

10 keys to create a competitive downtown

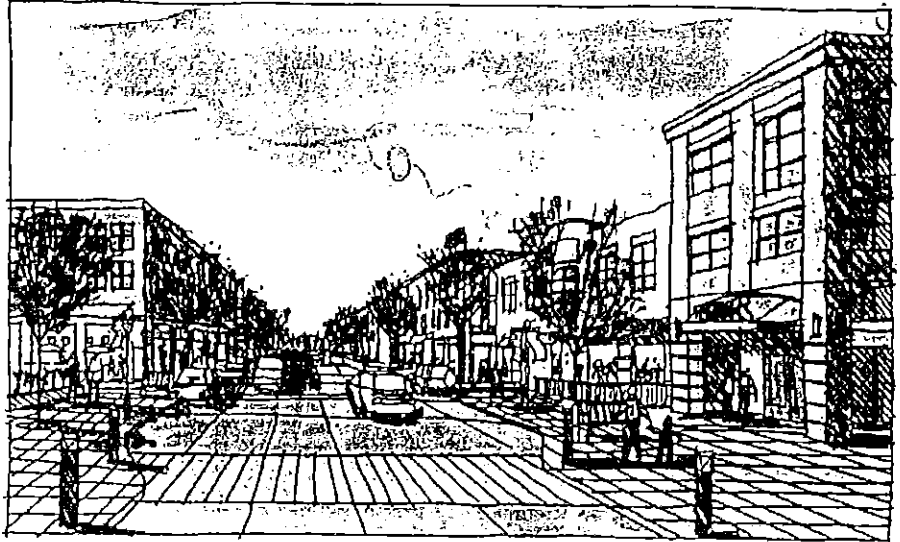
By Brad Segal, President, Progressive Urban Management Associates, and Arnold Ray, Principal, Szymanski/Ray LLC

Much has been written about the downtown revitalization phenomenon during the past decade; however, it is a trend that has not filtered to all communities. While we read about the successes of downtown Denver, Fort Collins or Grand Junction, many communities, particularly in small and midsized markets, continue to struggle to inject vitality into their central business districts or Main Streets.

Here are "Ten Keys to Creating a Competitive Downtown" – 10 interdependent elements that are essential to creating a vital and sustainable business district.

1 Form a clear vision

Successful downtowns have a clear vision guided by a concise set of goals and objectives based on the community's inherent strengths. These strengths may be as varied as market location, highway access, an historical event or just a great restaurant. The vision for downtown respects the community's aspirations – what it would like to be and the image it would like to convey. This vision is then tempered and adjusted to be consistent with the realities of the marketplace.



An artist's rendering for Original Aurora. Drawing by RNL Design.

2 Understand the marketplace

The most important step in crafting a revitalization strategy is to understand downtown's position in the regional marketplace. Many downtowns were formerly the retail hubs of their communities. Most will never retain this prominence again. Successful business districts identify a unique niche in the market and reinvent themselves as a multi-dimensional attraction that may include dining, specialty retail, entertainment and living. To determine a community's niche, conduct the following internal evaluation:

- Evaluate the strengths and weaknesses of downtown. Ask existing property and business owners – they bring a tremendous wealth of

current market experience and information.

- Analyze demographics, patterns and trends. The 2000 census offers revealing information about your community. Reinforce this with articles and research on national demographic trends.

- Identify downtown's markets – past, present and future. Who are downtown's customers? They are likely different from 10 years ago. Be sure to include non-traditional "anchors" such as libraries and other civic facilities.

- Understand the real estate. What are lease rates and recent sales prices? Do these costs allow flexibility to attract new businesses, or do they exclude certain business types?

Continued on page 8

• Get to know the competition. Who does downtown compete with? What makes downtown different and/or better than these competitive business districts?

• Identify downtown's position on the civic agenda. Is downtown a priority with city council? Does the community understand that a strong downtown is considered a barometer of the community's economic health and overall quality of life?

3 Respect and embrace context

During the peak of urban renewal fervor 30 years ago, cities throughout the nation rushed to destroy vestiges of their past. Today, most communities are charting a different course and are respecting and embracing their past. History is the greatest differential advantage for downtowns and Main Streets in a marketplace flooded with franchises, big boxes and retail prototypes. The key to your future is often found in your past.

• Context is a product of time and authenticity. Many communities fear the wave of main street-themed shopping environments popping up throughout the country, including Colorado. A vast segment of the American public is searching for authenticity – an experience that cannot be instantly fabricated by the best "new urbanist" design. The context of your community is built over time; it is a collection of unique stories and characters. Celebrate your historical triumphs, setbacks and warts.

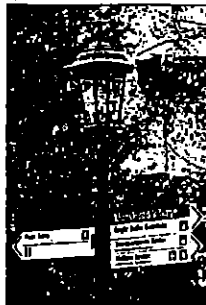
• Successful places foster social interaction. In a trend that has apparently been accelerated by the trauma of Sept. 11, more and more Americans are searching for a connection to one another – places to interact and feel part of a larger social order. People seek experiences, not places. Downtown offers both.

4 Create an environment to attract people

Much is said and written about the desirability of a pedestrian-friendly environment; however, successful downtowns go beyond this by being people-friendly. This means accommodating things that people like and rely on, including cars. In most communities, a pedestrian is someone who has found a convenient parking place. Here are some qualities that make a downtown people-friendly:

• Keep it clean and safe. People won't come if it isn't.

• Accommodate traffic, circulation and access. Like it or not, automobiles are and will continue to be America's transportation mode of



Directional signs in Vail. Photo by Peter Fredin.

choice. Successful downtowns are finding creative ways to accommodate both cars and people through two-way streets and angle parking.

• Investigate creative parking solutions. Most often, smart parking management can relieve on-street parking pressures and reduce hassles for customers. Parking management solutions range from better signage to direct customers to lots to incentives for employees and owners to park in off-street lots. Communities should evaluate management options first, before expanding supply through expensive land acquisition or parking structures.

• Gateways, directional and wayfinding signs can be good things. In the past, signage was viewed as ugly or invasive. More and more communities are viewing signage as a way to market a community and

reinforce downtown's niche. Well designed and visible directional and wayfinding systems help customers find key destinations.

• Promote streetscape design and street-level uses that fortify downtown's niche. Many communities invest in new lighting and sidewalks before figuring out their niche in the marketplace. Understanding downtown's role and niche in the market should drive design – design alone cannot drive the market.

• Pursue an intuitive orientation to downtown planning. If downtown is friendly to strangers, the locals will love it.

5 Create an environment to attract investment

Perhaps the most formidable challenge to downtown revitalization is attracting private-sector investment, whether in the form of new businesses, improvements to properties or new developers. To attract investment, understand the local real estate delivery system. Investors are pragmatic and adaptive – if they can make money as easily in downtown as in the suburbs, they will come! Here are some ways to create an environment to attract investment:

• Project a healthy self-image. Much of this work is psychology. If the existing stakeholders don't believe in the community, it is unlikely that newcomers will.

• Maintain an inventory of supply. Perhaps the most important investment recruitment tool is a complete database of existing real estate, including ownership, tenants and, with some finesse, lease cycles. Identify property owners who are progressive, and try to match new prospects with flexible owners, not just buildings.

• Retain, recruit and incubate businesses. While many traditional

Continued on page 10

Continued from page 8

economic development programs focus on recruitment, we find that retention and incubation are generally more valuable for downtowns. Because of their unique atmosphere, quirky floor plans and reasonable costs, many downtowns become "incubators without walls," welcoming a variety of new and interesting business concepts. Downtown recruitment should look locally, perhaps encouraging existing successful businesses to consider a second location downtown.

- Nurture property owners and real estate brokers who know the players downtown. Successful downtown recruitment programs often focus on packaging and updating market information that is then distributed to local property owners and brokers.

