



FALL 2008

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.

Revitalizing Business Districts in Urban Neighborhoods: Denver Re-Engineers Its Approach

Revitalizing business districts in urban neighborhoods poses challenges to cities throughout America.

Diverse demographics, complex economies and polarized local politics make urban districts a rough fit for formula approaches, such as the Main Street program, or traditional community development programs that may be more than a generation old.

Denver recently embarked on a process to reinvent the way it fosters economic development in neighborhood business districts. Similar to other cities, Denver's neighborhood economic development program had been largely unchanged for more than 30 years. Concerns included the use of development tools that were scattered among several disparate agencies, a reliance on federal funding limiting the breadth of the city's efforts, and, perhaps most importantly, a lack of accountability and measurable benchmarks to track the progress (or lack thereof) of city sponsored initiatives.

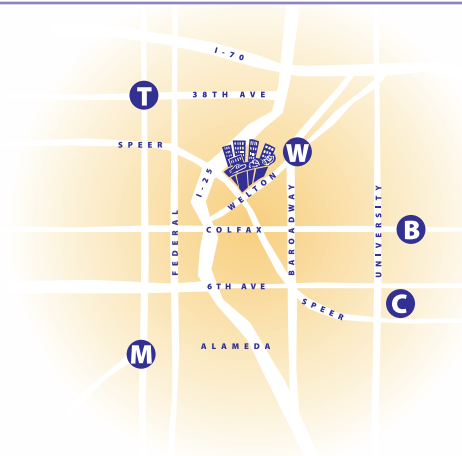
To revamp the program, the City of Denver retained Progressive Urban Management Associates to develop a new strategy and business plan. The evaluation of Denver's neighborhood business revitalization program included extensive interviews and roundtable discussions with city staff from several departments, elected officials and community leaders. Best practices were surveyed from other cities, including Milwaukee, San Francisco, Seattle, Pittsburgh and Indianapolis.

Based upon this analysis, Denver launched a new program approach earlier this year known as Denver's Neighborhood Marketplace Initiative and aims to achieve the following goals:

- Enhance the city's tax base and provide locally needed retail, services and jobs.
- Address each neighborhood business district's unique context, market dynamics and physical characteristics.
- Recognize that different approaches are needed in different business districts.
- Foster a cooperative, interdepartmental approach to neighborhood business district development within the City of Denver.

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Pilot Districts for Denver's Neighborhood Marketplace Initiative

P.U.M.A. is currently working with the City of Denver to create district development plans that will guide city resource commitments to each of five neighborhood business districts. The districts include:

The Welton Corridor, connecting downtown Denver to the city's historic hub of African-American culture and commerce.

The Bluebird District, a section of Denver's Colfax Avenue that is experiencing an influx of trendy restaurants and shops.

The Morrison Road Corridor, one of Denver's original roadways to the mountains, which is today the heart of a neighborhood experiencing growth of Hispanic and Asian immigrant populations.

Tennyson Street, a historic business district along a former northwest Denver streetcar route that is experiencing a resurgence.

Cherry Creek North, Denver's most successful retail district, was chosen as a pilot in part for the marketing and management practices it can share with the other districts.

A TALE OF TWO CITIES

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Columbia, Missouri

In many communities, downtown management organizations operate under an organizational model that hasn't changed in decades. Meanwhile, downtown economies and politics have transformed. Such is the case in Columbia, Mo., where The District has provided downtown marketing and management services through a membership organization and assessment district formed in the 1980s. P.U.M.A. was retained to complete a strategic plan with the goal of updating the organization. The planning process included gaining an understanding of Columbia's market dynamics, undertaking extensive outreach with downtown stakeholders and convening workshops with The District's two operating boards. From this evaluation, a fundamental shift in the way downtown Columbia is managed will place a greater emphasis on creating an environment to attract and leverage investment by focusing resources on advancing economic development and improvements to the public realm. To become a more effective and self-sustaining leader for downtown, the strategic plan recommends that The District's two boards consolidate into one and that a new community improvement district be formed to replace the existing outdated assessment district.

For more information, contact Carrie Garter, executive director of The District at 573-442-6816.

