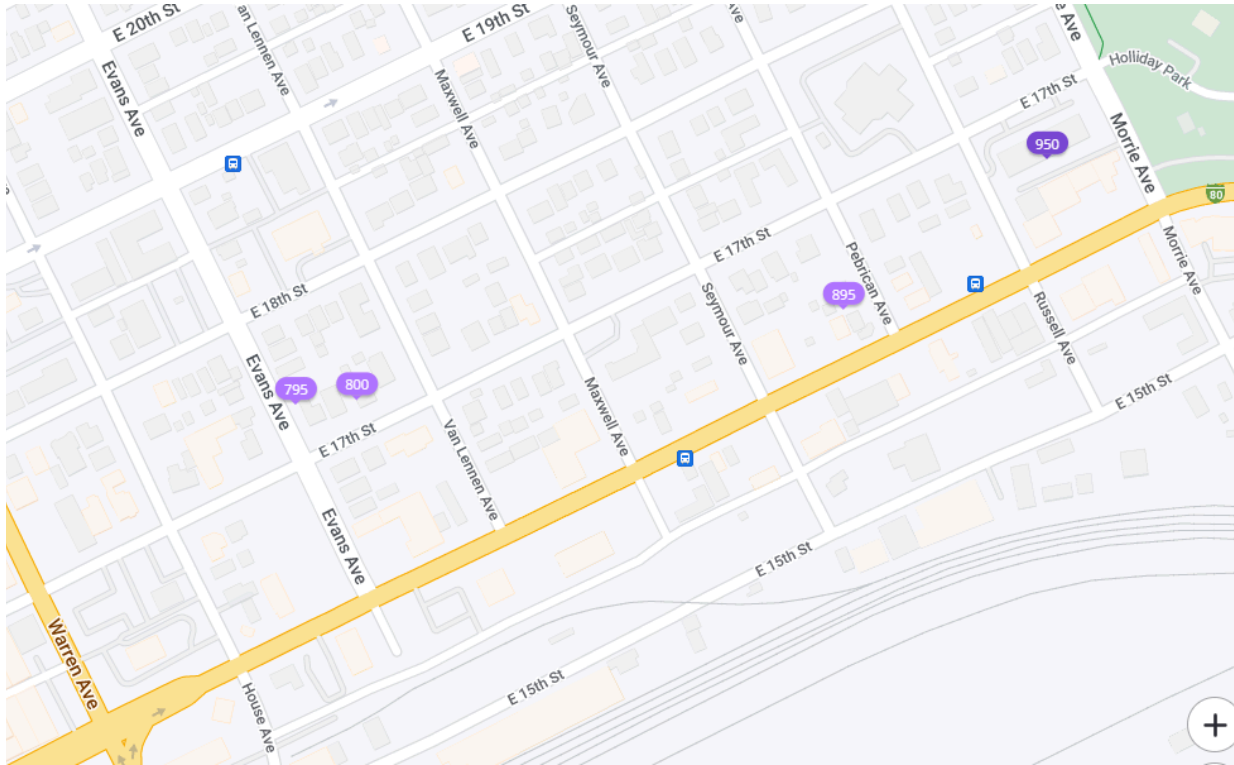
- Plans for solar power for COMEA
- Zoning incentives that encourage affordable housing and minimize permitting hurdles
- Tax abatements/forgiveness for affordable housing projects (Development Incentivization Program)
 - Some utilization of the program, mostly for the downtown core area.
- Building capacity for affordable housing developers (trying to expand)
 - Habitat has been putting in significant efforts to register contractors on SAM.gov
 - Design standards for affordable housing have been loosened (facade requirements)

What barriers or challenges is your community facing related to this focus area?

Our community faces many challenges in providing housing choices. Firstly, the current costs of development pitted against community demand at the price point a developer would need is not entirely feasible. The existing housing supply is not meeting the needs of community residents. There is a lack of quality housing with equitable access to amenities (grocery stores, parks) that is affordable. As of July 1st, 2024, there are two properties listed for sale on Zillow.com at \$269,000 (1,878 SF) and \$499,900 (3,043) within the study area (see below).



The existing housing stock in this area tends to be more expensive due to the historic neighborhood (pre-1910). Rentals in this area include a 1BR1BA for \$795/mo (500 SF), a 1BR1BA for \$800/mo (700 SF), 2BR1BA for \$895/mo (600 SF and on a waitlist for applications), and a 2BR1BA for \$950/mo (900 SF).



What would you like to see your community do in the next 2-5 years to address this focus area?

