



*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.*

SPRING 2007

## RE-TOOLING TO RESPOND TO NEW REALITIES:

### NEW APPROACHES TO STRATEGIC PLANNING FOR DOWNTOWN MANAGEMENT ORGANIZATIONS

**WHILE THE GLOBAL PACE OF ECONOMIC AND POLITICAL CHANGE INTENSIFIES, WE ARE OFTEN SLOW TO RESPOND IN OUR HOMETOWNS. IN THE FIELD OF DOWNTOWN MANAGEMENT, MANY CITIES ARE SERVED BY ORGANIZATIONS THAT HAVE REMAINED SUBSTANTIALLY THE SAME FOR 20 YEARS OR MORE. ENGROSSED IN THE DEMANDS OF DAY-TO-DAY PROGRAM AND CRISIS MANAGEMENT, IT IS DIFFICULT FOR DOWNTOWN LEADERS TO MAKE THE TIME AND RESOURCE COMMITMENT TO TAKE A BROADER STRATEGIC VIEW OF THE ORGANIZATION, ITS MISSION AND DIRECTION.**

In our most recent work, Progressive Urban Management Associates has identified changing paradigms that are challenging established organizational models and creating a need to refresh and retool. New demands in downtown management include:

#### **SHIFTING FROM A TOP-DOWN TO BOTTOM-UP WORLD:**

Driven by new technologies, industry consolidations and other factors, downtown decision-making is happening in new ways. Many cities

*Many downtown organizations are searching for ways to include new constituencies in meaningful ways that do not dilute their existing strengths.*

remember a time in the past when a handful of local power brokers could alter a city. Increasingly, power has been decentralized, requiring consensus-based decision-making and new inclusive leadership structures that harness the energy from many interest groups, not just a few.

#### **CREATING STABILITY IN UNCERTAIN TIMES:**

More and more communities are confronted by instability in both economic and political arenas. Local economies must transform to keep up with the information age, and local political leadership is more prone to change, stirred by a variety of influences ranging from term limits to growing anxiety with the national political climate. Downtown organizations must provide ongoing stability, championing a consistent vision and exhibiting an ability to get things done, regardless of the economic cycle or who is running city hall.

#### **SERVING BROADER CONSTITUENCIES:**

Over the past 20 years, many downtowns have evolved to become mixed-use centers for employment, entertainment, culture and living. New constituencies, particularly full time voting residents, are changing downtown's dynamics.

Many downtown organizations are searching for ways to include new constituencies in meaningful ways that do not dilute their existing strengths.

#### **NURTURING NEW LEADERSHIP:**

Perhaps the most significant opportunity for downtown organizations is finding ways to cultivate new leaders that will manage change over the next generation. Downtowns are natural attractions for the up and coming millennial generation and "creative class" that drive new economies. Downtown organizations must figure out ways to welcome the energy and new ideas of these emerging leaders, while not alienating existing mature leadership in the process.

Responding to these and other changes, P.U.M.A. has recently completed and/or initiated strategic planning processes for downtown organizations in Santa Monica, Seattle and Cedar Rapids. The following article highlights recent progress in Santa Monica.

*For more information on our strategic planning services contact Brad Segal at 303-628-5554 or [pumaman@ix.netcom.com](mailto:pumaman@ix.netcom.com).*

# Santa Monica

## LOOKS TO BUILD ON SUCCESS

**OVER THE PAST 20 YEARS, DOWNTOWN SANTA MONICA HAS EMERGED AS ONE OF THE PREMIER DOWNTOWNS IN CALIFORNIA AND THE WEST. ANCHORED BY THE THIRD STREET PROMENADE, DOWNTOWN IS A WORLD CLASS DESTINATION FOR SHOPPING, DINING AND YEAR-ROUND VIBRANCY.**

**D**espite the success of downtown, it has many vulnerabilities. Aging infrastructure, new competition, and ongoing challenges with the street environment, parking and congestion threaten its long term vitality.

