



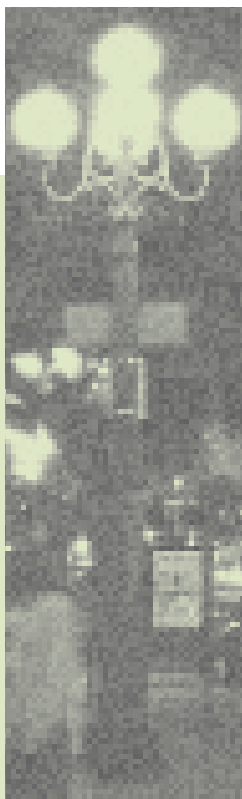
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AMERICA DOWNTOWN® —

New **thinking.**
New **life.**

In 1992, as America's largest membership organization representing the municipal governments of this nation, the National League of Cities (NLC) decided to assume a more aggressive role in the areas of downtown enhancement and local economic development. That role involved offering technical assistance to local elected officials concerned about the economic success of their downtowns.

To fill this role, the National League of Cities approached HyettPalma, Inc., the only national firm specializing in the economic enhancement of downtowns and older business districts. Through consulting, training, and how-to publications, HyettPalma has restored confidence and stimulated investment in hundreds of downtowns throughout all 50 states.



The Pilot Program

Together, NLC and HyettPalma designed an advanced national pilot program. The national pilot offered on-site, technical assistance to a limited number of communities and was structured to guide local governing bodies – working in partnership with local business owners, property owners, and concerned citizens – in rethinking ways to rebuild our nation's downtowns. The downtown successes of these eleven communities are documented in the NLC text that bears the name of the pilot program, *Accepting the Challenge: The Rebirth of America's Downtowns*.

The America Downtown Program

Once the pilot was completed, NLC and HyettPalma evaluated its effectiveness and whether or not to continue offering downtown technical assistance. This was done with the assistance of local officials from the eleven pilot communities. Based on that evaluation, and specifically on the advice and needs expressed by the pilot's local officials, a new comprehensive technical assistance program was developed titled America Downtown® – New Thinking. New Life.

America Downtown® – New Thinking. New Life. was structured to provide the help local officials need to reverse their downtown's cycle of decline and help it evolve to a brighter future. The program brings together the local government insight of NLC and the downtown expertise of HyettPalma, Inc. Together, they offer individualized assistance and a combination of strengths not available anywhere else.

Program Convictions of America Downtown® – New Thinking. New Life.

America Downtown® – New Thinking. New Life. was designed to provide direct, hands-on help to city officials and community leaders who want to start, refocus, or energize their downtown enhancement efforts. The program's strengths and successes are built on the following convictions:

The assistance provided is **implementation-oriented** – not another downtown plan or study but an aggressive course of action that local officials and community leaders can start to implement immediately.

The recommendations made for each downtown are **pragmatic** – tailored to local resources so that they can be realistically implemented.

The solutions offered are **success-oriented** – designed to improve each downtown's economy so that the results are long lasting.

The on-site assistance is **inclusive** – providing a forum that brings public and private sector constituents together to identify downtown issues, define a downtown vision, and take needed actions in partnership.

“We recognized the need for a strong downtown and that, as we grow, downtown must remain a viable economic core to work from. We joined the America Downtown program to ensure that downtown stays a strong central location within our community. If you lose the strength of your downtown, the identity of your community can be lost, too.” –Mayor Harold G. Shirley, Cedar City, Utah

The Tools Provided By America Downtown® – New Thinking. New Life

Each community participating in the America Downtown® program receives on-site, hands-on technical assistance designed to move that community's downtown to a brighter economic future. This technical assistance takes the form of a Downtown Action Agenda that is completed by HyettPalma, Inc., and specifically crafted to:

- Meet the individual needs of each downtown;
- Attain each community's vision and desires for its downtown;
- Stimulate private investment in each downtown;
- Generate local enthusiasm for each downtown enhancement effort.