- Create a user-friendly regulatory system. A major challenge in

"leveling the playing field" between downtowns and the suburbs is found in creating a consistent, efficient and speedy regulatory system. Development processes, building code reviews and zoning must be clear, understandable and relatively easy to use in order for downtown to attract new investment. Aim to create an environment of certainty while minimizing risk and time.

6 Take care of the details

Successful downtowns are those that pay attention to the details – the systems and amenities that make downtown pleasurable and hassle free. Common-sense access, signage and parking should combine to help simplify the downtown experience. Supporting small, distinctive and one-of-a-kind local businesses makes downtown unique. Other notable details include public art,

clean sidewalks, attractive landscaping and common-sense marketing materials, such as an easy-to-use map and directory.

7 Develop initiatives with realistic expectations

Large projects follow, they do not lead. This is a clear reversal learned from failed redevelopment strategies of the past 50 years. Downtown management and marketing programs should aim to advance a variety of small initiatives that collectively create the vitality that can support larger investments. To "fertilize the soil" for investment, follow these guidelines for downtown improvement programming:

- Incremental, organic and entrepreneurial – make this be the mantra for any civic or downtown official working to advance downtown revitalization. Incremental refers to



air. water. land. people.

At SEH, we know the value of resources.

Our resources are engineers, architects, planners, scientists, and so much more.

Let our resources be yours. Your trusted resource...



Short Elliott Hendrickson Inc.

Boulder 303.442.3130 • Denver 303.487.1757 • Fort Collins 970.484.3611 • www.sehinc.com

project-by-project improvements that collectively create a vital business district. Organic is building upon the inherent strengths of the community, as opposed to creating something that has no historical basis. Entrepreneurial is the method for delivering downtown improvement services – having contact with property and business owners, building an information-based program and being nimble to respond to changes in the market.

- Create priorities and sequencing. Downtown improvement programs should be based on a sequential plan in which today's actions provide a foundation for tomorrow's investments. Downtowns also must allocate scarce improvement resources on a handful of improvement priorities – carry out two or three modest initiatives and then build upon this success. A successful revitalization effort can't please everyone!

- Create benchmarks and measure results. Supporters of downtown revitalization often compete for scarce civic resources and energy. The public, including city officials, want to be affiliated with a winner. Develop a system of benchmarks to measure improvement and publicize and celebrate success.

8 Leverage!
Capital and energy are limited, particularly when applied to downtown improvements that can appear costly in the short run with measurable return in the long run. The downtown revitalization toolbox has many tools and successful downtowns are able to diversify and leverage a variety of public and private resources. Downtown improvement programs must embody a deal-making mentality and a dogged persistence to evaluate, package and close difficult financing solutions. Use public

dollars strategically to leverage private investment.

9 Support and sustain momentum through public/private partnerships

Many communities invest in expensive and ambitious downtown planning processes only to see flashy concepts and studies collect dust on shelves. Breaking a cycle of planning paralysis requires a strong public/private partnership to serve as an independent champion for downtown development.

- Mobilize, organize and activate downtown's business leadership. Key stakeholders, including property

Resources

Colorado Community Revitalization Association
www.ccrainline.org

National Main Street Center
www.mainstreet.org

International Downtown Association
www.ida-downtown.org

owners, businesses and civic leaders, must be engaged in the revitalization process. Broad participation in the planning process should aim to build a strong coalition to support and carry out implementation.

- Create a downtown management organization tailored to advance your specific needs. Many communities suffer between an imbalance of energy and agenda – for example, a downtown organization that promotes special events in a central business district that has few viable businesses. A variety of organizational mechanisms are available, including community development corporations, management districts, event production companies, parking management enterprises and membership organizations.

10 Re-educate community on a new, evolving role for downtown

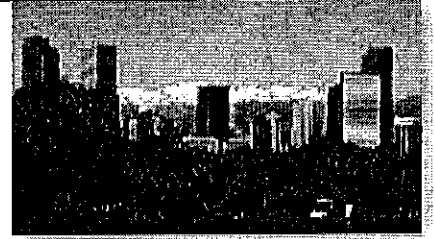
There is often a time lag between actual improvements in a downtown area and the public's awareness of these improvements. If customers have a bad experience in a downtown, they may not come back for years. Downtown advocates have a strong communications challenge to educate the community on a new and evolving role for the central business district. Messages that need to be delivered include:

- Strong downtowns are assets in the New Economy. Despite the recent recession, our economy has fundamentally shifted to allow individuals to have unprecedented choice in their lifestyle and work environment. A vibrant downtown is a quality-of-life amenity that allows the entire community to be more competitive.

- Make downtown relevant to the locals. Find ways to reconnect downtown to the local community and visitors and tourists will follow.

While the suburban stores or Wal-Mart may be the revenue engine for a community, downtown or Main Street is still its heart and soul. The downtown image reflects on the rest of the community and can be influential to the economy of the entire region. Suburban concepts will come and go – downtown is forever. ■

The authors have more than 40 years of combined experience in development, historic preservation, community development and downtown revitalization. The 10 keys were first conceived for a downtown planning effort in Henderson, Nev., facilitated by Denver-based Clarion Associates, Szymanski/Ray LLC and Progressive Urban Management Associates. The authors may be contacted by e-mail: Brad Segal, pumaman@ix.netcom.com; or Arne Ray, arnoldray@earthlink.net



TOP 10 GLOBAL TRENDS *Affecting Downtowns* AND HOW TO *Respond* at HOME

By Brad Segal and Jamie Licko



P.U.M.A. Global Trends analysis has played a key role in cities and other communities, including:

- *Creating a new economic development strategy to strengthen downtown Seattle's competitive edge*
- *Shaping a new 20-year plan to guide the growth and development of downtown Denver*
- *Adjusting the long-range forecast for single family home development in Castle Rock, Colorado*
- *Justifying a new branding strategy to attract consumer markets to downtown Dallas*

While the planet is gripped in a period of profound change, it is difficult to fully understand and respond to these changes on the local level. To help downtowns and communities better anticipate and respond to global change, **Progressive Urban Management Associates (P.U.M.A.)** has developed an unprecedented body of research that analyzes the top changes, draws conclusions and recommends tangible actions. In consultation with the International Downtown Association, ten major trends affecting American downtowns were identified. These trends were organized in the categories of demographics, lifestyles and global competition. More than 120 post 9/11 sources, including the planet's best minds, were researched to fully understand each trend and its likely impact on downtowns. To create P.U.M.A. Global Trends, research was first compiled in the summer of 2006, and then updated in the summer of 2007.

The top ten trends affecting downtowns follow, as well as conclusions and implications for downtown planning and development decision-makers.

Demographics



1

Changing American Demographics

Three generations will shape America and the growth of American downtowns over the next two decades. Each generation is characterized by distinctly different demographics and behaviors.

Baby Boom: The 77 million baby boomers born between 1946 and 1964 were the largest group of individuals to attend college and obtain college degrees of any previous generation. They lived through the Civil Rights era, the Cold War and the rapid growth of suburbia, and their sheer numbers have supported the labor markets and entitlements in the United States. Boomers are living longer with generally healthier lives and are accumulating unprecedented wealth to be transferred to the next generation. Additionally, they are the first generation to see a proliferation of non-traditional families. Boomers have begun retiring at a rate of 10 million per year, with many of the more affluent moving to urban environments creating a demand for new types of housing and stimulating a boom in cultural amenities. The U.S. senior population will begin to mushroom when the leading edge of the boomer generation reaches age 65 in the year 2011. As a result, older boomers are a market that may look to urban environments both as a way to downsize and to connect to a "neighborhood" of others, providing a social safety net in place of family.