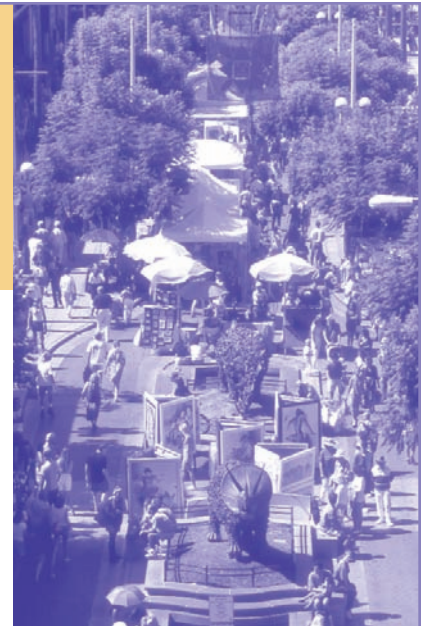
To determine the best approach for managing and improving downtown, the City of Santa Monica and the Bayside District Corporation contracted with Progressive Urban Management Associates to prepare a Downtown Management Framework. Completed during the fall of 2006 into the winter of 2007, the Framework process included an extensive evaluation of existing conditions, a survey of best practices from other cities and the solicitation of ideas and priorities from nearly 175 property owners, businesses, residents and civic officials.

The Downtown Management Framework aims to bridge a fundamental gap between the public and private sectors that consistently impedes progress in developing an

enduring partnership to improve downtown Santa Monica. Private sector stakeholders see downtown as a multi-billion dollar real estate asset that requires state-of-the-art management while city leadership views downtown as the community's premier civic asset that must be safeguarded by city policies and services.

To balance these views, several new initiatives are proposed by the Downtown Management Framework:

- A clean and safe program that merges resources and operating principles from both the public and private sectors.
- A new holistic homeless initiative that offers a pro-active, balanced and compassionate approach to reducing street populations.
- A renewed commitment to implement a pre-existing parking plan.
- Special projects to reduce congestion, update infrastructure and expand marketing efforts.



*Third Street Promenade. Photo: Nik Wheeler*

To carry out this ambitious management program, increased resources are required from both the private and public sectors:

- The Framework suggests that the City of Santa Monica allow Bayside to have a stronger oversight role for maintenance programs, increase the amount of funds reinvested in parking and participate in future capital improvements.
- Downtown property and business owners are asked to consider supporting a new property-based business improvement district to finance cleaning, ambassador, homeless outreach, transportation management and marketing programs.
- Both the public and private sectors would combine resources and management acumen through a revamped Bayside District Corporation, complete with a new governance structure that moves from a city-appointed board to a balance of city and private sector appointments. The annual operating budget of the Bayside District Corporation could triple, from less than one million to more than \$3 million.

The City of Santa Monica, the Bayside District Corporation and downtown property and business owners are currently considering the recommendations of the Downtown Management Framework.

*For more information, contact Kathleen Rawson, executive director of the Bayside District Corporation at 310-393-8355.*



## P.U.M.A. PROWLs

**IT'S BEEN A BUSY WINTER AND SPRING AT P.U.M.A. HERE ARE SOME OF OUR MOST RECENT ADVENTURES...**



**ANNA JONES** has been managing the process to update the business plan for Historic Denver,

a local preservation advocacy group, and guiding the creation of new business improvement districts in Steamboat Springs and Aurora, Colo.

[pumajones@ix.netcom.com](mailto:pumajones@ix.netcom.com)



**PAMELA PHOX** recently completed a market analysis for a downtown planning effort in

Castle Rock, Colo., and has been corraling research, surveys and data for a retail retention and recruitment strategy for downtown Lincoln, Neb.

[pumaphox@ix.netcom.com](mailto:pumaphox@ix.netcom.com)



**JAMIE LICKO** successfully guided the renewal of the downtown business im-

provement district in Cedar Rapids, Iowa, and more recently has been coordinating the effort to create two neighborhood BIDs in Indianapolis, Ind.

[pumajamie@ix.netcom.com](mailto:pumajamie@ix.netcom.com)



**BRAD SEGAL** has unsuccessfully sought sympathy from his co-workers for a heavy travel

schedule that is guiding downtown strategic planning and BID efforts in Nassau, Seattle, San Jose, Santa Monica and Denver.

