

Feet on the Street: What Cities are Doing to Revitalize Downtown

By

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This paper represents work done by a UNC-Chapel Hill Master of Public Administration student. It is not a formal report of the School of Government, nor is the work of School of Government faculty.

Executive Summary

Over the past 50 years, development trends in the US have focused on suburban development, to the detriment and disrepair of downtown. Recently, there has been a surge in downtown redevelopment. This paper investigates: What downtown development strategies and performance indicators are communities using as a part of their revitalization program? It concludes that communities are using strategies that focus on bringing people downtown, while collecting mostly economic, rather than cultural performance indicators. It also finds that having a master plan can be an important piece of a community's revitalization strategy.

Overview

Historically, cities have been incubators for creativity and innovation.¹ However, the past 50 years of development in the U.S. has been mostly suburban, resulting in a declining urban environment.² Recently, there has been interest in downtown revitalization, including public and private investment and redevelopment of the built environment.³ This paper explores the development strategies and performance indicators that communities in the U.S. are using to revitalize downtown.

This research addresses the following questions: What strategies and performance indicators are downtown development organizations using? What strategies do respondents think are effective? What factors correspond with the strategies that communities are using? Are communities using performance indicators and revitalization strategies that are consistent with each other?

New Urbanism, Main Street and Creative Class theories were used to create the list of revitalization strategies used in the research survey. These theories suggest that successful revitalization occurs when communities can bring people downtown, redevelop the built environment to be more attractive to visitors and residents, diversify downtown businesses, and market downtown to residents, visitors and investors.⁴ These strategies are different from traditional economic development strategies that focus on economic impact.⁵

Performance indicators are used to provide a comprehensive picture of a government's operation⁶ and to justify the cost and operation of programs. Performance data is commonly collected for many local government functions⁷ but economic and downtown development are absent from the most widely used performance measurement metrics.⁸ Still, some downtown development organizations collect performance measurement data to measure the quantity, quality, impact and effectiveness of their revitalization efforts. In the absence of standardized performance metrics in economic and downtown development, it is helpful to evaluate the metrics that communities have developed on their own.

Methodology

The author designed a web-based survey instrument based on urban planning, economic and community development literature. Potential survey participant organizations were identified through the Downtown Research and Development Center's website.⁹ The survey was administered to 1600 professionals across the U.S. who are responsible for downtown development in their communities. 435 surveys were started and 326 completed.

The survey is organized into three parts. The first part asks respondents which downtown development strategies communities are using, and if those strategies are effective. The second part asks respondents to rank the effectiveness of each revitalization strategy. The third part asks what performance indicators are being collected and if those indicators measure downtown success. The author used cross tabulations and means tests to analyze survey results. See Appendix A for a reproduction of the survey.

The lists of revitalization strategies, performance indicators and downtown development agencies are not comprehensive. Respondents may not share the same view of downtown "success" or strategy "effectiveness."

Survey Respondent Demographics

More than seventy-seven percent of the cities in the United States have a population of less than 5,000, and over ninety percent of cities in the US have a population of less than 25,000.¹⁰ Twenty percent of survey respondents are from communities of less than 5,000; 45% of respondents are from communities

of 5,000-24,999; 11% of respondents are from communities of 25,000-50,000; and 20% of respondents are from communities of over 50,000.

Thirty-eight percent of respondents have a downtown development budget of less than \$100,000; 34% of respondents have a budget of \$100-\$249,999; 14% of respondents have a budget of \$250-499,000, 6% of respondents have a budget of \$500-999,999, and 7% of respondents have a budget above 1 million dollars. See Appendix B for complete demographic information.

Findings

Respondents were asked to identify revitalization strategies used presently or in the past in their communities. Revitalization strategies were analyzed based on the number of respondents who use them, by the factors are related to usage, their association with bringing people downtown and strategy effectiveness.

Strategy usage

Respondents used an average of 26 revitalization strategies. Table 1 shows the ten most used strategies, along with the percentage of respondents that use them and the percentage of users who think they are effective. Seven of the ten most used strategies focus on bringing people into downtown.

| | Overall most used strategies | Percent of respondents that use them | Percent of strategy users who find them effective |
|-----------|--|---|--|
| 1 | Identify downtown boundaries | 86% | 73% |
| 2 | Have downtown festivals and events* | 83% | 86% |
| 3 | Have stakeholder participation during strategic downtown meetings* | 84% | 84% |
| 4 | Improve downtown streetscape* | 79% | 82% |
| 5 | Keeping downtown clean* | 74% | 85% |
| 6 | Market downtown as a destination* | 73% | 69% |
| 7 | Market downtown to the public* | 72% | 73% |
| 8 | Encourage the development of restaurants* | 70% | 77% |
| 9 | Develop a downtown Master plan | 70% | 80% |
| 10 | Encourage mixed use | 69% | 75% |

*indicates a strategy that directly or indirectly brings people downtown

Factors that correspond with strategy usage

Survey data was analyzed to identify key variables that affect revitalization strategy usage. Three significant variables were found; master plan development, downtown development budget, and community population. Organization type was also analyzed but no significant relationship was found.