“The village chose to participate in the America Downtown program because of the approach that program takes. It doesn't use a cookie cutter approach to planning. Instead, HyettPalma asks questions, takes time to learn what makes a community a community, and builds on that. We knew that with America Downtown, each Downtown Action Agenda is based on each individual community.”
- Pete Auger, Village Manager, Ortonville, Michigan

Specifically, each Downtown Action Agenda includes the following:

Vision – As a basis of each Action Agenda, the community is engaged in defining its vision of what should be accomplished by the downtown enhancement effort over the next 5 to 7 years. The vision process used is open and inclusive.

Market Analysis – A statistical analysis is completed that quantifies each downtown's potential for sup-

porting retail, office, and housing uses. The market analysis results are practical and ensure that the community's vision is grounded in economic realities.

“We decided to participate in the America Downtown program to develop a consensus vision for the downtown. Although the city was pursuing an aggressive downtown revitalization strategy, key stakeholders had not yet been brought into the process.” - James R. Erickson, City Administrator, Millbrae, California

Course of Action – Based on the vision and market analysis findings, a 5-year, market-driven course of action is recommended for each downtown. The course of action is aimed at enabling each downtown to attain the community's vision and capture the economic opportunities revealed in the market analysis. As a minimum, each course of action includes specific recommendations that should be implemented by the private and public sectors to:

- strengthen downtown's current businesses,
- attract and cluster appropriate new businesses,
- market downtown to improve its image and its ability to attract customers,
- enhance downtown's private and public real estate, and
- stimulate private sector investment.

Partnership – For the course of action to be implemented in a timely manner, a private-public partnership that is charged with this mission must be in place. Therefore, based on each local situation, the formation and structure of a downtown private-public partnership is recommended. Or, where appropriate, recommendations are made for enabling an existing organization to act as the downtown partnership.

Additional Benefits of America Downtown® – New Thinking. New Life.

Safety Net. Each community participating in the America Downtown® program is offered a safety net in the form of the Government Official's Network. This is a peer-to-peer round table discussion held each year during NLC's Congress of Cities and moderated by HyettPalma. The Government Official's Network is open only to local officials of cities that have participated in the America Downtown® - New Thinking. New Life. program.

“The City Council of Longmont decided to participate in the America Downtown program after hearing a presentation at the National League of Cities meeting - I knew that Longmont needed the market analysis and action agenda provided by HyettPalma. We were not disappointed.

It was time to work aggressively to make downtown a destination of choice in the community. Our main street is also a state and national highway that provided an additional challenge. The America Downtown program provided the framework necessary to help the City of Longmont and the Longmont Downtown Development Authority to begin the revitalization process. We are excited about the changes that are taking place.” - Mayor Leona Stoecker, Longmont, Colorado

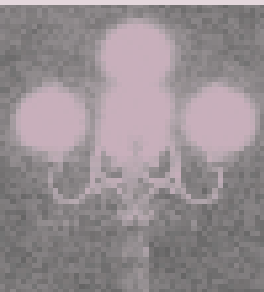
National Recognition. Communities participating in the America Downtown® program receive national recognition for their downtown efforts. This national recognition takes the following forms:

- **Presentations** - One of the main goals of the America Downtown® program is to share information

with local officials nationwide. To accomplish this, the America Downtown® cities are featured in slide presentations made by HyettPalma, Inc., and the National League of Cities. These presentations are made before national and statewide organizations on a regular basis, they highlight the successes realized and the lessons learned by those in the America Downtown® family.

- **Articles** – Each participating downtown is highlighted in a feature article in Nation's Cities Weekly, the nationally acclaimed newspaper of the National League of Cities.
- **Books** – Also to share information, the results of the America Downtown® program are regularly documented in a series of books written by HyettPalma, Inc., and published by the National League of Cities. These books exclusively feature the cities that have participated in the America Downtown® program.

Networking. Communities participating in the America Downtown® program are truly a family. Local elected officials, appointed officials, and staff from the America Downtown® cities network with each other and call on each other for answers to tough questions – and to share their knowledge and successes. Those in the America Downtown® program can contact NLC staff and HyettPalma, Inc., who serve as on-call resources.



Successes of America Downtown® – New Thinking. New Life.

Following are just a few examples of Downtown successes realized by communities since joining America Downtown® – New Thinking. New Life.