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# DOWNTOWN DENVER'S NEW 21ST CENTURY VISION



Downtown Denver Skyline. Photo courtesy of Denver Metro Convention & Visitors Bureau

**FOR THE PAST YEAR, PROGRESSIVE URBAN MANAGEMENT ASSOCIATES HAS BEEN WORKING WITH CALIFORNIA-BASED MOORE IACOFANO & GOLTSMAN TO PREPARE A 20-YEAR PLAN FOR DOWNTOWN DENVER, A PROJECT JOINTLY FUNDED AND MANAGED BY THE CITY OF DENVER AND THE DOWNTOWN DENVER PARTNERSHIP.**

**T**he Denver Downtown Area Plan 2007 is an update to the last plan that was prepared in 1986. The 1986 plan guided a period in which Denver's central business district became one of the nation's most heralded downtown success stories.

Looking forward from 2007, downtown Denver faces a completely different set of challenges and opportunities compared to what existed 20 years ago. Denver is a different city. It is more populous, more culturally diverse and features a more highly diversified economy. A new regional transit system will influence city development patterns throughout this century. And today's downtown real estate market, unlike 1986, is robust.

Perhaps the most profound change in comparison to 1986 is the new relevancy of the state of the planet and global implications in shaping local planning decisions. In 2007, events in the daily lives of Denverites are more and more influenced by increasingly inter-connected global systems that affect the economy, environment and political stability. By understanding Denver's role in the context of global change, the Downtown Area Plan 2007 aims to build upon existing strengths to create a new definition of a world class city in a new, and very different, century.

The cornerstone of the Denver Plan is a vision supported by five building blocks that together form a "construct," or set of values, for supporting an economically healthy, growing and vital downtown. The five building blocks are particularly significant since four of them challenge conventions that have shaped downtown Denver over the past 50 years.

## ■ PROSPEROUS: ATTRACTING JOBS, GROWTH AND INVESTMENT

Downtown must first and foremost retain its role as the center of commerce for a vast geographic region. The plan offers a series of initiatives to foster business innovation and creativity, strengthen retail and ensure that streets are clean and safe.

## ■ WALKABLE: PUTTING PEDESTRIANS FIRST

Great Downtowns are highly walkable. Beyond the basics of adequate sidewalks and safe intersections are attributes such as street trees, active storefronts, sidewalk cafes, street vendors, adequate lighting, effective wayfinding and lots of other people. Putting pedestrians first challenges conventional planning of the past that has placed a priority on accommodating the automobile.

## ■ DIVERSE: BEING A SOCIALLY & ECONOMICALLY INCLUSIVE PLACE

Downtowns thrive on diversity of people and jobs. Attracting more jobs, more residents, amenities, and visitors is the key to the future. Housing affordable to families and Downtown workers, jobs of all types, educational opportunities and global connections are all part of this equation. Being inclusive challenges long-standing

conventions in American downtowns that focus on the concentration of commercial wealth, plus, in Denver, a downtown housing market that primarily serves very high income households.

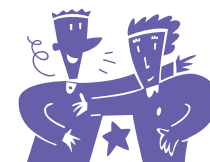
## ■ DISTINCTIVE: CULTIVATING A MOSAIC OF URBAN DISTRICTS

Successful Downtowns around the world have multiple districts and centers of distinct character, such as Denver's renowned Lower Downtown district. This building block challenges the conventional perception of downtown as one large destination versus a quilt of districts that together create a stimulating, energetic urban experience.

## ■ GREEN: BUILDING A GREENER CITY

Downtown has many attributes that make it one of the most sustainable areas of the city – density, good public transportation, and mixed use. Challenging a long history of consumptive lifestyles in the American West, this building block aligns Denver with new realities that will require more efficient use of resources, and a greater balance with the city's natural semi-arid ecosystem.

The draft Denver Downtown Area Plan 2007 will begin the public review and adoption process in the next few months.