Generation X: The 44 million Generation Xers born between 1961 and 1981 were once thought of as cynical about the future and bitter towards the baby boom generation. This "latchkey" generation was shaped by the information revolution, enabling them to multi-task and learn transferable skills, thus making them very marketable within the workforce. They tend to value lifestyle over company loyalty, and have participated in discretionary spending, including home buying, from an early age. Gen Xers are considered the "want-it-all" generation, coming into affluence with a ravenous appetite for the "good life." They currently spend nearly \$125 billion per year on goods and services, outspending the average consumer in eating out, clothing, transportation, entertainment, audio/visual equipment and housing, and within five years they are expected to be at their peak earning years. The majority of Gen Xers now have children.

Millennials: The 70 million "Millennials" or Generation Y, born between 1977 and 2003, are the most education-minded generation in history and they have never lived without technology. Like Generation X, they learned early to multi-task and they have marketable skills. This generation tends to be more optimistic, tolerant and open-minded than previous generations. While they worry about the outlook for the country and think their generation is likely to be worse off than their parents, they believe they can make a difference. Millennials are multi-cultural and ethnically diverse. In a majority of the 100 largest cities in the United States, more than half of Millennials under the age of 15 are racial and ethnic minorities. Millennials have high self-esteem and will challenge authority, while they also embrace the spirit of volunteerism and possess a passion to foster change.

2

Immigration Trends and the Role of Cities as Portals to America

The United States is the only major growing industrial country with an expanding population, fueled since the

mid-1960s primarily by immigration. In 2007, for the first time ever, the number of non-white Americans rose above 100 million, with some 35 million of our residents born outside the United States (more than 12% of our population).

Only five major countries welcome immigrants as permanent residents: Canada, Australia, Israel, New Zealand and the United States. Collectively they accept 1.2 million immigrants a year, about 800,000 officially to the

U.S. Throughout history, a majority of U.S. immigrants have been from Europe, a trend

Young, single women are emerging as influential leaders of the "Creative Class," and will make up 60% of college enrollment by 2013. For the first time in U.S. history, women will comprise the majority of the workforce by 2010.

that changed in the 1990s with 85% of immigrants coming from Latin America and Asia. Recent immigrants are shifting away from the traditional urban gateways because of the high cost of living and lack of jobs, settling instead in suburban and rural environments. Census 2000 revealed that for the first time, nearly half of the 100 largest cities in the United States were "majority minority."

3

Changes Within the "Creative Class"

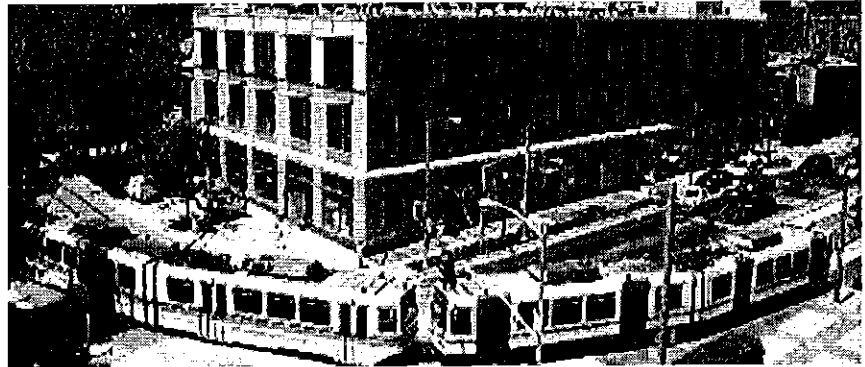
Today's global "knowledge-based" economy means that an educated and dynamic workforce will be key to ensuring that the U.S. remains globally competitive. To that end, the "Creative Class" is emerging as an important part of the workforce for cities across the American landscape.

In his influential book *Rise of the Creative Class*, Richard Florida states that diverse, tolerant, innovative and vibrant environments will attract creative workers, such as entrepreneurs who may staff and/or start innovative, growing companies. Today, this so-called "Creative Class" represents roughly 30% of the entire U.S. workforce, and includes young professionals who are educated, adaptable, highly mobile and relatively inexpensive. Young, single women are emerging as influential leaders of the "Creative Class," and will make up 60% of college enrollment by 2013. For the first time in U.S. history, women will comprise the majority of the workforce by 2010.

Still, education statistics in the U.S. show a picture of a young population not adequately prepared to face a global future, with America slipping in the higher education attainment rate and only 10% of college graduates globally prepared, 13% with foreign language proficiency and less than 34% having taken at least one international studies course.

America currently ranks 12th in the world in higher education attainment of its population, and trends indicate that its ranking will continue to drop over the years. At a time when the knowledge-based economy is demanding more college graduates with higher math and science skills, American universities are graduating fewer students in science and engineering. China currently graduates four times as many engineers as the United States.

Lifestyles



4

Traffic Congestion and the Value of Time

Traffic congestion cost Americans \$63.1 billion and 47 hours of average annual delay during 2003. A commuter living an hour's drive from work annually spends the equivalent of 12 workweeks, or 500 hours, in a car. Experts suggest that additional road capacity is doing little to stem rising traffic congestion. From 1980 to 2004, the number of solo commuters increased by more than 11%, while carpooling declined by 7.5% during the same period. Additionally, we face more drivers on the road in the near future. The latest forecasts from the Census Bureau and US Department of Transportation note that by 2020 the driving population in the US will increase 21% to 256 million drivers on the road.

Recent studies show that for the first time ever, national transit ridership exceeded growth in driving. Many cities that have invested in added transit capacity have been experiencing annual ridership growth in the double digits. When transit trips are competitive with auto travel, research shows, people choose transit at a high rate. Today, 27 U.S. metro areas have transit systems and 15 are planning new ones. Once all the transit systems on the books are built by 2030, there will be four to five thousand transit stations nationwide. Right now there are 6 million households that live within a half mile of new transit stations, with the demand for housing near transit expected to grow by over 16 million.

5

Trends in HealthCare/Wellness/Recreation Lifestyles

Health care delivery systems in the United States have changed dramatically over the last decade. Declining hospital use and length of stay reflect cost containment measures taken by insurers and others. More health care is being delivered on an outpatient basis, and through retail health clinics and e-medicine. A doctor and nurse shortage is imminent, even as the aging population increases the demand for services. And, nearly 46 million Americans are uninsured, adding to the increasing cost burden. Regional pressures for health care could become severe, as the Northeast and Midwest will be comprised disproportionately of "mature seniors" who are less well-off financially and health-wise, requiring greater social support, institutional housing and accessible healthcare.

Although Americans are living longer than ever before, the baby boomer generation is active and would like to walk and bike more. Analysis has found a connection between urban living and health and that residents living in sprawling communities weighed more than their urban counterparts.

6

The Growth of Tourism

Tourism is the world's largest employer, generating nearly 200 million jobs, or 10% of jobs globally. The United States ranked third as a tourism destination behind France and Spain in 2004. Looking ahead, an expanding global middle class will increase tourism worldwide. Long-haul international travel is expected to grow faster than intraregional travel at 5.4% per year worldwide through 2020. Cultural heritage tourism is a growing form of tourism; 81% of U.S. adults who traveled in 2002 fell into this category. Those visitors tended to stay longer and spend more money than other kinds of tourists.

U.S. convention center space has increased by 50% since 1990, despite industry consolidations and the growth of e-business. Convention growth will depend upon new demand generated by increased event promotion resources and marketing budget allocations, user expectations for high-tech convention facilities, national economic growth, and the traditional need for face-to-face interaction.

7

America's Growing Debt Burden – National and Consumer

America's growing debt burden looms as an economic cloud. As of May 2007, the national debt (at nearly \$9 trillion) translated into more than \$29,000 per person. Today, 46% of our national debt is financed by foreign countries, with quarterly interest rates from the federal government to foreigners hitting \$38 billion at the end of 2006. Social Security continues to be a concern for Americans. In 1950, there were 16 workers for every U.S. Social Security recipient. By 2030, there will only be two people working for every beneficiary.