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San Diego, California

With a dramatic turnaround in dining, entertainment, sports and urban living, downtown San Diego, Calif., is widely perceived as one of the nation's urban success stories. Despite these advances, downtown San Diego's office market has been overshadowed by growth in other regional sub-markets. To create a pro-active response that would elevate the profile of the downtown office market, the Downtown San Diego Partnership retained P.U.M.A. to create a business plan for a new business attraction program. To develop the plan, downtown property owners and real estate professionals were interviewed, and best practices from other large downtown markets were compiled. The resulting business plan envisions three primary program activities, including being a one-stop point of contact for business prospects looking to locate and/or grow in downtown, developing marketing strategies and products to create a refreshed image for the downtown office segment, and providing leadership on a variety of policy issues that affect the downtown business climate. The program will be financed by a new commercial marketing district that will collect special assessments from office properties.

For more information, contact Barbara Warden, president and CEO of the Downtown San Diego Partnership at 619-234-0201.

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Revitalizing Business Districts in Urban Neighborhoods

The new program concentrates resources in competitively selected business districts for fixed periods of time. Districts are chosen to participate based on several factors, including the ability to create long term organizational capacity and vision. Once selected into the program, each neighborhood business district undergoes the following process:

- Measurable objective indicators are used to determine a business district's economic condition and its overall stage

of development. Four economic categories for business districts include challenged, underutilized, developing and thriving.

- Based upon a district's stage of development, the City determines a distinct set of resources and tools necessary to support it.
- A district development plan is created for each district, outlining goals, programs, resources and expectations to guide a multi-year commitment of city support. District development

plans are based on a neighborhood-serving market analysis and community outreach process.

- Performance measurements and benchmarks are developed for each participating neighborhood to ensure that goals are met.

To initiate the program, five pilot districts were selected and district development plans are currently being created.

For more information and/or a copy of the business plan for Denver's Neighborhood Marketplace Initiative, contact Bo Martinez at the City of Denver (720-913-1717) or Anna Jones at P.U.M.A. (303-628-5558).

15 YEARS OF NEAR BLISS!



September marks 15 years since Brad Segal left the Downtown Denver Partnership to revive P.U.M.A. Since then, the firm has assisted more than 200 clients in 31 states, Canada and the Caribbean. To celebrate 15 years, Brad shares his own "Top 15 Reasons Why P.U.M.A. Has Been Such a Great Ride".

15 Discovering the nooks and crannies of the French Quarter in New Orleans.



14 Completing a downtown framework plan during three endless summer days in Anchorage, and then celebrating by flying into the outback in search of salmon.



13 Appreciating the medicinal value of Red Stripe beer while on assignment in Kingston, Jamaica.

12 Being an "Al-most Dead" sponsor of the Frozen Dead Guy Festival in Nederland, Colo.



11 Creating those corny email pre-fixes during our first 14 years – pumaman and pumadame!

10 Being interpreted in four languages while speaking to a European forum in Gothenburg, Sweden.

Downtown San Mateo Seeks a Unique Identity

Located in the heart of the San Francisco Bay Area Peninsula, downtown San Mateo is a vital business district offering a traditional mix of neighborhood services. Among its biggest challenges, however, has been distinguishing itself from competing destinations in the Bay area, including twenty communities surrounding San Mateo of similar size that feature downtowns of comparable make-up and historic character. With new competition emerging from several of those communities, the City of San Mateo and the Downtown San Mateo Association sought to better define their downtown's niche and develop a concise, refined brand.

In the winter of 2008, P.U.M.A. and our partners Hormann and Associates and California-based Badali Design Communications were retained to re-brand downtown San Mateo and develop a strategic marketing plan to increase the visibility of downtown for both consumers and investors. We worked with downtown San Mateo stakeholders over the course of six months to complete this process, undertaking meetings and focus groups with more than 100 downtown stakeholders, as well as conducting a regional survey distributed through the local newspaper that returned more than 1,400 responses.

The research revealed that food is the strongest theme for downtown San Mateo, both in terms of restaurant offerings as well as other culinary services. Restaurants are found around every corner and carry flavors and foods



from around the world. Many culinary retail businesses exist, which collectively create a community that is a haven for "foodies," including two family-owned grocery stores downtown and a gourmet cooking school. Complementing the attraction to food, the research found that downtown is also a strong destination for personal services.

Creating a distinctive brand for downtown San Mateo meant creating a reference to its key strengths, including "food" and "services" and offering flexibility to grow with the downtown. It also had to work on both a consumer and investor level. Ultimately, through a process that included an interactive creative branding workshop with downtown stakeholders, the following tagline was developed:

Downtown San Mateo: All the Ingredients...

While referencing downtown San Mateo's culinary strengths, the new brand also creates an opportunity to effectively "package" the ingredients for an extraordinary consumer and investor experience in downtown.

