



P.U.M.A.

“The Hill” Reconnects To Its Markets

For most residents of the Denver metro area, Boulder’s University Hill business district has recently conjured images of crime, grime and chaos. Known to the locals as “The Hill,” the area has a colorful 100 year legacy mirroring the ebbs and flows of the University of Colorado and Boulder’s spirited political, social and economic changes. In recent years, The Hill has become a backdrop for a series of student skirmishes and riots. Void of the political substance of civil unrest in the 60s, The Hill’s current woes have largely been the product of street parties, alcohol and a surplus of “youthful exuberance.”

The Hill’s challenges reached a flash point with a series of riots in the fall of 2000 and the realization that The Hill was one of two declining business districts in the city - the other being an outdated 70s shopping mall. Two efforts were initiated to come up with long-term solutions, including a grassroots task force aimed at improving the quality of life in the neighborhood and an economic development plan for the business district.

The University Hill General Improvement District (UHGID) contracted with P.U.M.A. to complete the economic development plan for The Hill business district. P.U.M.A. has pioneered a market-based planning approach that merges real estate economics with organizational development - an approach that creates a tactical gameplan for jump-starting downtown development efforts, particularly in smaller markets with limited planning budgets.

The foundation for the University Hill market-based plan is a clear understanding of the district’s role and potential in the regional marketplace. A comprehensive economic profile was created with information tailored to identify unique market segments including neighborhood residents, students and university workers. An analysis of competitive business districts revealed distinct differential advantages for The Hill.

Boulder’s tradition of citizen activism and participation required that the plan be anchored by a strong community involvement process. More than 500 residents, students, property owners and businesses were engaged through a series of focus groups, community surveys and one-on-one meetings. A 25-member steering committee also guided the plan.

From the economic analysis and community outreach, several key conclusions were reached about the Hill and its current position in the marketplace, including:

- The Hill has emerged as a one-dimensional destination in a multi-dimensional marketplace. Offering fast food, alcoholic beverages and low cost impulse retail, Hill merchants are missing opportunities to tap into significant disposable income from residents, workers and students.

- As a compact and intimate two-block business district, The Hill is vulnerable to business and policy decisions that can disrupt its fragile urban fabric.

(continued)

BEFORE THE INK WAS DRY...

Several of the University Hill Market-Based Plan recommendations have been initiated by UHGID, including:

- Funds allocated for district marketing;
- Zoning revisions drafted to encourage quality restaurants;
- Installation of a security station being explored;
- Business association board of directors revamped;
- Real estate database being created;
- Improved parking access being studied;
- New wayfinding and directional signage planned.

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

"The Hill" Reconnects To Its Markets *(continued from cover)*

WHY A MARKET-BASED PLAN?

P.U.M.A.'s market-based planning approach merges real estate economics with organizational development to create a business district niche strategy and the tools to implement it. Benefits of this unique approach include:

- Market approach encourages community focus and consensus
- Planning process is quick, tailored and cost effective
- Plan creates context for design, parking, regulatory and land use decisions
- Plan becomes a tool to attract investment

- The Hill's multiple markets share a vision for new uses and services. Both the resident and student markets see The Hill as a community gathering place and they have common needs for new dining, retail and services.

The resulting recommended niche strategy for The Hill is that the business district must first and foremost reconnect to its traditional markets - Hill residents, university students and workers. This niche strategy targets market opportunities that are all located within a 10 minute walking distance. These markets are predisposed to patronizing The Hill provided that there is an inviting atmosphere and relevant retail.

Five sets of recommendations and a sequencing schedule were developed to implement the niche strategy and improve the business district, including:

- Marketing initiatives to deliver information about Hill businesses and activities through a variety of point-of-sale, web-based and community network channels.
- Environmental improvements to enhance security, maintenance, lighting, parking and signage.
- Regulatory reforms to encourage new upscale restaurants and sidewalk seating.
- Business recruitment and retention programs, including the identification of new business opportunities.
- Public/private partnerships to sustain Hill improvement efforts, including a plan for revitalizing the district's business association and a proposal to create a community development corporation to engage the neighborhood in the future of the business district.

For more information on the University Hill Market-Based Plan, contact Brad at 303-628-5554 or pumaman@ix.netcom.com. For information on UHGID, contact Molly Winter at the City of Boulder, 303-413-7317.

Be On The Lookout For These Friendly Faces In: Boulder, Colo., Pittsburgh, Penn., and Sacramento, Calif.