## P.U.M.A. PAL

**In each issue of Progressive Urban Management, we highlight partners and clients that have been influential in our success:**

**Kathleen Brooker**, president of *Historic Denver*, is leaving Colorado to join her new beau in the Seattle area after serving as the leader of Denver's premier historic preservation advocacy organization over the past 15 years. We have known Kathleen as a colleague and client, and together have endured both losses and victories in historic preservation battles over the years. Perhaps most notably, we worked with Kathleen to help develop downtown Denver's unique "chocolate chip" historic district that permanently saves more than 40 major landmark structures. This effort was acknowledged by a national award of merit from the *International Downtown Association*. We wish Kathleen the best in her new pursuits.

*For more information, contact co-managers of the plan, Ellen Ittleson, City of Denver at 720-865-2923 and John Desmond, Downtown Denver Partnership at 303-571-8204.*

# TALE OF Two Cities

# ABOUT P.U.M.A.

**S**ince last fall, we have had the pleasure of working in **NASSAU, BAHAMAS**, to create a new management organization that will lead the revitalization of the city's downtown. Since downtown management is a new concept to the Bahamas, the assignment offers the opportunity to create a downtown organizational model from scratch. In concert with our client, the Nassau Tourism and Development Board, we are drafting the mechanics for a downtown development authority (DDA) that could have the ability to create tax and duty incentives, tax increment financing, parking revenue and business improvement districts to finance public infrastructure, projects and services. We aim to deliver a legislative blueprint for the DDA to the Bahamian government following upcoming national elections.

For more information, contact **Suzanne Pattushe-Smith**, executive director of the NTDB at 242-326-0992.

**B**ACK AT HOME, we are working with the Downtown Denver Business Improvement District (BID), the City of Denver and a coalition of neighborhood groups to craft local legislation that will allow for the creation of community improvement districts (CID). The CID will be tailored to the unique needs of mixed-use neighborhoods that currently do not have a legal mechanism that allows both residential and commercial property owners to finance enhanced services and improvements. As part of the CID formation process, we completed a "best practices" survey that found downtowns throughout America are exploring similar solutions to adapt traditional business improvement districts to the needs of mixed-uses, particularly new residential constituencies.

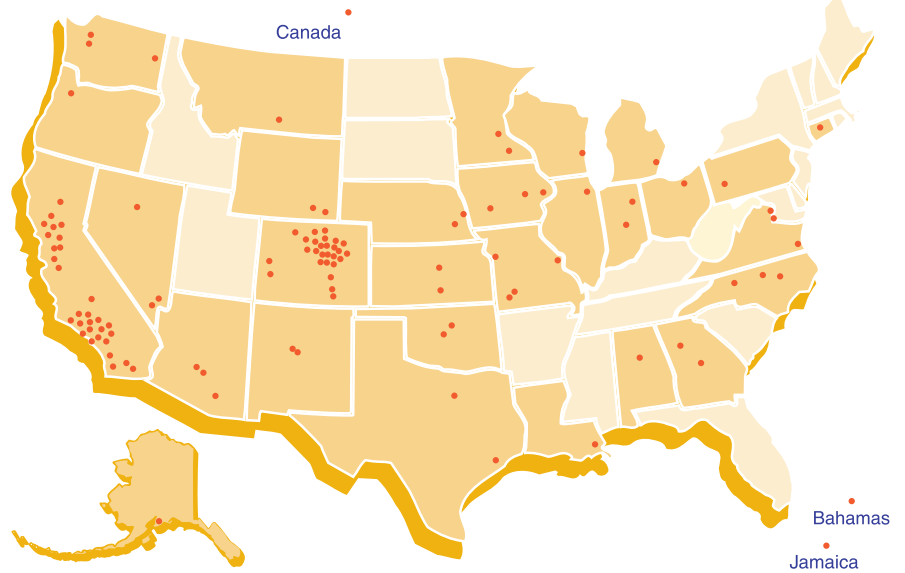
For more information, contact the **Aylene Quale**, project manager at the Downtown Denver BID at 303-571-8237

**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 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

#### COMMUNITIES INCLUDE:



*Strategic problem solving for downtowns and communities*

PROGRESSIVE URBAN  
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