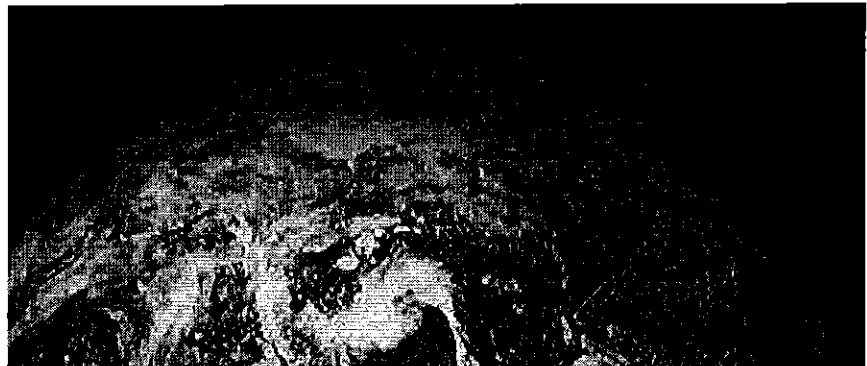
On the consumer side, rising interest rates, inflation, consumer debt and lack of savings illustrate increasing financial instability at a personal level. Since the end of the last economic expansion in 2001, jobs have grown at the slowest rate since the Great Depression, wages have been mostly flat and a smaller share of workers enjoyed employer-provided benefits, especially pensions and health in-

urance. At the same time, middle class families were confronted with rapidly rising prices for important items, such as housing, health care and energy. As a result, many families turned to debt to make ends meet, propelling debt levels and debt payments to new record highs.

By January 1, 2007, mortgage debt stood at \$13 trillion, up from \$7.4 trillion in 2001 (approximately \$42,000 per person) and consumer debt stood at \$2.4 trillion (about \$8,000 per person). Despite having some of the highest incomes in the world, nearly

33% of Americans live pay check to pay check, compared to 7% of consumers in India, China and Mexico. American consumer spending in the past 15 years has led to a decline in savings rates from 7.5% of income to below zero. The personal savings rate of -1.2% in the fourth quarter of 2006 marked the seventh quarter in a row with a negative personal savings rate. By early 2007, household debt rose to an unprecedented 132.4% of disposable income with families spending 14.5% of their disposable income to service their debt, the largest share since 1980.

Global Competition AND Change



8

The Emergence of China, India and a Planetary Middle Class

For the past several decades, the United States has functioned as the main engine of growth in the global economy, but as the U.S. growth rate has declined sharply in recent quarters, the rest of the world is growing rapidly. In the 21st century, Asia, led by China and India will experience unprecedented growth in economic and military power. The economic and political choices these two countries make in the near future will be closely watched because of the bearing they have on the resources of the rest of the world. For example, in 2005, China consumed 26% of the world's steel, 32% of its rice, 37% of its cot-

ton and 47% of its cement, while construction of residential and office buildings in Shanghai during 2006 alone created an inventory of space equal to the current inventory of office space in New York City. The McKinsey Global Institute forecasts that developing countries will generate nearly 80% of the growth in world energy demand between now and 2020, with China representing 32% and the Middle East 10%. Competition for non-renewable resources will only accelerate and may lead to an inflationary cycle such as we are seeing today with gas prices. Outsourcing is also an issue – by 2010 U.S. outsourcing to India is expected to quadruple to \$56 billion per year. Also in 2010, India will

become the country with the most English speakers in the world. Emerging markets like China, India, Central and Eastern Europe and the Middle East are injecting life into the European and Japanese economies through their enormous purchases of capital goods. However, the growing global middle class will create markets for the United States, and the U.S. can still thrive if it invents new industries to stay one step ahead. By focusing on innovation rather than brawn, and ensuring labor and regulatory conditions are attractive, the U.S. can remain competitive in a global marketplace.

Despite growing global wealth, great inequities persist. Urban areas in developing countries are adding nearly 30 million migrants per year, offering the promise of expanding job opportunities to people leaving rural areas because of famine, civil war and the lack of political stability. This rapid urbanization is forcing most of these migrants into slums, creating challenges for both the inhabitants and global security, as slums are largely viewed as "breeding grounds of potential instability and discontent."

9

Continued Advances in Technology

Technological advances will have the greatest impact in the areas of health, alternative sources of energy, engineering, quality of life enhancements and business. Health advances include bioinformatics (the application of computer science to biology) and biotechnology (the use of living organisms or their products to modify health and the human environment) and genomics (genetic mapping). Technology will also assist in developing alternative sources of energy through nanotechnology (engineering on a molecular scale), and substitutes for natural resources. It will be used to create and distribute quality of life enhancement for all groups and regions that have not yet shared in them. In the business world, real-time anywhere wireless communications will enhance competition and open markets worldwide. 21st century technologies have "flattened" or connected our world, and globalization has been driven by individuals who can do business instantly with millions of other people across the planet. Technology will continue to transform the way people live and interact. Given the wide

use of cell phones (with more than two billion users today) and e-mail (with more than nine trillion messages sent each year), work is becoming not just global but instantaneous. Currently, one billion people are online, and worldwide Internet use is expected to increase more than 10% each year through 2010. With geography becoming less of a constraint on social interaction, businesses will scramble to recruit top talent in a global labor market. Americans will increasingly compete at a global level, making the education, training, and adaptability of our workers paramount.

"Uploading," a direct-from-the-bottom creation of culture, knowledge and innovation through blogging and podcasts, allows anyone to communicate their collective intelligence to the world. E-commerce technology enables retail productivity, and Internet sales are increasing in the U.S., representing 2.6% of total retail sales. Cities may be in competition with the increased personal mobility and living options allowed by technology.

10

Environmentalism, Sustainability and Climate Change

In 2007, for the first time in history, the majority of the world's population will be living in cities. Today, 3 billion people live in cities, and by 2050, 6 billion people will live in cities around the world. In this time of unprecedented urban expansion, the need for sustainable solutions is critical. Despite generating less carbon dioxide emissions per capita – largely due to more sustainable modes of transit – cities are still responsible for nearly 80% of the carbon emissions worldwide, with the major offenders being buildings, not automobiles. The 2007 draft report by the United Nation's 2000-expert Intergovernmental Panel on Climate Change concluded that "changes in climate are now affecting physical and biological systems on every continent."

Half of the buildings Americans will live in by 2030 do not even exist yet. While green building and sustainability technology has been in existence since the 1970s, these techniques and materials have only recently

become more affordable. Once dismissed by developers as too expensive, green building will become "a must" as tenants, lenders, residents and even investors push for sustainability. Expect green principles to become synonymous in the real estate industry with cost-efficient operating principles. Additionally, designing out obsolescence is expected to be a trend. Expect more developers to embrace building techniques that allow flexibility in the project to cater for different future needs of their users should the market

Half of the buildings Americans will live in by 2030 do not even exist yet. Once dismissed by developers as too expensive, green building will become a "must" as tenants, lenders, residents and even investors push for sustainability.

change. In 50 years, this trend may minimize the need for redevelopment on the scale we see today.

At current consumption growth rates, worldwide oil demand is expected to increase by 50% over the next two decades. The United States' transportation system is 97% dependent upon petroleum-based fuels, and this country contributes 25% of the world's total carbon dioxide emissions, and its buildings consume 36% of total energy and 65% of electricity. The UN Panel report notes that unless drastic environmental changes are made, the buildup of carbon dioxide in the atmosphere will reach a level unknown in recent geological history and the earth's climate system will start to go "haywire." Through a combination of clean power technology and conservation, the world would have to get rid of 175 billion tons of carbon over the next 50 years and still keep growing to stop this from happening.

To date, most American public policy innovation in sustainability has occurred on the local level. Cities at the leading edge of the "Sustainability City" movement include San Francisco, Portland, Seattle, Chicago, and, most recently New York City.

Conclusions

Overall, global trends appear favorable to promote growth in vibrant downtowns...