Brad Segal (pumaman@ix.netcom.com)



President of P.U.M.A., Brad will moderate a workshop on special district financing at the Colorado Community Revitalization Association (CCRA) Annual Conference in Boulder (September 6-7), and he will lead a pre-conference workshop on the "ABCs of Creating BIDs" and facilitate a panel discussion on "The Emerging Influence of Downtown CDCs" at the International Downtown Association (IDA) Annual Conference in Pittsburgh (September 29 to October 2). Brad will also join with California BID Network partner Kristin Lowell to present a session on forming property-based BIDs at the California Main Street/ California Downtown Association Annual Conference in Sacramento (October 3-5). Brad and his family recently enjoyed a summer mountain and river adventure in Montana.

Pamela Phox (pumaphox@ix.netcom.com)



P.U.M.A. associate Pamela Phox recently completed the Main Street Basic Training course sponsored by CCRA. Pamela will be coordinating the special district financing workshop at the CCRA Conference in Boulder and will be attending the IDA Conference in Pittsburgh. Pamela indulged in a summer break along the Mexican beaches of Cabo San Lucas.

Anna Jones (pumajones@ix.netcom.com)



We welcome P.U.M.A. associate Anna Jones back from maternity leave this past spring. Anna also completed the Main Street Basic Training course and will be coordinating the walking tour of the University Hill business district at the CCRA Conference in Boulder. Anna's summer has featured memorable moments in the backyard wading pool with infant Calum and toddler Max.



In each issue of *Progressive Urban Management*, we highlight partners and clients who have been influential in our success: In less than one year, Barbara Silverman, executive director of the Colorado Community Revitalization Association (CCRA), has resurrected CCRA to become a viable organization for Colorado downtowns and Main Streets. Under Barb's direction, CCRA has started a Colorado Main Street initiative with new programs in Brush, Canon City, Greeley and Montrose. CCRA has also become an effective voice and resource for infill and community development, supporting special districts, downtown associations and heritage areas. Barb, until recently our friendly and beloved hallway neighbor, has moved to a new location at 240 South Broadway, Suite 102, Denver, Colo., 80209. Barb can be reached at 303-282-0625.



P.U.M.A. was part of a consulting team led by Denver-based Civitas that prepared a mixed-use development plan for the historic Union Pacific Depot in downtown **Cheyenne, Wyo.** For more than 10 years, a variety of development concepts have been proposed for the elegant, yet mostly vacant, landmark train station. The "Cheyenne Depot Square" plan offers a mixed-use strategy for the building, including offices for civic organizations, a community events hall, railroad museum and full service restaurant. The plan also proposes that an existing parking lot in front of the structure be converted into a Town Square that becomes a primary staging area for civic events and festivals. The Cheyenne City Council recently approved up to \$3.2 million in public support to implement the plan. For more information, contact Eric Anderson at Civitas, 303-571-0053.

Chula Vista, Calif., has become the latest California downtown to create a property-based business improvement district (PBID). The new PBID will generate more than \$300,000 annually to support a variety of economic development, marketing and maintenance initiatives. The process was guided by California BID Network, a collaboration of P.U.M.A. and Terrance E. Lowell Associates, our Sacramento-based partner. In the past six years, we have helped to create and/or renew 16 California PBIDs, collectively generating more than \$12 million in downtown improvements. For more information, contact Byron Estes, City of Chula Vista Redevelopment Agency at 619-691-5047.

AIRPLANE READING

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

American Demographics, March 2001
Online America - Say Farewell to the Geeky White Guys...
By Michael J. Weiss

The average age of the internet user is rising, the average level of education is falling and user diversity is exploding. According to this article, the fastest growing segment of fledgling webophiles is working-class and over 55. "The newest generation of connected Americans looks increasingly like the folks who cruise your local Wal-Mart." And the biggest surprise of all - teenagers tend to spend about 30% less time on the internet than adults!

Utne Reader, February 2001
Hollow City - Booming San Francisco Shows That Wealth Can Ravage a Place Even More Than Poverty
By Rebecca Solnit

If the Grateful Dead were trying to break into the national music scene in 2001 instead of the 1960s, they most likely wouldn't be doing it in San Francisco. Real estate prices are driving the eclectic, bohemian culture for which San Francisco is known and loved out of town. The John Coltrane Church has been evicted and Hispanics are being attacked in bars in the Mission

District. This article beautifully mourns the replacement of funky urban life with homogenous suburban values. Those radical San Franciscans may be able to quell the rising dot-com, changing-the-fabric-of-the-city tide (perhaps the soft economy will now do it all by itself...) but the author warns there are many other urban centers that are on the same track.

Urban Land, March 2001
The Meaning of Place
By Peter E. Smirniotopoulos

This essay argues that one's sense of place is engendered much more by substance than style. The author swipes at new urbanism, saying the instant comfort provided through canned nostalgic design belies a context that allows for real community. He is a proponent of a true main street experience and pans ubiquity and conformity of product selection and consumers, saying hyper-controlled environments leave little to chance and destroy any hope for a meaningful place. He concludes by saying new developments can be strategically integrated into the existing urban fabric, but the process should allow the quality of the experience to develop over time; authenticity cannot be manufactured.



