

**T**he first decade of the new millennium is ushering in an era of unprecedented economic, social and political change. Changing demographics, lifestyles and global competition portend to have profound affects on our daily lives. How global changes will translate into challenges and opportunities in our downtowns and business districts is difficult to foresee, particularly when we are preoccupied by managing local issues, politics and personalities.

## Global Trends Affecting Downtowns: Adapting Our Hometowns to a Rapidly Changing World

This past summer, Progressive Urban Management Associates (P.U.M.A.) undertook an unprecedented analysis of global trends with the intent of projecting their impact on local downtown planning policies in Denver, Colo. P.U.M.A. is currently working under the direction of the national planning firm Moore Iacofano Goltsman, Inc., (MIG) to help complete the Denver Downtown Area Plan for the City of Denver and the Downtown Denver Partnership. The Denver Downtown Area Plan is an update of a prior downtown plan completed in 1986. To anticipate the future, the 1986 plan utilized standard straight line projections for its economic analysis, many of which were inaccurate twenty years later. For the current plan, we opted to explore global trends to more accurately forecast economic challenges and opportunities in Denver.

In collaboration with the International Downtown Association, P.U.M.A. developed a list of the top ten trends that are most likely to affect downtown development in the next ten to twenty years. These trends, which are listed in the box, at right, encompass changes in American demographics, lifestyles and the global economy. After researching and analyzing each trend, our conclusions found that, overall, global trends appear favorable to promote growth in vibrant downtowns.

**American downtowns can capture a population that is growing, is both younger and older, and is 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 born between 1946 and the early 1960s) and younger (emerging Millennials born between the early 1980s and 2000s). Both older and younger markets have fueled downtown population growth over the past decade and are likely to continue to populate urban environments. America will become increasingly culturally and ethnically diverse, creating an advantage for downtowns that welcome, accommodate and celebrate diversity.

**Downtowns can capitalize on an increasingly connected and competitive world.**

Broader distribution of information technologies is encouraging “bottom-up” innovation from entrepreneurs throughout the globe. 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.

**More jobs, housing and investment will be drawn to downtowns as 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.

### TOP 10 GLOBAL TRENDS AFFECTING DOWNTOWNS

(Developed by MIG/P.U.M.A. in collaboration with the International Downtown Association for the Denver Downtown Area Plan, commissioned by the City of Denver and Downtown Denver Partnership)

#### Demographics

- 1 Changing American demographics
- 2 Immigration trends and the role of cities as portals to America
- 3 Changes within the “Creative Class”

#### Lifestyles

- 4 Traffic congestion and the value of time
- 5 Trends in health care/wellness/recreation
- 6 The growth of tourism
- 7 America’s growing debt burden

#### Global Competition and Change

- 8 The emergence of China, India and a planetary middle class
- 9 Continued advances in technology
- 10 Environmentalism and sustainability

(continued on back page)

# Creating Competitive Business Districts with BIDs

## OPTIONS FOR EXPLORING BIDS

Through the years, we have explored a variety of community-based processes for evaluating the feasibility of a BID. Options range from testing the local business district for BID feasibility to utilizing a BID as a tool to implement initiatives resulting from a downtown plan. To explore these options for your community, please contact: Brad Segal at [pumaman@ix.netcom.com](mailto:pumaman@ix.netcom.com) (303-628-5554) or Anna Jones at [pumajones@ix.netcom.com](mailto:pumajones@ix.netcom.com) (303-628-5558).

For more information on the basics of BIDs and a step-by-step guide on how to form them, see the "ABCs of Creating BIDs" authored by Brad Segal and published by the International Downtown Association (IDA). The ABCs publication is available from IDA at [www.ida-downtown.org](http://www.ida-downtown.org).



**A BID is a self-imposed and self-governed assessment district that finances a variety of services in addition to those provided by local government.**

Since establishing P.U.M.A. in 1993, we have helped scores of communities to evaluate the feasibility for BIDs and then navigate through the steps to form, expand and renew them. Our efforts have helped to establish more than 40 BIDs throughout America that today are generating in excess of \$30 million each year to support a variety of enhancements, including clean and safe services, marketing and economic development programs, and capital improvements ranging from sidewalk beautification to new bicycle and pedestrian pathways. A business improvement district, or "BID", is a critical component of an overall revitalization strategy for a business district. A BID is a self-imposed and self-governed assessment district that finances a variety of services in addition to those provided by local government. BIDs help make business districts more competitive by providing a well managed and marketed environment.