■ **America's population is growing, younger and older, and more culturally diverse.**

Demographic trends in the United States are favorable to downtown development over the next twenty years. Overall, the population continues to grow, supported significantly by immigration. Population is growing both older (aging Baby Boomers) and younger (emerging Millennials). Both older and younger markets have fueled downtown population growth over the past decade and are poised to continue to populate urban environments, particularly in those cities that offer housing amenities and activities that respond to their needs. America will become increasingly culturally and ethnically diverse, creating an advantage for downtowns that welcome, accommodate and celebrate diversity.

■ **Adapting to an increasingly connected and competitive world.**

Broader distribution of information technologies is encouraging "bottom-up" innovation from entrepreneurs throughout the globe. Education will be key in ensuring that America remains competitive and cities that make connections to higher institutions of learning will benefit. Downtowns are poised to continue to attract "creative" vocations if they can offer a business climate favorable to the incubation and growth of small dynamic enterprises. The emerging importance of young women and Millennials in the American professional class creates opportunities for designing, programming and managing vibrant and interactive urban environments.

■ **Resource-intensive lifestyles are increasingly expensive and not sustainable.**

Changes in American lifestyles will be increasingly determined by global trends, as opposed to national preferences. The emergence of a planetary middle class, most currently demonstrated by rapid growth and urbanization in China and India, will continue to strain the supply and increase the costs of nonrenewable resources. Increasing

petroleum and construction costs are likely to dramatically affect American lifestyles, making traditional suburban land use and transportation patterns increasingly expensive and inefficient. Cities will look to maximize the use of existing infrastructure and explore sustainable development, including transit-oriented development. Vibrant downtowns are well positioned to capitalize on an economic imperative to downsize our consumption, while still offering the lifestyle advantages of entertainment, culture, recreation and human interaction.

There are also significant warning signs that may impede development and investment...

■ **Global disparities will create continued political instability.**

The growth in global wealth is coinciding with growth in world poverty. Inequities within societies and between countries are

likely to contribute to continued political instability, creating conditions to foster terrorism and war. Scarcity and cost of nonrenewable resources will aggravate global instability, as emerging economies compete with established powers for the favor of a limited number of resource suppliers. America's transition to renewable energy sources and less resource intensive lifestyles, including downtown development, may become part of broader national security strategies.

■ **America's growing debt burden looms as an economic cloud.**

Domestically, America's unique debt burden may trigger a chain of events that slow or stop economic growth. National and consumer debt burdens plus negative personal savings rates are on a collision course with continued inflationary pressures from depletion of nonrenewable resources and increasing service demands from aging Baby Boomers. The situation is further complicated by the increasing share of American debt controlled by foreign powers, including new economic competitors in Asia. As consumer classes grow around the globe, the United States' relative economic dominance will be diluted, creating new trade and strategic alliances.

Implications FOR Downtowns

The preceding research and conclusions from Global Trends offers many implications for the future of downtowns. Highlights, as analyzed by Progressive Urban Management Associates, include the following...

■ **DEMOGRAPHICS**

■ **Ensure that Downtowns welcome**

■ **younger, multi-cultural populations:**

To continue to attract migrating Millennials, Downtowns should provide a welcoming environment that makes it easy to relocate for jobs and housing. An increasing emphasis on creating an environment that embraces and encourages multiple cultures will invite local and national populations that are increasingly diverse.

■ **Create an environment that appeals to**

■ **young women:** Within the next ten years, the professional, working and "creative" classes will increasingly be dominated by young women. Downtowns must look for ways to appeal to young women in all facets of the downtown experience, including physical improvements, environmental stability (i.e. clean and safe), retail, residential, recreational and entertainment offerings.

Keep the talent pool as they age: Capturing Millennials will be critical to strengthening downtown's vitality; keeping them will be key to its long-term sustainability. As younger populations age, it will be critical for downtown to offer amenities that appeal to families, including quality schools, child-care, parks and active recreational areas.

Diverse price points needed for housing: To provide an environment that attracts a multi-skilled workforce and younger, more economically-mixed demographics, downtowns must create more diversity in their housing stock. A broad diversity of price points is needed, including plentiful rental housing opportunities. In addition to broadening housing choice, rental housing could provide an economic buffer if inflationary pressures and increasing debt burdens reduce the market for owner-occupied units.

■ LIFESTYLES

Implement comprehensive transit strategies: Global trends suggest that cities with comprehensive transit systems will be well positioned for the future. Despite employment concentration and density, congestion – partly because of geography and partly because of a lack of integrated transportation strategies – is getting worse. Downtowns must figure out how to implement comprehensive transit solutions that focus on integrated approaches that include both regional and neighborhood transit linkages, plus accommodate other alternative modes such as bicycles and walking.

Foster education: Downtowns could benefit from harnessing the power of local higher institutions of learning by housing facilities to foster research and education in the city center. Higher education institutions are not only major employers but incubators of new, creative businesses, and jobs. Additionally, as cities work to attract young families, the development of downtown schools could be a powerful incentive.

Offer affordable and accessible health care: Health care will become increasingly expensive and difficult to access. Downtowns could explore options to provide both affordable and accessible health care through the attraction of clinics and development of expanded health insurance cov-

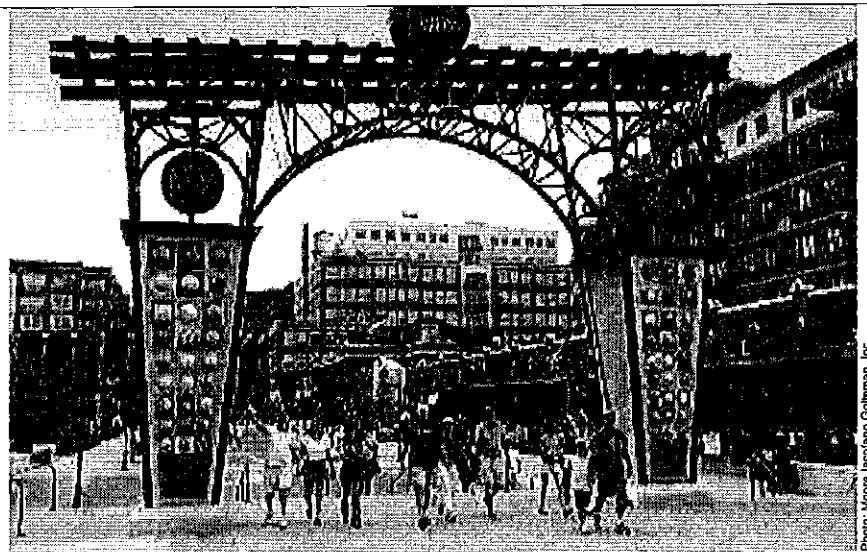


Photo: Moore Iacofano Galtman, Inc.

erage for workers and residents. Partnerships with local hospitals could be critical to enhance the distribution of health services within downtowns.

Foster stimulating, multi-dimensional experiences: Over the past 20 years many downtowns have become hubs for entertainment, culture and sports. To remain competitive and continue to attract a young and diverse workforce, fortifying and expanding downtowns' experiential attractions will be critical. Downtowns should look at integrating new interactive technologies into marketing and physical enhancements. A variety of cultures and languages should also be accommodated, appealing to an increasingly diverse local population and international tourists.

Promote walkability and active recreation: To appeal to changing demographics and provide an overall experience that is appealing to growing recreational lifestyles, downtowns will need to improve their overall pedestrian appeal, including streetscapes and connections. Active recreational areas that accommodate a variety of pursuits ranging from sports to dog parks will be increasingly important.

Anticipate growing international tourism trends: International tourism will increase as global incomes rise. Downtowns should work to create an environment that welcomes and accommodates visitor markets with diverse cultures, languages and lifestyles.