Having a downtown master plan makes a statistically significant difference in the number and type of strategies that a community uses. Communities with a downtown master plan use an average of 30 strategies, while communities without a downtown master plan use an average of 12 strategies. Table 2 shows the revitalization strategies that communities with a downtown master plan are more likely to use. Nine of the 16 strategies in Table 2 focus on bringing people downtown. Interestingly, budget and population are not statistically significant factors regarding master plan development. At least 60% of communities across all population and budget ranges have a master plan.

Population does not make a significant difference in the number of strategies that a community uses. Medium sized communities (pop. 15,000-49,999) use an average of 31 strategies. The average number of strategies used by small (less than 5, 000) communities was 22, and the average number of strategies used by larger (more than 5,000) communities was 28.

Encouraging mixed use, the development of downtown housing, having a special financing mechanism, such as TIF or a BID, and encouraging open space are the only strategies that are significantly affected by population. Only two of these strategies are associated with bringing people into downtown.

Population is positively related to encouraging mixed use and the development of downtown housing at the .001 level. Eighty percent or more of communities with a population of more than 5,000 encouraged mixed use development, compared to 47% of communities below 5,000.

Sixty three percent of communities with a population

above 10,000 develop downtown housing, compared to 30% of communities with a population less than 10,000.

Population is positively related to having a special financing mechanism at the .004 level. Seventy three percent of communities with a population of more than 100,000 have a special financing mechanism, compared to 34% of communities with a population of less than 5,000.

While population is related to encouraging downtown open space only at the .065 level, it is noteworthy that medium sized communities (pop. 25,000-50,000) are 25% more likely to encourage and develop open space as a revitalization strategy than larger and smaller communities.

Budget slightly impacts the number of strategies that a community uses. Communities with a budget of less than \$100,000 use an average of 23 strategies. Communities with a larger budget use an average of 28 strategies. The following strategies are strongly related to budget size: having a special financing mechanism, encouraging arts and nightlife, the creation of additional downtown agencies and the development of downtown housing. Only two of these strategies are associated with bringing people downtown.

Budget positively relates to the use of a special financing mechanism at the .001 level. Communities with a budget of at least \$250,000 were twice as likely to have a special financing mechanism, compared to communities with a budget of less than \$250,000.

| Table 2 | | |
|--|--|--|
| Revitalization strategies that are affected by the development of a master plan | % of master plan users who used this strategy | % of communities without a master plan who used this strategy |
| Encourage stakeholder participation* | 95% | 47% |
| Have downtown festivals* | 93% | 50% |
| Market downtown as a destination* | 84% | 40% |
| Keep downtown clean * | 84% | 40% |
| Encourage mixed use * | 81% | 32% |
| Encourage restaurants * | 80% | 39% |
| Recruit businesses to downtown | 78% | 38% |
| Increase pedestrian accessibility | 75% | 29% |
| Have a market analysis | 74% | 31% |
| Market downtown to developers | 69% | 27% |
| Have a parking strategy | 69% | 22% |
| Encouraging downtown arts | 67% | 34% |
| Have adequate parking and other public infrastructure | 65% | 27% |
| Encourage downtown attractions * | 60% | 29% |
| Encourage night life* | 57% | 20% |
| Have a special financing mechanism | 55% | 20% |

*indicates a strategy from the most frequently used chart.
Differences are statistically significant at the .001 level.

Budget positively relates to the encouragement of arts and nightlife at the .001 level. Thirty-three percent of communities with a budget of less than \$100,000 encourage nightlife, while 68% of communities with a budget of 1 million dollars or more encourage nightlife. Fifty-eight percent of communities with a budget of \$100,000-999,999 encourage nightlife.

Budget positively relates to the creation of a Downtown Development Agency (DDA) at the .002 level and to the creation of a parking authority at the .001 level. Sixty three percent of the communities with a budget of over one million dollars created a DDA. Thirty one percent of communities with a budget of over one million dollars created a parking authority, compared to less than 10% of communities with a budget of less than \$250,000.