### Benefits from BIDs, which can stretch well beyond their boundaries, include:

- Creating a cleaner, safer and more attractive business district
- Ensuring a stable and predictable resource base
- Providing non-bureaucratic and innovative management
- Responding quickly to market changes and community needs
- Helping to increase property values, sales and occupancies
- Promoting a distinct identity for a business district
- Leveraging additional improvement resources
- Maximizing accountability to stakeholders that pay
- Creating a unified voice to elevate a business district's influence

## CAN A BID WORK IN YOUR COMMUNITY?

Despite their demonstrated advantages, BIDs are not a solution for every business district. Through the years, we have found that the same principles consistently apply to the successful creation of a BID and we recommend that these elements be in place before initiating the process:

### Private Sector Champions:

BIDs are most successful and effective when the process is driven by private sector leaders within a business district. A BID involves the creation of an assessment, or tax, upon property and/or business owners. Peer to peer encouragement is the most effective way to "sell" the BID concept. Private sector leadership must be evidenced within a business district, either through an existing business organization or through an informal network of key stakeholders.

### Supportive Local Government:

Local government is best cast as a low key, yet dependable supporter in the drive to form a BID. Local government can provide resources including information, money and staff expertise. Many BIDs have been killed by an overzealous government that is skeptically viewed by property and business owners as too quick to increase taxes. On the other end of the spectrum, a disinterested local government can also kill a BID formation effort by fueling concerns that existing government services will be withdrawn.

### Staff and Financial Resources:

Formation of a BID is a labor intensive process that, depending upon the business district, can take from nine to 18 months. Stages of forming a BID include initial feasibility, service plan development and a political campaign to carry the BID through a petition process and/or City Council approval. Financial resources are needed for computer hardware and software, marketing materials, experienced BID consultants, legal counsel and unforeseen expenses. Staff support is required to compile property and/or business owner data bases, create marketing materials, manage consultants and coordinate volunteers.

### Public/Private Partnership:

The success of a BID formation effort is founded upon a viable public/private partnership. Formal, or informal, the partnership should initially aim to be inclusive of all interests in the business district. Private sector leaders should be out in front of the BID formation effort with a supportive local government that is visibly at the table.



## TABLE OF P.U.M.A. ASSISTED BIDS

Year	Location	Activity	Annual Budget (\$)
2006	Downtown Cedar Rapids, IA	Renewal (in process)	450,000
2006	Downtown Englewood, CO	Formation (in process)	100,000
2006	Denver/West Colfax, CO	Formation (in process)	90,000
2006	Downtown Omaha, NE	Formation (in process)	350,000
2006	Downtown Chula Vista, CA	Renewal	400,000
2006	Downtown Lincoln, NE	Renewal	515,000
2005	Downtown Chandler, AZ	Formation	285,000
2005	Downtown Grand Junction, CO	Formation	125,000
2005	Downtown Cleveland, OH	Formation	3,000,000
2005	Downtown Sacramento, CA	Renewal	1,800,000
2005	Atlanta/Buckhead Village, GA	Expansion	350,000
2004	Downtown Arvada, CO	Formation	95,000
2004	Los Angeles/Hollywood Media, CA	Renewal	1,000,000
2004	Sacramento/Capitol Station, CA	Renewal	200,000
2003	Lakewood/Alameda Corridor, CO	Formation	285,000
2003	Downtown Detroit, MI	Formation/See Note A	3,000,000
2003	Downtown Long Beach, CA	Renewal	1,500,000
2002	St. Louis/Grand Center, MO	Formation	460,000
2002	Downtown Norfolk, VA	Renewal	1,000,000
2002	Downtown Salina, KS	Renewal	110,000
2002	New Orleans/French Quarter, LA	Formation/See Note B	2,300,000
2001	Downtown Chula Vista, CA	Formation	310,000
2001	Downtown Oklahoma City, OK	Formation	915,000
2001	Downtown Wichita, KS	Formation	400,000
2001	Downtown Colorado Springs, CO	Expansion	450,000
2000	Downtown San Diego, CA	Formation	2,200,000
2000	Downtown Sacramento, CA	Renewal	1,400,000
2000	Downtown Albuquerque, NM	Formation	700,000
1999	Downtown Boulder, CO	Formation	620,000
1999	Downtown Springfield, MO	Formation	210,000
1999	Downtown Lincoln, NE	Renewal	485,000
1999	Sacramento/Capitol Station, CA	Formation	185,000
1998	Downtown Seattle, WA	Consolidation/Expansion	3,100,000
1998	Atlanta/Buckhead, GA	Formation	1,800,000
1998	Los Angeles/Hollywood Media, CA	Formation	950,000
1998	Los Angeles/Van Nuys Auto Row, CA	Formation	250,000
1997	Downtown Stockton, CA	Formation	485,000
1997	Downtown Los Angeles, CA	Formation	3,200,000
1997	Oakland/Lakeshore Avenue, CA	Formation	110,000
1996	Sacramento/Florin Road, CA	Formation	250,000
1996	Downtown El Cajon, CA	Formation	325,000
1995	Downtown Sacramento, CA	Formation	1,200,000



Note A: Detroit BID approved by property owners, denied by city  
 Note B: New Orleans created pilot program financed by tourism industry

Since the beginning of the year, we have had the pleasure of working in downtown **Cedar Rapids, Iowa**, to develop a new organizational blueprint for the Cedar Rapids Downtown District and to help renew the downtown business improvement district (under Iowa statutes, better known as the "SSMID"). The existing SSMID is nearly 20 years old and has helped to finance extensive sidewalk beautification and lighting improvements. Looking forward to the next ten years, the SSMID will be refocused to support marketing and economic development activities to attract new businesses and vitality. The blueprint for the Downtown District foresees a downtown holding company connecting the renewed SSMID and a new community development corporation. Unexpectedly and best of all, we were able to bring our Cedar Rapids client back to work with us at P.U.M.A. (see sidebar)!

