



P.U.M.A.

The Resurrection of Oklahoma City: Creating a New Downtown for the New Economy

by Brad Segal

Several years before the tragic explosion at the Alfred P. Murrah building placed Oklahoma City indelibly in the American consciousness, this town knew it was in trouble.

With an economy heavily dependent on oil, Oklahoma City entered an economic depression in the mid-1980s. Downtown office vacancies soared, retail sales sagged and the population declined. Despite offering incredible cost advantages, Oklahoma City continuously came up short in competitive bids for major corporate relocations.

Civic leaders took a hard look in the mirror and acknowledged that Oklahoma City lacked a critical element needed to lure new businesses—quality of life. In 1993, the city passed a temporary sales tax increase to finance one of the nation's most ambitious civic improvement programs. The \$300 million Metropolitan Area Projects (MAPS) initiative brought together a package of new and upgraded sports, recreation, entertainment, cultural and convention facilities. Today, they are all taking shape and rapidly creating an urban oasis in the oil patch.

MAPS was visionary by combining a variety of civic improvements, and, most importantly, concentrating them downtown. New downtown improvements include a central library, music hall, expanded convention center and 20,000-seat indoor arena. The historic Bricktown

warehouse district has been energized by a new ballpark and a new canal, complete with a pedestrian riverwalk and tour boats. Most of these attractions are within a 10-minute walk of one another and they are all connected by a shuttle service, also funded by MAPS.

The result of downtown Oklahoma City's transformation is that it is now uniquely positioned to compete in the New Economy. Successful communities are being defined by access to technology, quality of life and flexibility. In an economy where labor is in short supply, competitive cities will have dynamic downtowns with diverse 24-hour environments that appeal to young technology-savvy employees. MAPS puts Oklahoma City on the map at just the right time, and provides inspiration for other cities that are still struggling to compete.

P.U.M.A. has been working with Oklahoma City civic leaders over the past 18 months to design and advance a new downtown management organization to maintain and market its new civic assets. Consolidating several existing localized associations and a Main Street program, "Downtown Oklahoma City Incorporated", was launched this summer. Downtown property owners will be petitioned in the fall to establish a \$915,000 business improvement district to finance the organization's activities.

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KEEPING DOWNTOWN COMPETITIVE IN THE NEW ECONOMY

	Old Economy	New Economy
Infrastructure	Rail/Highway Access	Fiber Optic/Cable Hubs
Primary Location Factors	Real Estate Costs	Quality of Life
Location Decision-Makers	CEOs	Employees
Development Strategy	Big Projects	Incremental
Incentives	Financing	Speed and Flexibility
Downtown Environment	9 to 5 Office Park	24-Hour City

MAPS is positioning downtown Oklahoma City to be competitive. The role of downtown organizations in keeping downtown competitive will be the focus of the "Creating Effective Economic Development Tools" workshop to be presented by Brad Segal and Shawne Ahlenius at the International Downtown Association annual conference in Los Angeles.

Progressive Urban Management Associates (P.U.M.A.) produces this publication to highlight innovations and trends in community development, downtown management and marketing.

Sacramento Renewal Heralds 2nd Generation of California PBIDs

Earlier this year, the Downtown Sacramento Partnership successfully renewed the property-based business improvement district (PBID) that finances its downtown safety, maintenance and marketing programs. The Sacramento PBID was overwhelmingly supported by property owners - 75% submitted petitions and 91% voted for renewal.

California's first PBID established in 1995, Sacramento's renewal marks the second generation for this useful downtown management tool. PBIDs create a property assessment that can finance a wide variety of improvements. More than 50 PBIDs now exist throughout the state, established by property owners for their ability to create visible downtown improvements and direct accountability to those who pay.

P.U.M.A. has been a pioneer in California's PBID movement, guiding the community consensus and management plan development process for PBIDs that today generate more than \$11 million annually for downtown and business district improvements. Through the California BID Network, we are partners

with Sacramento-based Terrance E. Lowell & Associates to create, expand, renew and/or re-engineer PBIDs. For more information contact Brad Segal at 303-628-5554 or Kristin Lowell at 916-786-0685.

P.U.M.A. - Assisted PBIDs in California: 1995 through 2000

City/Business District	Annual Budget	Year Formed
Sacramento/Downtown	\$ 1.2 million	1995
El Cajon/Downtown	\$ 325,000	996
Sacramento/Florin Road	\$ 250,000	1996
Stockton/Downtown	\$ 485,000	997
Los Angeles/Downtown Center	\$ 3.2 million	1997
Oakland/Lakeshore Avenue	\$ 10,000	997
Long Beach/Downtown	\$ 920,000	1998
Los Angeles/Hollywood Media District	\$ 950,000	998
Los Angeles/Van Nuys Auto Row	\$ 250,000	1998
Sacramento/Capitol Station District	\$ 85,000	999
San Diego/Downtown	\$ 2.2 million	2000
Sacramento/Downtown (renewal)	\$.4 million	2000

CCRA has a new office, vision and fearless leader

Barbara Silverman, formerly of the statewide New Mexico Main Street program, has been hired as the executive director of the Colorado Community Revitalization Association. Her experience will be invaluable as the organization transitions into a "one-stop-shop" for Rocky Mountain downtown and community development issues. She can be reached at CCRA's new Denver office by calling (303) 628-5567.