More than 60% of respondents said that they have housing downtown; few respondents have housing development as a part of their revitalization strategy. Budget was positively related to the development of downtown housing at the .001 level. Sixty-eight percent of communities with a downtown development budget of over 1 million dollars encourage housing development, compared with 50% or less of the other budget ranges.

| Table 3 | | |
|---|--|------------------|
| Most effective downtown revitalization strategies | | % of respondents |
| 1 | Keep downtown clean* | 80% |
| 2 | Citizen Participation* | 78% |
| 3 | Develop a downtown development master plan | 77% |
| 4 | Improve downtown streetscape* | 76% |
| 5 | Have downtown events or festivals* | 75% |
| 6 | Market downtown as a destination * | 67% |
| 7 | Encourage mixed use development | 66% |
| 8 | Encourage the development of downtown restaurants* | 66% |
| 9 | Recruit businesses downtown | 64% |
| 10 | Have a special downtown financing mechanism | 63% |
| *directly or indirectly bring people downtown | | |

Budget and population are positively statistically related at the .001 level. Communities with higher populations are more likely to have larger budgets. However, fourteen percent of communities with a budget of 1 million dollars or more are communities in with a population less than 5,000.

Perceived Effectiveness

Respondents were asked to rank all listed revitalization strategies in terms of effectiveness. Table 3 shows the ten strategies that practitioners think are most effective. More than half of them focus on bringing people downtown. (See Appendix C for complete rankings)

Performance Indicators

Respondents were asked to identify performance indicators collected presently or in the past in their communities. Respondents were also asked which indicators they believed were accurate downtown success indicators. Performance indicator results were analyzed based on their consistency with the most used revitalization strategies. Table 4 shows the percentage of respondents that collect each of the performance indicators.

Seven of the ten most used performance indicators (indicated by a *) measure downtown revitalization’s economic and tax impact. Only three indicators that correspond with bringing people into downtown are included in the ten most frequently used indicators. Conversely, a majority of the most frequently used revitalization strategies focus on bringing people downtown.

Conclusions and Recommendations

Seventy percent of the most used revitalization strategies and 60% of the most effective strategies lists are strategies that are most associated with bringing people into downtown or marketing to get people into downtown. Communities are using strategies that correspond with New Urbanist, Main Street and Creative Class theories which say that bringing people downtown is an important part of the downtown revitalization process.

While budget and population have a slight effect on the number and type of strategies that communities use, having a downtown master plan has a significant effect on the number and type of revitalization strategies that a community uses. Communities with a downtown master plan use more strategies overall, and use more strategies that focus on bringing people into downtown. Having a master plan, more than size or budget is related to the use of a more comprehensive revitalization approach.

Communities, by virtue of their focus on strategies that bring people into downtown, are working to create downtowns that

are cultural, community, and economic centers. But, the most commonly used indicators are those associated with traditional economic indicators. This is inconsistent. Increased economic activity and more people downtown are related, but different, outcomes of downtown revitalization.

To accurately measure the success of downtown revitalization, communities should measure both outcomes. Traditional economic indicators are important, but communities should also measure how well they are bringing people downtown. Some performance indicators that are consistent with bringing people downtown are included in Table 4. These measures address other ways that people are drawn downtown and ways to entice people to spend time downtown. Other performance indicators, not listed in Table 4, count the number of people downtown; for example, the number of people that patronize downtown activities, the number of occupied parking spaces, and downtown public transit ridership are key indications of how well a community brings people downtown.

| Table 4 | | | |
|---|-------------------|--|-------------------|
| Economic Indicators | % of users | Feet on the Street Indicators | % of users |
| The number of downtown businesses * | 53% | The number of jurisdiction-sponsored festivals * | 45% |
| Number and types of businesses* | 47% | The number of restaurants/bars * | 39% |
| The number of vacant or boarded up storefronts* | 43% | The number of arts-related activities* | 33% |
| The number of downtown businesses that leave or go out of business* | 43% | The budget and scope of downtown branding and advertising activities | 32% |
| The amount of available downtown retail and office space* | 36% | The frequency of downtown district website updates | 29% |
| The appraised tax value of the downtown district* | 34% | The number of housing units located downtown | 28% |
| The number of developments that are started or finished yearly* | 34% | The number of museums/historical opportunities | 28% |
| The total amount of downtown retail and office space | 33% | The frequency of departmental communication with a mass audience | 27% |
| | | The number of entertainment venues | 27% |
| | | Ways that your department promotes tourism | 26% |
| | | The number of free parking spaces | 26% |
| | | Other types of downtown leisure activities | 21% |
| | | The number of metered/paid parking spaces | 11% |
| | | The number of conference facilities | 8% |
| <i>*relates to the 10 most frequently used performance indicators</i> | | | |

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Appendix A Downtown Development Survey

Thank you for agreeing to be a part of my research study. The survey should take less than 10 minutes. As you take the survey, you may skip any question or stop the survey at any time. Click the arrow in the right bottom corner to start the survey.