■ GLOBAL COMPETITION AND CHANGE

Entrepreneurship will continue to be a key to job growth: Attracting, retaining and growing small businesses will continue to be a key for promoting job growth and remaining globally competitive. Downtowns should explore ways to broaden support to small businesses and startups through a variety of means, including technical assistance, incentives and/or designation of formal "innovation or creativity" zones.

Adaptive reuse will be more affordable as construction costs rise: As global demand increases for building materials, the cost of new construction is anticipated to increase. The reuse of existing buildings will become relatively more affordable. In the next twenty years, reuse opportunities will become increasingly attractive for post-1950 buildings, including office high rises that were constructed during the 1970s and 1980s.

Further sustainability efforts: With buildings in urban settings having a significant impact on the global environment, cities nationally and globally will need to ensure sustainability efforts are an important part of their growth and redevelopment strategies. With downtown's existing business, education, cultural and living assets, regional and national patterns for sustainability can be created through the built, social and political environments. New local sustainability initiatives can set the pace for the future, guiding American policy makers to develop proactive approaches to combat climate change.



Progressive Urban Management Associates (P.U.M.A.) is a national leader in providing consulting services to advance downtown and community development. We provide management, marketing, financial and implementation tactics to help communities and organizations compete in a changing economy.

Meet P.U.M.A.



Anna Jones, Senior Associate
Anna Jones provides expertise in special district formation, project management, and community outreach. At P.U.M.A., she has guided the successful formation of business improvement districts in a variety of towns and cities and has led business planning and project feasibility processes for several community development organizations.

Prior to joining P.U.M.A., Jones had 10 years experience in legal settings as an investigator and paralegal. She also spent several years working in Sri Lanka as a Peace Corps volunteer.

Jones served as co-chair of the East Colfax planning process in Denver which led to the first comprehensive citywide rezoning in nearly fifty years. Her work in this effort earned her several awards. She is also an active volunteer in a variety of downtown and community development organizations.

Jones has a bachelor's degree in history from Western State College of Colorado.

Jamie Licko, Associate
Jamie Licko has experience in forming and operating downtown management organizations, and creating marketing and communication strategies. At P.U.M.A., Licko provides project management for business improvement district and strategic planning assignments.

Prior to joining P.U.M.A., Licko served as executive director for the Cedar Rapids Downtown District in Cedar Rapids, Iowa, where she managed all facets of a downtown organization that included a business improvement district, a membership organization and special events, marketing and branding programs. Licko guided the re-engineering of the organization and led the successful effort to renew its 20-year-old BID.

Licko's prior experiences were in marketing and communications, including work in television news. She was named an Eastern Iowa "40 under 40" Award Winner and is an active member of the International Downtown Association.

Licko holds a B.A. in Journalism and Communications from the University of Iowa.

Brad Segal, President
Founder and president Brad Segal has more than 25 years of downtown management and community development experience as both a practitioner and consultant. He is one of the nation's leading authorities on downtown trends and issues, establishing and expanding downtown management organizations and creating business improvement districts to finance them.

Prior to establishing P.U.M.A., Segal designed and managed business development programs to attract jobs and investment to downtown Denver as senior director of the Downtown Denver Partnership.

Segal holds a master's degree in business administration from Columbia University and a bachelor's degree in urban analysis from the University of California at Berkeley. He has served on the boards of directors of the International Downtown Association and the Colorado Community Revitalization Association, and has been a featured speaker on downtown issues in regional, national and International forums.

Pamela Phox, Market Analyst
Pamela Phox has extensive experience in market research, survey design, plan development and project management. At P.U.M.A., Phox manages all facets of market evaluations for downtown and community planning efforts, including economic profiles, retail leakage analysis and consumer surveys.

Prior to joining P.U.M.A., Phox created and managed the market research program of the Downtown Denver Partnership. This program, which includes a wide variety of real estate and economic data disseminated in verbal, written, graphic and digital formats, is viewed as the premier model for downtown management organizations throughout the nation.

Prior to her work at the Partnership, Phox provided research and program support for a variety of Denver-based organizations. She was a 2003 mayoral appointee to the Denver Landmark Preservation Commission.

Phox holds a B.F.A. from the University of Denver and she is a nationally recognized fiber artist.



Anna Jones, Jamie Licko, Brad Segal, and Pamela Phox

About P.U.M.A.

ABOUT THE AUTHORS

Brad Segal is president of Progressive Urban Management Associates (P.U.M.A.), a consulting firm specializing in strategic problem-solving for downtowns and communities. The firm has assisted nearly 200 clients in 31 states, the District of Columbia, Canada, Jamaica and the Bahamas. Holding an MBA degree from Columbia University and a BA from the University of California at Berkeley, Brad has more than 25 years of experience in downtown and community development as both a practitioner and consultant.

Jamie Licko is an associate with Progressive Urban Management Associates. Prior to joining P.U.M.A., Jamie was the executive director of the Downtown District in Cedar Rapids, Iowa. Jamie has a BA degree in communications from the University of Iowa.

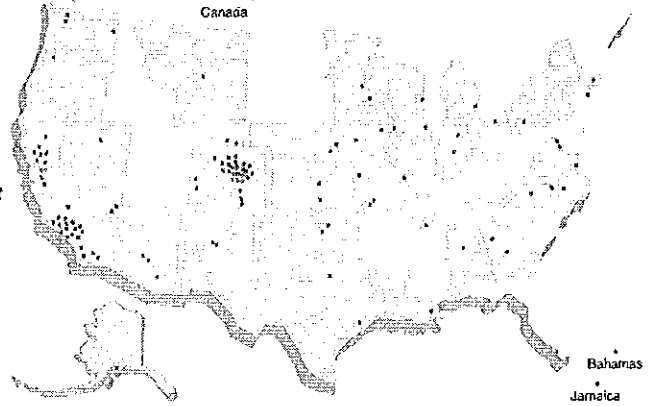
Research support for this article was also provided by P.U.M.A. associates **Pamela Phox** and **Anna Jones**.

Progressive Urban Management Associates (P.U.M.A.) is a consulting firm providing management, marketing and financial services to advance downtown and community development. The firm has provided services to nearly 200 clients in 31 states, the District of Columbia, Canada, Jamaica and the Bahamas. Clients include downtown management organizations, local governments, community development corporations and private firms.

SPECIALTIES INCLUDE:

- *Market-based planning for downtowns, business districts and communities*
- *Business planning and retreats for civic organizations involved in downtown and community development*
- *Market research and project feasibility analysis*
- *Forming, expanding or renewing business improvement districts*

COMMUNITIES:



For more information on P.U.M.A., visit www.pumaworldhq.com.

TOP 10
GLOBAL TRENDS
Affecting Downtowns
AND HOW TO Respond
at HOME

1116 SEVENTEENTH STREET, # 202
DENVER, COLORADO 80202
T 303/428-5554
F 303/428-5557
www.pumaworldhq.com



PROGRESSIVE URBAN
MANAGEMENT ASSOCIATES



**PROGRESSIVE
URBAN
MANAGEMENT
ASSOCIATES**

STRATEGIC PROBLEM SOLVING
FOR DOWNTOWNS AND COMMUNITIES

P.U.M.A. THE TEAM SERVICES PROJECTS CLIENTS NEWSLETTER PUBLICATIONS CONTACT DOWNLOADS

SERVICES
CONSULTING

Progressive Urban Management Associates (P.U.M.A.) is a national leader in providing consulting services to advance downtown and community development. We provide management, marketing, financial and implementation tactics to help communities and organizations compete in a changing economy.

MARKET BASED PLANNING

P.U.M.A.'s market-based plans merge an understanding of the marketplace with organizational development to create community niche strategies and the tools to implement them.



Market-Based Downtown Plans:

Market-based downtown plans evaluate trends, demographics, community attitudes, stakeholder perspectives and competitive destinations to create a distinctive niche and positioning strategy for downtown. To capitalize on market opportunities, we identify development districts, clustering strategies and site-specific project options. Recommendations are developed for public/private partnerships to create effective programs and mobilize capital for implementation.