### TALE OF TWO CITIES

**Downtown Cheyenne, Wyo.**, is gearing up to implement a market-based plan prepared earlier this year by P.U.M.A. and several of our partners, including Ray Real Estate, The Laramie Company, Civitas and Carl Walker, Inc. Recommendations from the market-based plan are based upon 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.

For more information, contact **Jamie Licko** at 303-628-5592

For more information contact **Christian Cherek**, executive director of the Cheyenne DDA at 307-433-9731.



### P.U.M.A. WELCOMES A NEW FACE...

We are thrilled to welcome **Jamie Licko** to our team as P.U.M.A.'s new associate. Jamie most recently served as the executive director of the Cedar Rapids Downtown District in Cedar Rapids, Iowa, where she managed all facets of a downtown organization including business improvement district, special events, marketing and branding programs. Jamie's prior experiences were in marketing and communications, including television news. Please welcome her at [pumajamie@ix.netcom.com](mailto:pumajamie@ix.netcom.com) or 303-628-5592.

### AND LOOK FOR THESE FRIENDLY FACES...



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### ...IN TELLURIDE, COLO.

Anna, Jamie and Brad will be attending the Colorado American Planning Association annual conference September 21-23.

### ...IN GREELEY, COLO.

P.U.M.A. is a sponsor of the Colorado Community Revitalization Association's annual confab to be held September 27-29. The entire P.U.M.A. team will participate.

### ...IN PORTLAND, ORE.

P.U.M.A. is also a sponsor of the International Downtown Association annual conference, to be held from October 7-10. Anna, Jamie and Brad will attend.

### ...IN DENVER, COLO.

Pamela plans to attend the Urban Land Institute's annual conference from October 17-20.

## Global Trends Affecting Downtowns

(continued from cover)

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 non-renewable 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 policies (such as transit). 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.

The preceding opportunities are cautioned by potential economic hurdles created by America's growing debt burden and increasing political instability resulting from widening economic inequality around the globe.

**Implications for Denver:** The global trend analysis was utilized by six different stakeholder working groups that developed policies for the Denver Downtown Area Plan in areas such as economic opportunity, housing, retail and linkages with a local university campus. The consultant team also offered more than a dozen major implications for the planning process, ranging from accommodating international tourism to preparing for the adaptive reuse of post-1950 buildings, including modern high rises.

**A summary of the global trend analysis and its implications for Downtown Denver is available by contacting us at [pumaman@ix.netcom.com](mailto:pumaman@ix.netcom.com) or 303-628-5554.**

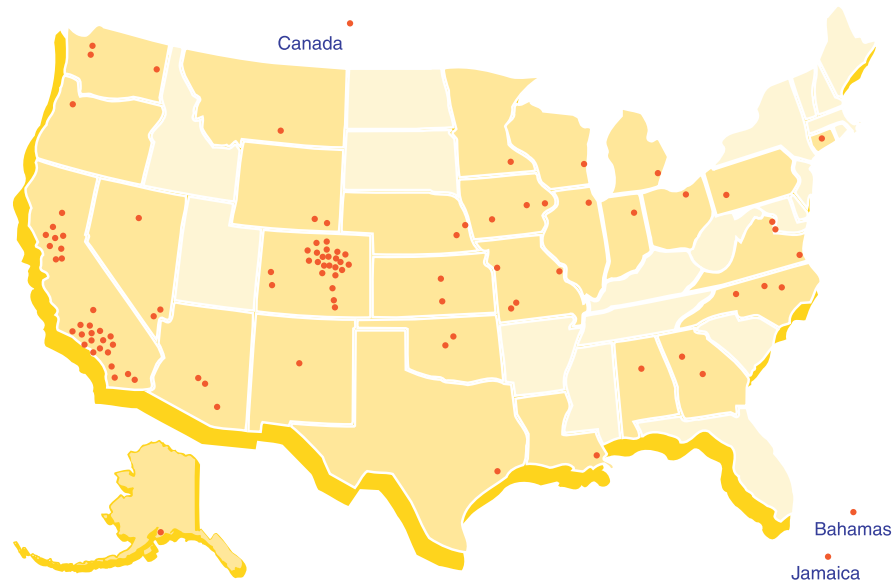
# ABOUT P.U.M.A.

**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 more than 150 clients in 29 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

### CLIENT COMMUNITIES:



PROGRESSIVE URBAN  
MANAGEMENT ASSOCIATES



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