1. What is the population of your city?

- a. 100,000 and above
- b. 50,000-99,999
- c. 25,000-49,999
- d. 15,000-24,999
- e. 10,000-14,999
- f. 5,000-9,999
- g. Below 5,000

2. What is your organization's total downtown (or development district) development departmental budget? (write in box)

3. Does your downtown (or development) district include the following? Select all that apply.

- a. Residential development
- b. Entertainment and culture (includes attractions such as museums and night clubs)
- c. Office businesses
- d. Retail business
- e. A grocery store or pharmacy
- f. Other

4. What is your department or organization?

- a. Local Government
- b. Non-profit
- c. Planning Department
- d. Economic Development Department
- e. Designated MainStreet
- f. Other (write in)

| <p>The following are downtown development strategies and principles that have been identified in academic literature as principles that some cities have used in their revitalization process. Please check the boxes that are most accurate in regards to your organization.</p> | <p>Check here if this strategy is being used or has been used in your jurisdiction</p> | <p>Check here if you think this has been an effective revitalization strategy for your jurisdiction</p> |
|--|---|--|
| Define the boundaries of downtown | | |
| Develop a downtown development master plan | | |
| Have a special downtown financing mechanism; other than general fund. (i.e. Special Assessment District, Tax Increment Financing, Business Improvement District) | | |
| Include citizens, local non-profits and the local business community in downtown strategy making process | | |
| Know what the business/culture/residential mix should be. (ex: entertainment, rental housing, for sale housing, retail, restaurants/bars, office, grocery/pharmacy) | | |
| Create a strategy regarding density and style of downtown housing | | |
| Have a parking availability strategy | | |
| Have a downtown public transit strategy (to increase transit in and to downtown) | | |
| Perform a retail market analysis | | |
| Perform an employment analysis | | |
| Create a housing affordability strategy | | |
| Create a commercial space affordability strategy for existing businesses | | |
| Set goals to bring cultural amenities downtown | | |

| The following are downtown development strategies and principles that have been identified in academic literature as principles that some cities have used in their revitalization process. Please check the boxes that are most accurate in regards to your organization. | Check here if this strategy is being used or has been used in your jurisdiction | Check here if you think this has been an effective revitalization strategy for your jurisdiction |
|--|---|--|
| Create auxiliary organizations to manage downtown growth and development | | |
| Create an organization to manage the implementation of business district goals and the downtown master plan | | |
| Create a Downtown Development Authority | | |
| Create a Parking Authority | | |
| Create a Visitors Bureau | | |
| The following are downtown development strategies and principles that have been identified in academic literature as principles that some cities have used in their revitalization process. Please check the boxes that are most accurate in regards to your organization. | Check here if this strategy is being used or has been used in your jurisdiction | Check here if you think this has been an effective revitalization strategy for your jurisdiction |
| Use form based zoning codes to control physical building facade rather than land use | | |
| Increase downtown development flexibility | | |
| Encourage mixed use development | | |
| Implement Inclusionary Zoning | | |
| Create one or more downtown district(s) | | |
| Establish separate downtown development rules | | |
| Define optimal density levels | | |
| Make structured parking available | | |
| Find or create a development agency (or consultant) to help start or implement the downtown development process | | |
| Implement a Public Art program | | |
| Have adequate available parking | | |
| Have adequate public infrastructure to support development | | |
| Increase downtown public open space | | |
| Improve downtown streetscaping | | |
| Increase or improve pedestrian accessibility | | |
| Increase or improve downtown police patrols | | |
| Keep downtown clean | | |

| Redevelop abandoned or unused industrial/manufacturing sites | | |
|--|---|--|
| The following are downtown development strategies and principles that have been identified in academic literature as principles that some cities have used in their revitalization process. Please check the boxes that are most accurate in regards to your organization. | Check here if this strategy is being used or has been used in your jurisdiction | Check here if you think this has been an effective revitalization strategy for your jurisdiction |
| Recruit businesses downtown | | |
| Develop a downtown niche | | |
| Encourage the development of downtown attractions (ex: Movie theaters, ball parks) | | |
| Develop downtown rental and for sale housing | | |
| Encourage the development of downtown restaurants | | |
| Encourage the development of downtown arts organizations and galleries | | |
| Encourage appropriate downtown nightlife (ex: bars and clubs) | | |
| Encourage specialty (niche) retail | | |
| Encourage the establishment of a downtown local resident serving grocery or pharmacy | | |
| Recruit technology/science businesses to downtown | | |
| Recruit creative businesses to downtown | | |
| Create a downtown office market | | |
| Market downtown as a destination | | |
| Have downtown events or festivals | | |
| Market downtown businesses to the public | | |
| Market downtown to potential developers | | |
| Create a niche for your downtown or for your downtown businesses | | |
| The following are downtown development strategies and principles that have been identified in academic literature as principles that some cities have used in their revitalization process. Please check the boxes of the strategies and principles that you think (in your professional opinion) are the most effective at revitalizing or redeveloping a downtown or city center? | | |
| Define the boundaries of downtown | | |
| Develop a downtown development master plan | | |
| Have a special downtown financing mechanism; other than general fund. (i.e. Special Assessment District, Tax Increment Financing, Business Improvement District) | | |
| Include citizens, local non-profits and the local business community in downtown strategy making process | | |