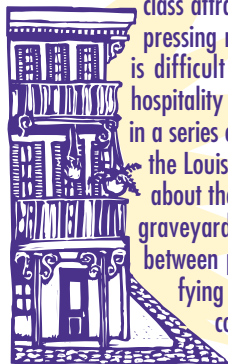
For a recent commercial development feasibility study prepared for Denver's Morrison Road corridor in the predominately Hispanic Westwood neighborhood, we found the following trends and market facts for the nation's growing Hispanic population. Hispanic households:

- ✓ Spend 40% more than the average household on meats, poultry, fish and eggs.
- ✓ Outspend the average American household by over 80% on clothing for infants.
- ✓ Outspend Anglo households 84% on 35mm cameras, 18% on electronic organizers and 6% on video cameras.
- ✓ Exceed Anglos for the number of computers in the average home.
- ✓ Are the fastest growing market for high speed internet access.

Sources: *The New Strategist, Forrester Research, Simmons Market Research Bureau*

VIEX CARRÉ CHRONICLES

P.U.M.A. is in the midst of perhaps the most ambitious assignment in our eight year history - the potential creation of a business improvement district (BID) in the historic French Quarter of New Orleans. The project involves finding common ground in a community with 2,700 residents, 1,200 businesses and a fragile nineteenth century historic ambiance that has made it a world class attraction. While the French Quarter (or "Vieux Carré" to the locals) has pressing needs for enhanced sanitation, safety and capital repairs, consensus is difficult in a community with deep divisions between resident, business, hospitality and government interests. Most residents view tourism as the latest in a series of invasions that began with Spain and then the United States through the Louisiana Purchase in 1803. As part of the process, we are learning much about the district and our initial experiences have included accompanying the graveyard shift of the Bourbon Street police patrol, understanding conflicts between portrait artists and tarot card readers in Jackson Square and identifying traces of ghosts within Royal Street buildings. The project is nearing completion of the first third of an anticipated 18-month process and we expect to present a draft BID business plan to the community in the fall.



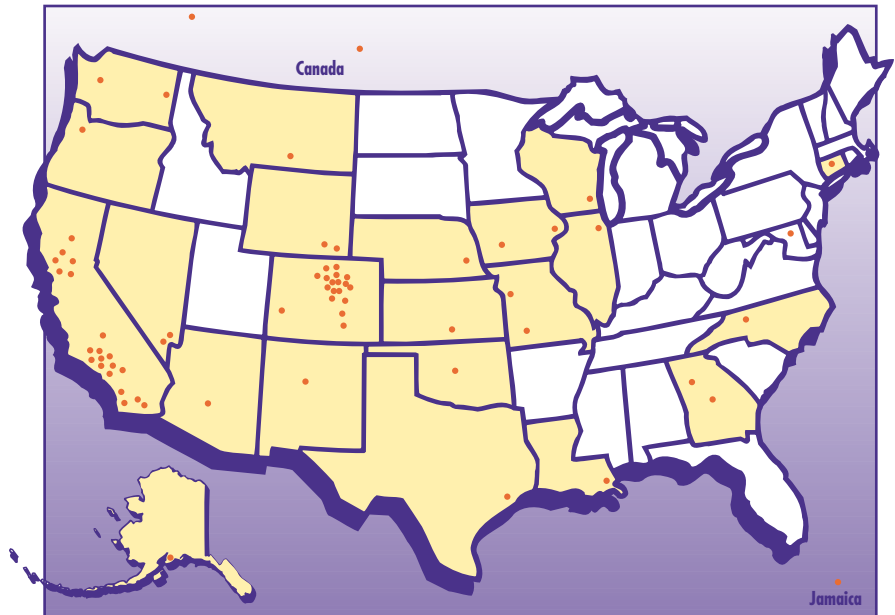
Top Ten List For A Competitive Downtown

P.U.M.A. is participating in an effort led by Clarion Associates and Szymanski/Ray to develop a Downtown Investment Strategy for Henderson, Nev. The team developed the following "Top Ten" Keys to Creating a Competitive Downtown:

- 1 Understand the marketplace
- 2 Respect and embrace context
- 3 Form a clearly defined mission and focused priorities
- 4 Create an environment to attract people
- 5 Create an environment to attract investment
- 6 Take care of the details
- 7 Develop initiatives with realistic expectations
- 8 Leverage!
- 9 Support and sustain momentum through public/private partnerships
- 10 Re-educate the community on a new and evolving role for downtown

For a detailed copy of the "Keys", contact Brad at 303-628-5554 or via email at pumaman@ix.netcom.com

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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 90 clients in 22 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

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