Be on the lookout for these friendly faces in Los Angeles, CA and Westminster, CO:



Brad Segal
(pumaman@ix.netcom.com)

President of P.U.M.A. and a board member of the International Downtown Association, Brad will be leading the "Creating Effective Economic Development Tools" pre-conference workshop at the IDA conference in Los Angeles (September 16-19) and will be presenting a panel discussion on market-based downtown plans at both IDA and the Colorado American Planning Association conference in Westminster, CO (September 21-23).



Christian Moves On....

Christian Cherek, P.U.M.A. senior associate, has accepted a position as the Executive Director for the Cheyenne Downtown Development Authority in Cheyenne, WY, and will be moving to the "wilder West" on September 15. She will be attending the September IDA conference in L.A. and will remain active in downtown development issues in the Rocky Mountain region. We wish *pumadame* the best in her new adventure - please call Christian and congratulate her at 307-637-6283.

Anna Moves In....
(pumajones@ix.netcom.com)

Anna Jones will join P.U.M.A. on September 15 as the firm's new associate. Anna will provide research and project support for a variety of downtown and community development assignments. Anna, a surviving paralegal, brings a world of experience to P.U.M.A., including a stint for the Peace Corps in Sri Lanka. She has also provided research support for P.U.M.A. community development projects in the past. Please call Anna to welcome her at 303-628-5558.

P.U.M.A. PALS



In each issue of *Progressive Urban Management*, we highlight partners and clients who have been influential in our success: Shawne Ahlenius, president of CommunityFutures has over 15 years of economic research experience in a wide variety of urban and suburban markets. Shawne helps communities to understand market trends and conditions and the implications of the information economy. She has partnered with P.U.M.A. to create market-based downtown plans in Regina, SK and Anchorage, AK. Look for Shawne at the IDA Conference in September where she will be joining Brad Segal in leading a pre-conference workshop on "Creating Effective Economic Development Tools".



AIRPLANE READING

A pleasant by-product of our travel schedule is that we get to read a lot. Here we share the best...

Taking advantage of long summer days in the northern climes, a P.U.M.A.-led consulting team and the Anchorage Downtown Partnership completed a market-based downtown plan during an intensive 5-day process in June. The **Anchorage Downtown Development Framework** document resulted from a Downtown Summit, intensive 2-day work session by a multi-disciplined technical team 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. Recommendations include the creation of a downtown development finance authority by the City, a community development corporation by the Partnership and a joint effort to reform zoning, building codes and review processes. The Anchorage Assembly will consider adopting the Framework as part of the city's comprehensive plan in the fall. Contact Rod Pfeiffer, ace bear hunter and director of the Anchorage Downtown Partnership at 907-279-5650.

Main Street Louisville, CO, is well on its way to implementing key recommendations resulting from a market-based plan that was prepared by P.U.M.A. last year. Recent actions include the development of a fee in lieu of parking policy to allow new development, creation of a new downtown directory and advertising campaign by the Downtown Business Association, and progress to form a business improvement district (BID) to finance future marketing and events. The BID has secured petition support from downtown property owners and awaits a vote in November. Contact Ronda Grassi, tireless chairperson of the Downtown Business Association at 303-665-7892.

Our Sense of Place, by various authors (American Demographics, June 2000). This issue of our favorite forecasting publication focuses on how the convergence of demographic and technological change is affecting our homes, offices and communities. Major trends explored include the invasion of the home by work, how boomers and immigrants are changing the face of suburbia and a sampling of data related to changing cities. A must read for those with an eye to the future engaged in downtown and community development.

Downtown L.A.'s Split Personality, by Stanley Abercrombie (Preservation, March/April 2000) The central area of L.A. has two distinct downtowns, both adjacent to Pershing Square, each with its own unique character and challenges. This article takes a

fascinating look at downtown L.A., mixing discussion of its current realities with Jane Jacobs' (the "mother of urban design") prophecies for the area.

The Bottom Line Online, by Bernd Schmitt (Hermes, Spring 2000) Well-meaning marketing gurus told you "if you build it they will come". Why then is your website not getting the traffic or results you had hoped for? This insightful article from the Columbia Business School points out the difference between an "online brochure" and a fully interactive website that allows organizations to provide relevant information, interact with stakeholders and hold a visitor's attention. Recommended for any downtown that currently has or is considering a website.