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|---|
| Know what the business/culture/residential mix should be. (ex: entertainment, rental housing, for sale housing, retail, restaurants/bars, office, grocery/pharmacy) |
| Create a strategy regarding density and style of downtown housing |
| Have a parking availability strategy |
| Have a downtown public transit strategy (to increase transit in and to downtown) |
| Perform a retail market analysis |
| Perform an employment analysis |
| Create a housing affordability strategy |
| Create a commercial space affordability strategy for existing businesses |
| Set goals to bring cultural amenities downtown |
| Create auxiliary organizations to manage downtown growth and development |
| Create an organization to manage the implementation of business district goals and the downtown master plan |
| Create a Downtown Development Authority |
| Create a Parking Authority |
| Create a Visitors Bureau |
| Use form based zoning codes to control physical building facade rather than land use |
| Increase downtown development flexibility |
| Encourage mixed use development |
| Implement Inclusionary Zoning |
| Create one or more downtown district(s) |
| Establish separate downtown development rules |
| Define optimal density levels |
| Make structured parking available |
| Find or create a development agency (or consultant) to help start or implement the downtown development process |
| Implement a Public Art program |
| Have adequate available parking |
| Have adequate public infrastructure to support development |
| Increase downtown public open space |
| Improve downtown streetscaping |
| Increase or improve pedestrian accessibility |
| Increase or improve downtown police patrols |

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|--|
| Keep downtown clean |
| Redevelop abandoned or unused industrial/manufacturing sites |
| Recruit businesses downtown |
| Develop a downtown niche |
| Encourage the development of downtown attractions (ex: Movie theaters, ball parks) |
| Develop downtown rental and for sale housing |
| Encourage the development of downtown restaurants |
| Encourage the development of downtown arts organizations and galleries |
| Encourage appropriate downtown nightlife (ex: bars and clubs) |
| Encourage specialty (niche) retail |
| Encourage the establishment of a downtown local resident serving grocery or pharmacy |
| Recruit technology/science businesses to downtown |
| Recruit creative businesses to downtown |
| Create a downtown office market |
| Market downtown as a destination |
| Have downtown events or festivals |
| Market downtown businesses to the public |
| Market downtown to potential developers |
| Create a niche for your downtown or for your downtown businesses |
| Does your jurisdiction use the strategies you think are most effective |
| If your jurisdiction does not use the revitalization strategies that you think are effective, why not? |
| Performance measurement is a way that jurisdictions can track the progress of downtown development projects. Below is a list of performance indicators, please check the boxes that are most accurate in regards to your organization. |
| Your organization is using this benchmark |
| You think this measure can be an indicator of revitalization |
| The frequency that your department communicates with a mass resident audience |
| The budget and scope of downtown branding and advertising activities |
| The frequency with which you update your departmental website |
| The number of conference facilities that are located downtown |

| |
|---|
| The number of jurisdiction-sponsored festivals that are held downtown |
| The number of free parking spaces that are available downtown |
| The number of metered/paid parking spaces that are available downtown |
| The number of restaurants/bars that are located downtown |
| The number of museums/historical opportunities that exist downtown |
| The number of arts-related activities that exist downtown |
| The appraised tax value of the downtown district |
| The number of businesses located downtown |
| The number of downtown residential or commercial developments that started or finished yearly |
| The number of vacant or boarded up storefronts located in downtown |
| The total amount of downtown retail and office space |
| The amount of available downtown retail and office space |
| The number of downtown businesses that leave or go out of business |
| The number of housing units located downtown |
| Other types of leisure activities that exist downtown |
| Ways that your department promotes tourism |
| Number and types of downtown businesses |
| Are there any other benchmarks that are important indicators of the progress of your revitalization efforts that your jurisdiction measures? Are there any other benchmarks that your organization uses to measure downtown revitalization ? Write them in below. |

Appendix B Survey Respondent Demographics

Budget and Population

| Population Range | Percentage of respondents |
|-------------------|---------------------------|
| 100,000 and above | 12% |
| 50,000 - 99,999 | 8% |
| 25,000 - 49,999 | 11% |
| 10,000 - 24,999 | 24% |
| 5,000 - 9,999 | 21% |
| Below 5,000 | 20% |

| Budget Range | Percent of respondents |
|--------------------|------------------------|
| \$0-99,999 | 29% |
| \$100,000-249,999 | 26% |
| \$250,000-499,999 | 10.8% |
| \$500,000-999,999 | 4.8% |
| 1 million and over | 6% |