Community-Based Economic Development:

P.U.M.A. looks at all of the commercial areas within a community and develops an economic development strategy tailored to capitalize on opportunities within each district. In addition to extensive community outreach, the process may include conducting an economic profile, retail leakage analysis, resident survey, site readiness evaluation and/or development feasibility analysis. Implementation tactics utilize financial and organizational tools that best fit the economic, political and budgetary characteristics of client communities.

ORGANIZATIONAL DEVELOPMENT

P.U.M.A. helps to create, grow and refocus public/private organizations that advance downtown revitalization, community development and other civic agendas.



Business Plans:

P.U.M.A.'s approach identifies business centers within complex community development organizations and seeks operational solutions to improve effectiveness, accountability and fiscal sustainability. We engage our clients in building consensus among board members, staff and constituents, resulting in a seamless transition from plan to implementation. P.U.M.A. has prepared business plans for downtown management organizations, community development corporations, non-profit agencies and private firms.

Strategic Planning Retreats:

P.U.M.A. designs and facilitates retreats and workshops for organizations to gain consensus on strategic planning, budgeting, work programs and marketing objectives, providing the vision and focus necessary for success.

Feasibility Analysis for Community Projects:

P.U.M.A. combines its market-based planning and community outreach processes to determine the best outcomes for community projects. Feasibility analysis includes an evaluation of market implications, community goals and vision, management options and financial sustainability.

BUSINESS IMPROVEMENT DISTRICTS

Business improvement districts (BIDs) have proven to be effective at



maintaining, managing and marketing downtowns and business districts.
P.U.M.A. is acknowledged as an international leader in BIDs, bringing experience from throughout North America and a track record of success to BID development, start-up and operations.

BID Creation, Expansion or Renewal:

P.U.M.A. works with communities to start, renew, expand and consolidate BIDs. We facilitate a participatory process with property owners, merchants, residents and other stakeholders to determine priorities and develop an overall management game plan. The result is a BID crafted to fit local legislation, markets and politics.

BID Program Start-Up:

Having experience as downtown practitioners as well as consultants, P.U.M.A. can assist in initiating new programs after a BID has been established. Start-up activities include board development, budgeting and inter-governmental relations. We also help BIDs and downtowns develop an appropriate organizational and brand presence.

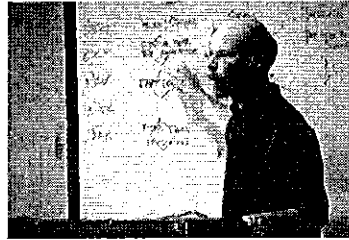
DOWNLOAD SERVICES

©2008 Progressive Urban Management Associates. All Rights Reserved.



Progressive Urban Management Associates (P.U.M.A.) is a national leader in providing consulting services to advance downtown and community development. We provide management, marketing, financial and implementation tactics to help communities and organizations compete in a changing economy.

Consulting Services



Market-Based Planning

P.U.M.A.'s market-based plans merge an understanding of the marketplace with organizational development to create community niche strategies and the tools to implement them.

Market-Based Downtown Plans:

Market-based downtown plans evaluate trends, demographics, community attitudes, stakeholder perspectives and competitive destinations to create a distinctive niche and positioning strategy for downtown. To capitalize on market opportunities, we identify development districts, clustering strategies and site-specific project options. Recommendations are developed for public/private partnerships to create effective programs and mobilize capital for implementation.

Community-Based Economic Development:

P.U.M.A. looks at all of the commercial areas within a community and develops an economic development strategy tailored to capitalize on opportunities within each district. In addition to extensive community outreach, the process may include conducting an economic profile, retail leakage analysis, resident survey, site readiness evaluation and/or development feasibility analysis. Implementation tactics utilize financial and organizational tools that best fit the economic, political and budgetary characteristics of client communities.

Organizational Development

P.U.M.A. helps to create, grow and refocus public/private organizations that advance downtown revitalization, community development and other civic agendas.

Business Plans:

P.U.M.A.'s approach identifies business centers within complex community development organizations and seeks operational solutions to improve effectiveness, accountability and fiscal sustainability. We engage our clients in building consensus among board members, staff and constituents, resulting in a seamless transition from plan to implementation. P.U.M.A. has prepared business plans for downtown management organizations, community development corporations, non-profit agencies and private firms.

Strategic Planning Retreats:

P.U.M.A. designs and facilitates retreats and workshops for organizations to gain consensus on strategic planning, budgeting, work programs and marketing objectives, providing the vision and focus necessary for success.

Feasibility Analysis for Community Projects:

P.U.M.A. combines its market-based planning and community outreach processes to determine the best outcomes for community projects. Feasibility analysis includes an evaluation of market implications, community goals and vision, management options and financial sustainability.

Business Improvement Districts

Business improvement districts (BIDs) have proven to be effective at maintaining, managing and marketing downtowns and business districts. P.U.M.A. is acknowledged as an international leader in BIDs, bringing experience from throughout North America and a track record of success to BID development, start-up and operations.

BID Creation, Expansion or Renewal:

P.U.M.A. works with communities to start, renew, expand and consolidate BIDs. We facilitate a participatory process with property owners, merchants, residents and other stakeholders to determine priorities and develop an overall management game plan. The result is a BID crafted to fit local legislation, markets and politics.

BID Program Start-Up:

Having experience as downtown practitioners as well as consultants, P.U.M.A. can assist in initiating new programs after a BID has been established. Start-up activities include board development, budgeting and inter-governmental relations. We also help BIDs and downtowns develop an appropriate organizational and brand presence.



PROJECTS
RECENT WORK

Market-Based Planning

P.U.M.A. is a pioneer in developing market-based downtown plans. P.U.M.A.'s market-based plan merges a keen understanding of the marketplace with organizational development to create a downtown niche strategy and the tools to implement it.

Cheyenne, Wyoming

"Downtown Cheyenne Market-Based Plan" (June 2006);

P.U.M.A. served as the lead consultant for a market-based plan for downtown Cheyenne. Recommendations from the market-based plan are based on an extensive market study that included an economic profile, retail leakage analysis and surveys of local residents and downtown employees. The plan includes a niche strategy for downtown, sub-district development strategies, identification of opportunity sites, and recommendations that encompass economic development, physical improvements, parking, regulatory adjustments and a business plan for our client, the Downtown Development Authority.

Prepared for the Cheyenne Downtown Development Authority;
Christian Cherek, Executive Director (307) 433-9731

Stillwater, Oklahoma

"Core Commercial Area Planning and Engineering Services" (January 2006);

P.U.M.A. was the lead consultant to assist the city of Stillwater in creating tangible, action-oriented improvements for downtown and two aging commercial districts near Oklahoma State University. The development of the plan emphasized broad-based input from core commercial stakeholders, local business people, government leaders, key community leaders and citizens at large. The Plan provides a framework for improving downtown based upon six interconnected initiatives including public amenities and streetscape, a Main Street dining and entertainment district, a parking management plan, facade improvements and design guidelines, a downtown organization and business improvement district, and downtown living.

Prepared for the City of Stillwater;
Paula Dennison, Community Development Director (405) 742-8214

Boulder, Colorado

"Downtown Boulder Strategic Plan" (February 2005);

In response to a new lifestyle shopping center being developed within one mile of downtown Boulder, P.U.M.A. facilitated a strategic planning process that assessed economic and political forces and engaged downtown stakeholders and organizations in the development of a Strategic Plan. A market snapshot was developed to help justify niche and positioning strategies and to validate initial project Task Force observations and recommendations. The resulting Strategic Plan included areas of program emphasis for the short- and mid-term including small business support, parking management, marketing strategies, product development options and areas of collaboration with the new lifestyle center. The Plan also offered suggested organizational roles and responsibilities to implement recommendations, including partnership opportunities to leverage resources and energies, and other suggested steps to improve downtown's overall competitiveness.