We would like to see our community incorporate housing rehabilitation assistance and more development of subsidized housing. Ideally, we would like subsidized housing to be built on public lands (the preferred mode) or community land trusts. We would like our community to incorporate an affordable housing impact fee, which would support the purchase of public lands/community land trusts. We would also like to develop renters-rights education programs, as we currently have resources for landlords and property owners, but none for renters. This would be helpful in outreach efforts and empowering at-risk populations to ensure rentals are in adequate condition.



FOCUS AREA 5: PROVIDE TRANSPORTATION OPTIONS

Overview

What modes of transportation (walking, biking, public transit, driving) do residents of the study area use to reach school, work, and other amenities? Is it safe and attractive for residents to walk or bike to key destinations (places of employment, schools, shopping, healthcare, recreation destinations)? What makes it difficult for residents to reach destinations in your community?

- Driving, some walking
- It is not safe to walk, especially at night. The design of the road is not aligned with the speed limit and many drivers go too fast
- There is little to no lighting for walking or bike riding
 - Large, empty parking lots are unattractive psychologically for walking
- There are few businesses that are attractive to multimodal (most businesses in the area are still industrial/auto-centric commercial)
- Sprawl and need for a car makes it difficult to reach destinations
 - Transit is becoming better, but still has a negative connotation
 - Greenway has great bike paths, but it’s not designed for commuters (more for leisure)
 - Wind/weather makes travel without a car difficult and unpleasant

Strategy Areas

Please review the following set of planning and development strategies. Check “Adopted” if your community has already implemented strategies related to the topic, “Considered & Opted Against” if you’ve tried and ruled out related strategies, or “Interested in Exploring” if your community may want to pursue strategies related to this topic in the future. If the strategy is not relevant to your community or you’re unsure about it, leave the row blank.

FOCUS AREA 5: PROVIDE TRANSPORTATION OPTIONS	Adopted	Considered & Opted Against	Interested in Exploring
Complete streets policies (Document done, in process of adopting)	<input type="checkbox"/>	<input type="checkbox"/>	X
Safe Routes to Schools programs (will be adopted in Fall 2025)	X	<input type="checkbox"/>	<input type="checkbox"/>
Sidewalk repair/upkeep programs (Difficult to enforce, ask Engineering)	X	<input type="checkbox"/>	<input type="checkbox"/>
Streetscaping programs (We have requirements, DDA, Forestry with Street Trees)	X	<input type="checkbox"/>	<input type="checkbox"/>
Signed bicycle routes (Jeanie)	X	<input type="checkbox"/>	<input type="checkbox"/>



Transit rider council (Cheyenne Transit Program has a Board)	X	<input type="checkbox"/>	<input type="checkbox"/>
Public transportation that reliably connects residents to key employers (ask Renee at Cheyenne Transit, see 2022 Study)	X	<input type="checkbox"/>	<input type="checkbox"/>
Local demand-response transit (Part of 2022 Study)	X	<input type="checkbox"/>	<input type="checkbox"/>
Bike or scooter sharing programs (Only scooters)	X	<input type="checkbox"/>	<input type="checkbox"/>
Equitable transit-oriented development policies or programs	<input type="checkbox"/>	<input type="checkbox"/>	X
Vision Zero (no/reduced traffic deaths and severe injuries) policies/programs (Adopted 6/10 at Council)	X	<input type="checkbox"/>	<input type="checkbox"/>
Multimodal design guidance for streets (Part of Complete Streets plan)	X	<input type="checkbox"/>	<input type="checkbox"/>
Programs or incentives to encourage walking and bicycling (Bike to Work day, if City adopt parking validation perk for employees, could give credit for those who bike)	X	<input type="checkbox"/>	<input type="checkbox"/>
Incorporate transportation/access improvements into community benefits agreements (Impact Fees possible, no CBA yet)	<input type="checkbox"/>	<input type="checkbox"/>	X
Other:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Of the adopted strategies checked above, what is working well? List accomplishments to date.

- Transit numbers are up
- Support for greenway expansion
- Two Hawk signals near schools (will have more)
- Generally, we look to make Complete Street designs when building new streets

What barriers or challenges is your community facing related to this focus area?

- Funding
- Lack of long-term vision of leadership
- Competing Interests (Planners vs Engineers, City vs County)

What would you like to see your community do in the next 2-5 years to address this focus area?

- Implementation of prioritized list of projects (Master Plan & Comprehensive Safety Action Plan)
- Using Complete Streets as standard (right sizing all roads for all users)
- Community acceptance of progressive ideas



FOCUS AREA 6: SUPPORT COMMUNITY & GENERATIONAL WEALTH-BUILDING

Overview

Do residents of the study area have access to opportunities to build wealth, including banking and financial services, entrepreneurship and small business development support, and other chances to invest in their own community? Please provide examples. What could be done to strengthen community wealth-building opportunities?