| Budget | Population | | | | | | |
|-------------------|------------|-----------|-----------|-----------|-----------|---------|-------------|
| | 100,000+ | 50-99,999 | 25-49,000 | 15-24,999 | 10-14,999 | 5-9,999 | Below 5,000 |
| \$0-99,999 | 11.1% | 20% | 17.9% | 0% | 43.6% | 53.3% | 59.3% |
| \$100,000-249,999 | 16.7% | 44.8% | 48.7% | 41.3% | 43.6% | 28.3% | 25.4% |
| \$250,000-499,999 | 36.1% | 20.7% | 17.9% | 15.2% | 2.6% | 10% | 5.1% |
| \$500,000-999,999 | 13.9% | 6.9% | 7.7% | 6.5% | 5.1% | 3.3% | 3.4% |
| \$1 million + | 22.2% | 10% | 7.7% | 0% | 5.1% | 5% | 5.1% |
| Total | 100% | 100% | 100% | 100% | 100% | 100% | 100% |

Organization type

Other includes: BID, Chambers of Commerce, economic development corporations, redevelopment agencies, or volunteer organizations. There is some overlap between categories because respondents were allowed to pick all categories that applied to them.

| Organization Type | |
|---------------------------------|-----|
| Non-Profit | 54% |
| Main Street | 46% |
| Local Government | 32% |
| Downtown Development Authority | 23% |
| Economic Development Department | 19% |
| Planning Department | 7% |
| Other | 11% |

Appendix C Perceived Effectiveness

| Effectiveness Rankings | Percent who agrees |
|--|--------------------|
| Keep downtown clean | 80% |
| Include citizens, local non-profits and the local business community in downtown strategy making process | 78% |
| Develop a downtown development master plan | 77% |
| Improve downtown streetscaping | 76% |
| Have downtown events or festivals | 75% |
| Market downtown as a destination | 67% |

| | |
|--|-----|
| Encourage mixed use development | 66% |
| Encourage the development of downtown restaurants | 66% |
| Recruit businesses downtown | 64% |
| Have a special downtown financing mechanism; other than general fund. (i.e. Special Assessment District, Tax Increment Financing, Business Improvement District) | 63% |
| Have adequate available parking | 61% |
| Increase or improve pedestrian accessibility | 60% |
| Market downtown businesses to the public | 54% |
| Market downtown to potential developers | 53% |
| Encourage the development of downtown arts organizations and galleries | 52% |
| Define the boundaries of downtown | 52% |
| Encourage specialty (niche) retail | 51% |
| Set goals to bring cultural amenities downtown | 50% |
| Have adequate public infrastructure to support development | 50% |
| Perform a retail market analysis | 50% |
| Have a parking availability strategy | 49% |
| Recruit creative businesses to downtown | 46% |
| Encourage the development of downtown attractions (ex: Movie theaters, ball parks) | 45% |
| Create an organization to manage the implementation of business district goals and the downtown master plan | 45% |
| Encourage appropriate downtown nightlife (ex: bars and clubs) | 42% |
| Know what the business/culture/residential mix should be. (ex: entertainment, rental housing, for sale housing, retail, restaurants/bars, office, grocery/pharmacy) | 41% |

| | |
|--|-----|
| Develop a downtown niche | 39% |
| Redevelop abandoned or unused industrial/manufacturing sites | 37% |
| Encourage the establishment of a downtown local resident serving grocery or pharmacy | 36% |
| Create a niche for your downtown or for your downtown businesses | 35% |
| Increase downtown public open space | 34% |
| Increase downtown development flexibility | 32% |
| Create a Downtown Development Authority | 32% |
| Develop downtown rental and for sale housing | 32% |
| Increase or improve downtown police patrols | 31% |
| Implement a Public Art program | 31% |
| Establish separate downtown development rules | 28% |
| Use form based zoning codes to control physical building facade rather than land use | 26% |
| Create a Visitors Bureau | 25% |
| Find or create a development agency (or consultant) to help start or implement the downtown development process | 24% |
| Create a downtown office market | 22% |
| Have a downtown public transit strategy (to increase transit in and to downtown) | 21% |
| Make structured parking available | 19% |
| Create a commercial space affordability strategy for existing businesses | 18% |
| Create auxiliary organizations to manage downtown growth and development | 18% |

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| Create one or more downtown district(s) | 18% |
| Recruit technology/science businesses to downtown | 16% |
| Create a strategy regarding density and style of downtown housing | 16% |
| Perform an employment analysis | 13% |
| Create a housing affordability strategy | 11% |
| Define optimal density levels | 7% |
| Create a Parking Authority | 6% |
| Implement Inclusionary Zoning | 5% |