Prepared for the City of Boulder and Downtown Boulder BID;
Molly Winter, Director, Downtown and University Hill Management Division/Parking Services (303) 413-7317
Jane Jenkins, Executive Director, Downtown Boulder BID (303) 449-3774

Rochester, Minnesota

"Market-Based Downtown Plan" (August 2004);

A market-based plan for downtown Rochester, including a market analysis with an economic profile, analysis of competitive districts, evaluation of the development climate and a community engagement process composed of stakeholder roundtables, one-on-one meetings and a community survey. A niche marketing strategy and development districts were identified, and implementation strategies were recommended.



Prepared for the City of Rochester;
Douglas Knott, Downtown Development Administrator (507) 285-8233

Denver, Colorado

"Cherry Creek North Business Improvement District Strategic Plan" (September 2004);

Responding to changing market and political dynamics, the BID contracted with P.U.M.A. to complete a strategic plan to provide an operating road map for both the district and the BID for the next three to five years. The planning process included stakeholder outreach, a direct mail survey, a market snapshot, and a survey of comparable national BIDs with upscale retail districts. The strategic plan includes recommendations and short- and long-term sequencing using benchmarks.

Prepared for the Cherry Creek North Business Improvement District;
Marc H. Shtul, President (303) 394-2904

Salina, Kansas

"Downtown Market-Based Plan" (April 2002);

Downtown plan including: 1) Competitive analysis with economic profile, retail leakage and competition study, community attitude survey and stakeholder outreach; 2) Niche strategies and development options for downtown as a whole and for each of five geographic sub-districts; 3) Recommendations and sequencing for plan implementation; and, 4) Evaluation of downtown's existing business improvement district.



Prepared for the City of Salina;
Dennis Kissinger, City Manager (785) 309-5700

[Read Further News from Salina](#)

Edgewater, Colorado

"City of Edgewater Economic Development Plan" (December 2001);

"Plan Implementation" (2002 to present);

Comprehensive economic development plan for the City of Edgewater, a 100-year old community bordering Denver. Part I of the plan provides a competitive analysis based upon an economic profile, retail leakage study and community outreach process. Part II includes recommendations tailored to advance economic development in each of the City's four primary commercial areas, including a regional shopping center, traditional main street, state highway corridor and an abandoned neighborhood grocery store. The plan has been instrumental in attracting an Ace Hardware store and is currently guiding the city's efforts to acquire a vacant grocery store for conversion to a civic center.



Prepared for the City of Edgewater;
Bob Prewitt, Mayor (303) 238-7803

Boulder, Colorado

"Market-Based Plan for the University Hill Business District" (April 2001);

A market-based plan for the historic University Hill business district, including an economic profile, community attitudes survey, and analysis of competitive business districts resulting in a niche marketing strategy to reconnect with its traditional market base of residents, students and University workers. Suggested implementation tactics include marketing, environmental improvements, regulatory climate, business development and public/private partnerships.



Prepared for the City of Boulder Downtown Management Commission;
Molly Winter, City of Boulder (303) 413-7317

Lincoln, Nebraska

"Investment Strategy for a Competitive Downtown" (1998);

"Downtown Lincoln BIDs: Recommendations for Renewal" (1999);
"Downtown Strategic Plan Update" (April 2003);
P.U.M.A. and a real estate economics firm prepared a market-driven strategic plan for downtown Lincoln. The plan includes market analysis, niche and sub-district strategies, priority projects and organizational business plan components that have since been implemented. P.U.M.A. also assisted in the subsequent renewal of downtown Lincoln's business improvement districts and was most recently retained to facilitate a five year update of the Investment Strategy.

Prepared for the Downtown Lincoln Association;
Polly McMullen, President (402) 434-6904

Anchorage, Alaska

"Downtown Development Framework" (June 2000);
A P.U.M.A.-led team completed a market-based downtown plan during an intensive 5-day process. The Downtown Development Framework document resulted from a Downtown Summit, 2-day intensive work session and a public presentation of plan concepts. The Framework identifies development zones, connections and opportunity sites, and recommends financial and organizational tools to guide implementation.

Prepared for the Anchorage Downtown Partnership;
Rod Pfeiffer, Executive Director (907) 279-5650

[^ BACK TO TOP](#)

[< BACK TO PROJECTS](#)

©2008 Progressive Urban Management Associates. All Rights Reserved.

A Prosperity Team is a group of people from a community who have diverse occupations and backgrounds and who come together to address land use and economic development concerns. Communities generally encompass a multi-jurisdictional or regional area.

Prosperity Teams, comprised of community leaders from government, planning commissions, businesses, minority groups, land-based industries (such as agriculture, forestry, or tourism), educators, and more, collaborate on a variety of projects. That might include neighborhood improvement, better access to healthy food choices, attracting new businesses, natural resource conservation, and smart growth planning. Each team has a captain who helps facilitate discussions and activities and serves as the liaison to the *Land Policy Institute (LPI)* and the *Land Use Summit Planning Committee*.

At the 2006 and 2007 annual *Land Use Summits*, Prosperity Teams that attended together received access to valuable resources and tools and were eligible for Prosperity Grants for Planning (up to \$5,000) and Implementation (up to \$25,000). Current Prosperity Teams can continue to access resources through the LPI website (see relevant links below).

Anyone interested in joining an existing team should review the list of current teams, which contains contact information. Communities interested in building a team, should download the document, *How to Build a Prosperity Team*, below.

Useful LPI Web Page Links

- [Land Use Summit](#)
- [Tools](#)
- [Hot Topics](#)
- [Calendar of Events](#)
- [Renewable Energy Policy Initiative](#)
- [Rebuild Michigan](#)

2007 Prosperity Teams

Useful Links for Prosperity Teams:

- [How to Build a Prosperity Team](#)
- [2006 Prosperity Team Awards](#)
- [2007 Prosperity Team Awards](#)
- [Michigan Jeopardy \(A Prosperity Team Icebreaker\)](#)

For further information about Prosperity Teams, contact Mary Beth Lake at 517.432.8800 Ext. 104.

A Prosperity Team is a group of people from a community who have diverse occupations and backgrounds and who come together to address land use and economic development concerns. Communities generally encompass a multi-jurisdictional or regional area.

Prosperity Teams, comprised of community leaders from government, planning commissions, businesses, minority groups, land-based industries (such as agriculture, forestry, or tourism), educators, and more, collaborate on a variety of projects. That might include neighborhood improvement, better access to healthy food choices, attracting new businesses, natural resource conservation, and smart growth planning. Each team has a captain who helps facilitate discussions and activities and serves as the liaison to the *Land Policy Institute (LPI)* and the *Land Use Summit Planning Committee*.

At the 2006 and 2007 annual *Land Use Summits*, Prosperity Teams that attended together received access to valuable resources and tools and were eligible for Prosperity Grants for Planning (up to \$5,000) and Implementation (up to \$25,000). Current Prosperity Teams can continue to access resources through the LPI website (see relevant links below).

Anyone interested in joining an existing team should review the list of current teams, which contains contact information. Communities interested in building a team, should download the document, *How to Build a Prosperity Team*, below.

Useful LPI Web Page Links

- [Land Use Summit](#)
- [Tools](#)
- [Hot Topics](#)
- [Calendar of Events](#)
- [Renewable Energy Policy Initiative](#)
- [Rebuild Michigan](#)

2007 Prosperity Teams

Useful Links for Prosperity Teams:

- [How to Build a Prosperity Team](#)
- [2006 Prosperity Team Awards](#)
- [2007 Prosperity Team Awards](#)
- [Michigan Jeopardy \(A Prosperity Team Icebreaker\)](#)

For further information about Prosperity Teams, contact Mary Beth Lake at 517.432.8800 Ext. 104.