A NEW VISION FOR THE DENVER INDIAN CENTER

When P.U.M.A. president Brad Segal first moved home to Denver in the mid-1980s, his passion and concentration was with strengthening community development corporations. This year when the Denver Indian Center (DIC), a former client, requested P.U.M.A.'s assistance, we were eager to get reacquainted. DIC provides a unique mix of human services and community development programs that serve Denver's Native American community and the Westwood neighborhood where the facility is located. DIC recently endured a difficult period with high turnover of its board and staff, a deteriorating building and a decrease in program funding. With funding from the City of Denver, P.U.M.A. and a local architect were retained to prepare a five-year strategic plan to assist DIC in stabilizing the organization and identifying future growth areas and funding sources. Having recently completed the 120-day strategic planning process, DIC has reaffirmed its original mission to serve Native Americans and has begun to pursue new means of support to strengthen its programs and become a "cultural gathering place" to serve a broader segment of the Indian community.

In the News...

"Downtown Vitality Relies on Competition, Not Regulation", the lead article on how to help local independent businesses thrive from our Spring 2000 newsletter, was featured in the June 15, 2000, edition of the *Downtown Idea Exchange*....

The April/May 2000 Colorado APA *Planning Matters* newsletter includes an article by Christian Cherek on the market-based plan prepared for Louisville, CO.....

The August 2000 *Planning* features an article on downtown multi-plex theaters and highlights efforts in P.U.M.A. client cities Lincoln, NE, Albuquerque, NM, and Stockton, CA.....

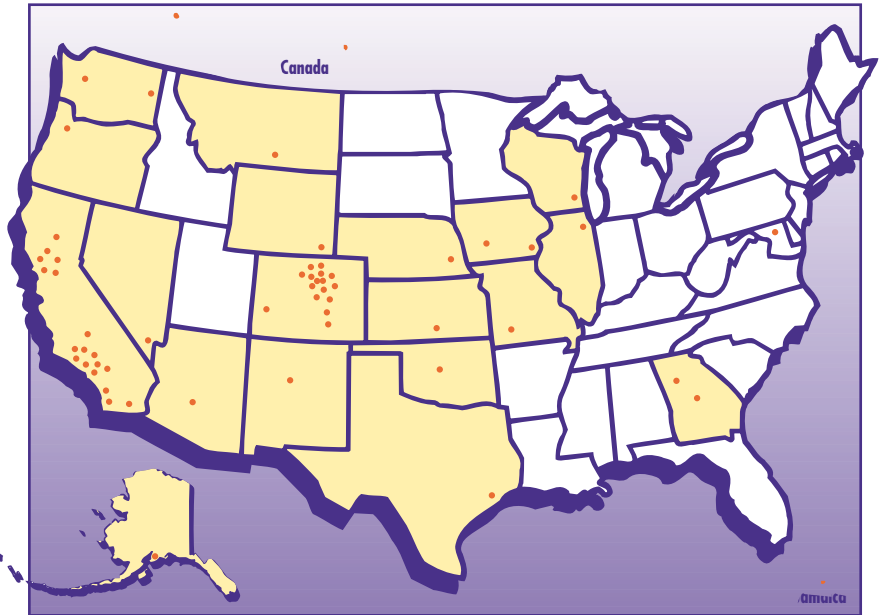
Brad Segal's father, David, and his experience in running a small airline in 1957 are discussed in a commentary about customer service woes at United Airlines authored by Brad in the August 18, 2000, edition of the *Denver Business Journal*.

NEW PRODUCTS

■ STRATEGIC PLANNING RETREATS

Do you feel like your organization is spinning its wheels? Do you have deja vu at every board retreat, re-hashing the same issues year after year? Get board members and staff out of their ruts with an effective Strategic Planning Retreat. We offer knowledge of both group facilitation and downtown and community development options to lead your group to consensus, provide new vision and assist you in a game plan for accomplishing these objectives. P.U.M.A. has recently facilitated board retreats for the Downtown Phoenix Partnership, Los Angeles Fashion District BID, Anchorage Downtown Partnership, Denver Indian Center and the Cheyenne Downtown Development Authority. To explore how a Strategic Planning Retreat can energize and focus your group call Brad at (303) 628-5554.

CLIENT COMMUNITIES - 1994-PRESENT



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 75 clients in 19 states, the District of Columbia, Canada and Jamaica. Clients include downtown management organizations, local governments, community development corporations and private firms.

Specialties include:

- Forming, expanding or renewing business improvement districts
- Strategic planning for downtown management organizations
- Creating market-based downtown plans
- Undertaking market research, business planning and project feasibility analysis

PROGRESSIVE URBAN
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