SBDC- helping minorities start small businesses

- Contact name: Nicholas Giraldo (Community Navigator Pilot Program)

DDA supports small businesses

- Facade improvements
- Rent assistance

My Front Door/WCDA offers financial literacy courses and mortgage education

- Offers education/mentorship before, during, and after homebuying

Community benefits agreement could help with wealth building

- Critical to get majority decision of how to develop area
- Could be used to reassure benefits to community will reduce or even not result in gentrification

Strategy Areas

Please review the following set of planning and development strategies. Check “Adopted” if your community has already implemented strategies related to the topic, “Considered & Opted Against” if you’ve tried and ruled out related strategies, or “Interested in Exploring” if your community may want to pursue strategies related to this topic in the future. If the strategy is not relevant to your community or you’re unsure about it, leave the row blank. [Click here for definitions, best practices, and examples.](#)

FOCUS AREA 6: SUPPORT COMMUNITY & GENERATIONAL WEALTH-BUILDING	Adopted	Considered & Opted Against	Interested in Exploring
Small business support programs (DDA, SBDC)	X	<input type="checkbox"/>	<input type="checkbox"/>
Zoning and development strategies to support small businesses	X	<input type="checkbox"/>	<input type="checkbox"/>
Small business preference for local contracts and hiring (Local, but not small business)	X	<input type="checkbox"/>	<input type="checkbox"/>
Leverage anchor institutions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Engage youth through career coaching and civic leadership opportunities (Mayor’s Youth Council)	X	<input type="checkbox"/>	<input type="checkbox"/>
Community-oriented development initiatives	<input type="checkbox"/>	<input type="checkbox"/>	X



Supporting Equitable Development

Community land trusts for affordable housing	<input type="checkbox"/>	<input type="checkbox"/>	X
Access to banking and financial well-being (My Front Door)	X	<input type="checkbox"/>	<input type="checkbox"/>
Financial education and counseling services (My Front Door/WCDA)	X	<input type="checkbox"/>	<input type="checkbox"/>
Incentives for intergenerational wealth transfer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Financial inclusion initiatives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Of the adopted strategies checked above, what is working well? List accomplishments to date.

- WCDA financial literacy/mortgage counseling: First-time homebuyer assistance/guidance working well for young professionals
- Mayor’s Youth Council: many young adults complete the program each year, many students accomplish community capacity building efforts among their peers and stay in SE WY area (go to university at UW)

What barriers or challenges is your community facing related to this focus area?

- Lack of wealth/financial security to encourage risk of starting a small business
- Landlocked location dependent on only a few large industries (difficult to develop alternative industries with competition)
- Low unemployment rate = difficulty finding employees/labor (unless paying higher wages)
 - Cheyenne and WY in general are “business friendly” = tax incentives, etc
 - Many industries come to WY to save money, likely don’t want to pay quality wages

What would you like to see your community do in the next 2-5 years to address this focus area?

- Focus on attracting, retaining, and creating quality jobs
 - Create sustainable, diverse, and “green” job workforce development programs to support industry diversification and employee opportunities
- Increase financial literacy courses/programs for young adults, aging adults, and school-aged children (even through smaller programs like Jr Achievement, etc)
- Hold recurring workshops for the community to learn about financial literacy and wellbeing, investment opportunities and concepts, and answer questions people may have



FOCUS AREA 7: PRESERVE AND BUILD ON THE FEATURES THAT MAKE A COMMUNITY DISTINCTIVE

Overview

What are the important physical (buildings, main streets, public spaces, natural places) and cultural (institutions, traditions, festivals, commemorations of history) assets in the study area? Where do residents gather together? How are these community features being preserved or strengthened through current development projects?