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The goal of the consumer messaging will be to encourage consumers to not only come downtown, but stay and visit a few more places while they are there. Investor marketing will aim to "package" the benefits of doing business downtown, including key data on downtown market data and location assistance programs.

To support the new brand, the strategic marketing plan recommends several key strategies for strengthening the downtown experience including developing a new signature series event called "The Downtown Feast" which turns downtown into a culinary school for all ages as well as developing a new "Restaurant Week." Enhancements such as the addition of sidewalk cafes and outdoor vending were also recommended.

For more information, contact Kelly Mitter, executive director of the Downtown San Mateo Association (650-342-5564) or Jamie Licko at P.U.M.A. (303-628-5592).



9 Getting a VIP tour of the giant Newmont gold mine near Battle Mountain, Nevada.

8 Enjoying invigorating morning beach walks in Santa Monica.

7 Navigating through North America's most annoying immigration checkpoint in Regina, Saskatchewan.



6 Hosting PUMA Rumba in Denver and PUMA Bowl in Hollywood.

5 Devouring Greek lamb chops in downtown Detroit.



4 Working on the Downtown Denver Plan 20 years after being hired to help implement the first one.

3 Building enduring relationships with primo clients and colleagues in a unique niche that values passion and professionalism.



2 Working with the best team in the business – Thank you Anna, Pamela and Jamie!

1 Having the best family on the planet to support this crazy lifestyle – Love you Ruth, Adam and Daniel!



It's that time of year for conferences in the downtown world. We hope to see you in Calgary, Steamboat Springs and Santa Rosa...



ANNA JONES will be attending the Colorado Community Revitalization Association (CCRA) annual confab in Steamboat Springs, Colo., September 17 - 19.
anna@pumaworldhq.com



PAMELA PHOX will be attending the International Downtown Association (IDA) annual conference in Calgary, Alberta, September 11 - 14. Pamela will also be presenting a workshop on "Market Analysis and Research for Downtowns" at the CCRA conference in Steamboat Springs.

pamela@pumaworldhq.com



JAMIE LICKO will be presenting "Managing and Marketing to Millennials, Gen X and Gen Y" and the pre-conference workshop on Strategic Planning at the IDA Conference in Calgary. Jamie then travels to Santa Rosa, Calif., to present a session on "All the Ingredients for Defining Your Brand" at the annual conference of the California Downtown Association (CDA), October 1 - 3.

jamie@pumaworldhq.com



BRAD SEGAL will be making everyone's lives difficult at each of the three forums, presenting the Strategic Planning pre-conference workshop and a session on "Building and Sustaining a Collaborative Vision" at IDA in Calgary, presiding as chairman of CCRA at the annual gathering in Steamboat Springs, and presenting a session on Strategic Planning at the CDA conference in Santa Rosa.

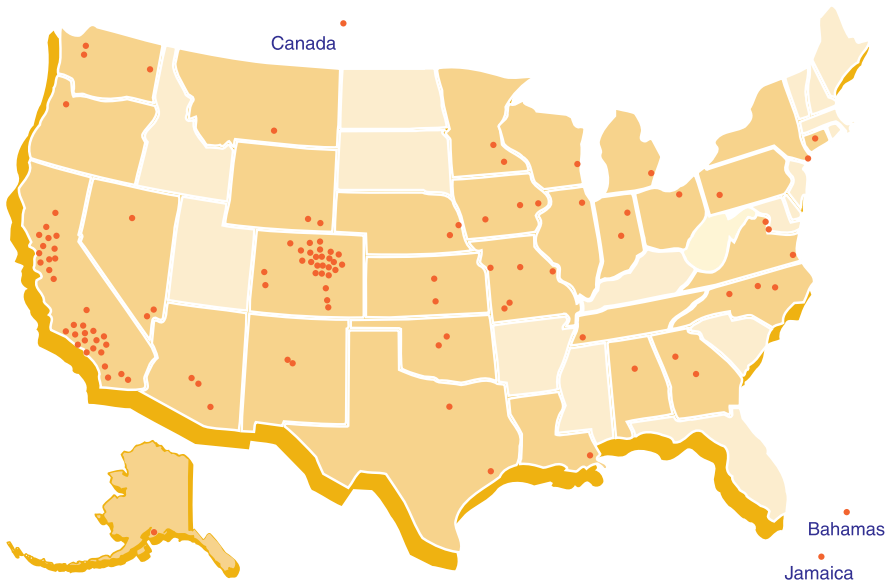
brad@pumaworldhq.com

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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 INCLUDE:



Strategic problem solving for downtowns and communities

PROGRESSIVE URBAN
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