Appendix D Strategy Bibliography

| Revitalization Strategy | Bibliographic Reference |
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| Define the boundaries of downtown | Leinberger, Christopher. <u>Turing Around Downtown: Twelve Steps to Revitalization</u> . Washington, DC: The Brookings Institution, 2005. |
| Develop a downtown development master plan | Leinberger, Christopher. <u>Turing Around Downtown: Twelve Steps to Revitalization</u> . Washington, DC: The Brookings Institution, 2005. |
| Have a special downtown financing mechanism; other than general fund. (i.e. Special Assessment District, Tax Increment Financing, Business Improvement District) | Bohl, Charles C. <u>Place Making; Developing Town Centers, Main Streets, and Urban Villages</u> . Washington DC: Urban Land Institute, 2002. |
| Include citizens, local non-profits and the local business community in downtown strategy making process | Leinberger, Christopher. <u>Turing Around Downtown: Twelve Steps to Revitalization</u> . Washington, DC: The Brookings Institution, 2005. |
| Know what the business/culture/residential mix should be. (ex: entertainment, rental housing, for sale housing, retail, restaurants/bars, office, grocery/pharmacy) | Leinberger, Christopher. <u>Turing Around Downtown: Twelve Steps to Revitalization</u> . Washington, DC: The Brookings Institution, 2005. |
| Create a strategy regarding density and style of downtown housing | Breen, Ann and Dick Rigby. <u>Intown Living</u> . London: Praeger, 2004. |

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| Have a parking availability strategy | Leinberger, Christopher. <u>Turing Around Downtown: Twelve Steps to Revitalization</u> . Washington, DC: The Brookings Institution, 2005. |
| Have a downtown public transit strategy (to increase transit in and to downtown) | Breen, Ann and Dick Rigby. <u>Intown Living</u> . London: Praeger, 2004. |
| Perform a retail market analysis | Leinberger, Christopher. <u>Turing Around Downtown: Twelve Steps to Revitalization</u> . Washington, DC: The Brookings Institution, 2005. |
| Perform an employment analysis | Leinberger, Christopher. <u>Turing Around Downtown: Twelve Steps to Revitalization</u> . Washington, DC: The Brookings Institution, 2005. |
| Create a housing affordability strategy | Leinberger, Christopher. <u>Turing Around Downtown: Twelve Steps to Revitalization</u> . Washington, DC: The Brookings Institution, 2005. |
| Create a commercial space affordability strategy for existing businesses | Leinberger, Christopher. <u>Turing Around Downtown: Twelve Steps to Revitalization</u> . Washington, DC: The Brookings Institution, 2005. |
| Set goals to bring cultural amenities downtown | Leinberger, Christopher. <u>Turing Around Downtown: Twelve Steps to Revitalization</u> . Washington, DC: The Brookings Institution, 2005. |
| Create auxiliary organizations to manage downtown growth and development | Leinberger, Christopher. <u>Turing Around Downtown: Twelve Steps to Revitalization</u> . Washington, DC: The Brookings Institution, 2005. |
| Create an organization to manage the implementation of business district goals and the downtown master plan | Leinberger, Christopher. <u>Turing Around Downtown: Twelve Steps to Revitalization</u> . Washington, DC: The Brookings Institution, 2005. |
| Create a Downtown Development Authority | Leinberger, Christopher. <u>Turing Around Downtown: Twelve Steps to Revitalization</u> . Washington, DC: The Brookings Institution, 2005. |
| Create a Parking Authority | Leinberger, Christopher. <u>Turing Around Downtown: Twelve Steps to Revitalization</u> . Washington, DC: The Brookings Institution, 2005. |
| Create a Visitors Bureau | Leinberger, Christopher. <u>Turing Around Downtown: Twelve Steps to Revitalization</u> . Washington, DC: The Brookings Institution, 2005. |

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| Use form based zoning codes to control physical building facade rather than land use | Leinberger, Christopher. <u>Turing Around Downtown: Twelve Steps to Revitalization</u> . Washington, DC: The Brookings Institution, 2005. |
| Increase downtown development flexibility | Breen, Ann and Dick Rigby. <u>Intown Living</u> . London: Praeger, 2004. |
| Encourage mixed use development | Breen, Ann and Dick Rigby. <u>Intown Living</u> . London: Praeger, 2004. |
| Implement Inclusionary Zoning | Leinberger, Christopher. <u>Turing Around Downtown: Twelve Steps to Revitalization</u> . Washington, DC: The Brookings Institution, 2005. |
| Create one or more downtown district(s) | Breen, Ann and Dick Rigby. <u>Intown Living</u> . London: Praeger, 2004. |
| Establish separate downtown development rules | Leinberger, Christopher. <u>Turing Around Downtown: Twelve Steps to Revitalization</u> . Washington, DC: The Brookings Institution, 2005. |
| Define optimal density levels | Breen, Ann and Dick Rigby. <u>Intown Living</u> . London: Praeger, 2004. |
| Make structured parking available | Breen, Ann and Dick Rigby. <u>Intown Living</u> . London: Praeger, 2004. |
| Find or create a development agency (or consultant) to help start or implement the downtown development process | Leinberger, Christopher. <u>Turing Around Downtown: Twelve Steps to Revitalization</u> . Washington, DC: The Brookings Institution, 2005. |
| Implement a Public Art program | Breen, Ann and Dick Rigby. <u>Intown Living</u> . London: Praeger, 2004. |
| Have adequate available parking | Breen, Ann and Dick Rigby. <u>Intown Living</u> . London: Praeger, 2004. |
| Have adequate public infrastructure to support development | Leinberger, Christopher. <u>Turing Around Downtown: Twelve Steps to Revitalization</u> . Washington, DC: The Brookings Institution, 2005. |
| Increase downtown public open space | Bohl, Charles C. <u>Place Making: Developing Town Centers, Main Streets, and Urban Villages</u> . Washington DC: Urban Land Institute, 2002. |
| Improve downtown streetscaping | Institute, Victoria Transport Policy. <u>Community Livability</u> . July 2008. November 2008 < http://www.vtppi.org/tm/tm97.htm >. |