The Depot

- Directly west of the study area
- Important for the downtown/study area, but also Cheyenne overall as the city was built for/by the railroad. The Depot is a critical historical building for Cheyenne
- The Depot Plaza serves as a community gathering area, hosting many events throughout the year
 - Recently (within past 15 years) underwent restoration and reconstruction (was parking before)

Holiday Park

- Park directly east of the study area
- home of the Big Boy steam engine 4004 (another historic monument for Cheyenne) & Cheyenne Artists’ Guild
- Directly adjacent to the YMCA
- Great park for an underserved area, addition to overall well being in the E 15th St Corridor

Rainsford Historic District

- District is directly northwest of the study area (with some overlap on 17th St; see green area on map below)





Supporting Equitable Development

- Area was once preferred by Cheyenne Cattle Barons, is a representation of the natural expansion of Cheyenne during the rapid Cattle Boom (late 1800s)
- Was upper middle class housing from late 19th-early 20th century
- Recognized for association with local and national individuals who laid the foundation for WY statehood
- Lots of historical integrity still exists, including slate sidewalks and unique style and character
- Association/reminder of the history of the cattle era boom and bust, the railroad development, and significance of Cheyenne to the rest of the nation during that time

Strategy Areas

Please review the following set of planning and development strategies. Check “Adopted” if your community has already implemented strategies related to the topic, “Considered & Opted Against” if you’ve tried and ruled out related strategies, or “Interested in Exploring” if your community may want to pursue strategies related to this topic in the future. If the strategy is not relevant to your community or you’re unsure about it, leave the row blank. [Click here for definitions, best practices, and examples.](#)

FOCUS AREA 7: PRESERVE AND BUILD ON THE FEATURES THAT MAKE A COMMUNITY DISTINCTIVE	Adopted	Considered & Opted Against	Interested in Exploring
Neighborhood conservation districts	<input type="checkbox"/>	X	<input type="checkbox"/>
Design guidelines to preserve neighborhood character (Only Governor’s Mansion District)	X	<input type="checkbox"/>	<input type="checkbox"/>
Community/cultural spaces	X	<input type="checkbox"/>	<input type="checkbox"/>
Right of first refusal for cultural/community nonprofit organizations	<input type="checkbox"/>	X	<input type="checkbox"/>
Flexible zoning for cultural/community nonprofit organizations	<input type="checkbox"/>	X	<input type="checkbox"/>
Culturally preferred designs are allowed under code	<input type="checkbox"/>	X	<input type="checkbox"/>
Historic preservation efforts for cultural resources	X	<input type="checkbox"/>	<input type="checkbox"/>
Historic preservation overlay zones to maintain physical community identity	X	<input type="checkbox"/>	<input type="checkbox"/>
Grants available for cultural/community nonprofit organizations	X	<input type="checkbox"/>	<input type="checkbox"/>



Adaptive reuse of public property for community/cultural uses (Pumphouse, Airport Terminal)	X	<input type="checkbox"/>	<input type="checkbox"/>
Incorporate cultural spaces/programs into community benefits agreements	<input type="checkbox"/>	<input type="checkbox"/>	X
Other:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Of the adopted strategies checked above, what is working well? List accomplishments to date.

- Community/cultural spaces:
 - Artists Guild and Arts Cheyenne
 - Holliday Park is a great community space that is well maintained and used by many
- Historic preservation efforts for cultural resources
 - Arts Cheyenne: Created Arts & Aviation group for rehabilitation and preservation of the old 1960s Airport Terminal
 - Historic Preservation Board: Rehabilitation of the old Airport Fountain,
 - DDA offers facade improvement assistance for downtown area, many buildings are historic in nature
- Historic preservation overlay zones to maintain physical community identity
 - There are 8 historic overlay zones, including the Expanded Downtown and Southside districts
 - These areas are on the National Register of Historic Places (NRHP)
 - The only “protected” overlay is the Governor’s Mansion District
- Grants available for cultural/community nonprofit organizations
 - More state/federal grants, some business grants with prioritization on community or cultural preservation from the Wyoming Business Council have been successful
 - The DDA also provides grants for facade repair within the boundary
- Adaptive reuse of public property for community/cultural uses
 - The Artists’ Guild is headquartered in Holliday Park, repurposed the Van Tassell Carriage Barn (moved to Holliday Park in 1960)
 - The Historic Pumphouse is in process of development, with some ideas of turning it into a cultural center or public services building (will be directly on the Greenway path near downtown)
 - Airport Terminal: in the process of being restored as a community arts center and restaurant



What barriers or challenges is your community facing related to this focus area?

- Private property prioritization: People do not like to be restricted in what they can/cannot do with their land
- Lack of community resources/investment in preservation; maybe lack of interest/care overall as well
 - Many seem to prefer convenience over cultural integrity/preservation

What would you like to see your community do in the next 2-5 years to address this focus area?

- Understand the value of historical and cultural centers, seeing the value/ROI of investing in these areas
- Build more programs/resources for these types of initiatives
- Create more restrictions in historic districts to preserve the community's character and history before it's lost to gas stations
 - Sometimes, it feels that Cheyenne is going the opposite direction of most of the country in terms of understanding real estate value