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| Increase or improve pedestrian accessibility | Institute, Victoria Transport Policy. <u>Community Livability</u> . July 2008. November 2008 < http://www.vtpi.org/tm/tm97.htm >. |
| Increase or improve downtown police patrols | Leinberger, Christopher. <u>Turing Around Downtown: Twelve Steps to Revitalization</u> . Washington, DC: The Brookings Institution, 2005. |
| Keep downtown clean | Leinberger, Christopher. <u>Turing Around Downtown: Twelve Steps to Revitalization</u> . Washington, DC: The Brookings Institution, 2005. |
| Redevelop abandoned or unused industrial/manufacturing sites | Moulton, Jennifer. <u>Ten Steps to a Living Downtown</u> . discussion paper. Washington DC: Brookings Institution, 1999. |
| Recruit businesses downtown | Leinberger, Christopher. <u>Turing Around Downtown: Twelve Steps to Revitalization</u> . Washington, DC: The Brookings Institution, 2005. |
| Develop a downtown niche | Milder, David N. <u>Niche Strategies for Downtown Revitalization</u> . New York: Downtown Research and Development Center, 1997. |
| Encourage the development of downtown attractions (ex: Movie theaters, ball parks) | Leinberger, Christopher. <u>Turing Around Downtown: Twelve Steps to Revitalization</u> . Washington, DC: The Brookings Institution, 2005. |
| Develop downtown rental and for sale housing | Leinberger, Christopher. <u>Turing Around Downtown: Twelve Steps to Revitalization</u> . Washington, DC: The Brookings Institution, 2005. |
| Encourage the development of downtown restaurants | Breen, Ann and Dick Rigby. <u>Intown Living</u> . London: Praeger, 2004. |
| Encourage the development of downtown arts organizations and galleries | Breen, Ann and Dick Rigby. <u>Intown Living</u> . London: Praeger, 2004. |
| Encourage appropriate downtown nightlife (ex: bars and clubs) | Breen, Ann and Dick Rigby. <u>Intown Living</u> . London: Praeger, 2004. |
| Encourage specialty (niche) retail | Milder, David N. <u>Niche Strategies for Downtown Revitalization</u> . New York: Downtown Research and Development Center, 1997. |
| Encourage the establishment of a downtown local resident serving grocery or pharmacy | Leinberger, Christopher. <u>Turing Around Downtown: Twelve Steps to Revitalization</u> . Washington, DC: The Brookings Institution, 2005. |

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| Recruit technology/science businesses to downtown | (Florida, Cities and the Creative Class) |
| Recruit creative businesses to downtown | (Florida, Cities and the Creative Class) |
| Create a downtown office market | Leinberger, Christopher. <u>Turing Around Downtown: Twelve Steps to Revitalization</u> . Washington, DC: The Brookings Institution, 2005. |
| Market downtown as a destination | National Main Street Center. <u>Main Street Success Stories</u> . Washington Dc: National Main Street Center, 1997. Bohl, Charles C. <u>Place Making: Developing Town Centers, Main Streets, and Urban Villages</u> . Washington DC: Urban Land Institute, 2002. |
| Have downtown events or festivals | Leinberger, Christopher. <u>Turing Around Downtown: Twelve Steps to Revitalization</u> . Washington, DC: The Brookings Institution, 2005. |
| Market downtown businesses to the public | National Main Street Center. <u>Main Street Success Stories</u> . Washington Dc: National Main Street Center, 1997. |
| Market downtown to potential developers | Leinberger, Christopher. <u>Turing Around Downtown: Twelve Steps to Revitalization</u> . Washington, DC: The Brookings Institution, 2005. |
| Create a niche for your downtown or for your downtown businesses | National Main Street Center. <u>Main Street Success Stories</u> . Washington Dc: National Main Street Center, 1997. |