“Private landowners have dramatically increased their re-investment in downtown since Millbrae joined the America Downtown® program. Other successes realized in downtown Millbrae since joining the program are also vast:

Sales tax in the downtown has almost tripled since we put the Action Agenda together.

Tenancies continue to improve. We have attracted Office Depot, Jamba Juice, Kinkos, an upscale wine store, a produce mart, two antique shops, a new banquet facility, and several new restaurants.

The downtown Safeway has fully remodeled its store.

The Storefront Program has completed 20 new projects in the last three years. We have in the last year finally made inroads with some of the old time landlords who are working with us on their major buildings, with four major corners in design or under construction.

We have adopted the “Millbrae Station Area Specific Plan” for the lands surrounding the new BART/CalTrain Station adjacent to downtown Millbrae. We have rezoned 116 acres for new, higher density office, hotel, and residential. We have limited retail in the station area so that we retain a strong supportive link to the downtown from the BART station. We project 33,000

daily new riders moving through the station. We have adopted a development fee for the new area that is going to support \$23 million in new infrastructure.

The first residential site in the new station area is under contract. A total of 116 condominiums and ground floor retail will be developed one block from the south end of downtown. A major hotel site is under contract with approvals in place for a four star, five hundred room, airport-oriented hotel. A new 86 room all suites hotel is under construction on the El Camino Real (a main artery) in downtown.

We have largely completed our public infrastructure plan for downtown, including a new mini-park seating area at a main corner and new redwood trees and ground cover along the entire El Camino Real Downtown Frontage.”

Ralph Petty
Director of Community Development
Millbrae, California

“A cooperative effort has been made between the Town government and the University of Connecticut to fund some of the recommendations found in the Mansfield Downtown Action Agenda 2000. Because the University plays such a significant role within the community, the town has desired such a partnership for years. The inclusive process used by the America Downtown® program to produce the Downtown Action Agenda and now the report itself provides a basis for continued dialogue and cooperation between the town and the University. In addition, the business community has expressed an interest in joining the town and the University in

establishing a Downtown Partnership. This entity would operate as an independent, non-profit organization charged with coordinating the implementation of the America Downtown® program's recommendations."

**Mayor Elizabeth W. Paterson
Mansfield, Connecticut**

"Sometimes our progress seems slow, but we keep reminding ourselves that it will take years to develop the dynamic downtown we want. In fact, within a year after the Jonesboro Downtown Action Agenda 1999 was completed, we experienced the following successes:

The private sector invested over \$300,000 in purchasing and renovating downtown buildings;

The city received a \$500,000 federal grant through the Arkansas Department of Transportation for streetscape improvements;

All the major parties – the city, the county, Arkansas State University, St. Bernard's Regional Medical Center, as well as JCPA – collaborated to retain a professional firm to design those streetscape improvements;

A professional downtown "master plan" was completed for the streetscape improvements; and

Architects were retained to develop a facade study for buildings in downtown's core."

**Nancy Chrisman, Director
Jonesboro Central Planning Association (JCPA)
Jonesboro, Arkansas**

“The private investment in buildings and businesses to the downtown core has increased tremendously. The market Analysis and Action Agenda recommended the need to “pedestrianize” downtown Longmont. In responding to the recommendations, the Longmont Downtown Development Authority (LDDA) developed a streetscape master plan for Main Street. The plan included traffic calming devices, such as corner bulb-outs, midblock crosswalks, and new street furnishings. With the \$2.6 million investment, completed in spring 2000, private investment rose dramatically. The city also contributed nearly \$2 million by combining needed water and street upgrades. This infusion of dollars allowed an additional three downtown blocks to be included in the streetscape design. Over the past ten years the LDDA averaged two facade improvements per year. In 1998-1999 there were five buildings under renovation. In 2000, they received 14 applications. This may be the first year the LDDA will have to turn applicants away.”

**Mayor Leona Stoecker
Longmont, Colorado**



“One of the goals of the Market Analysis and Action Agenda was to establish downtown West Palm Beach as the Cultural Capital of South Florida. Right in step with the city’s development momentum is a red-hot acceleration in growth of the arts and cultural facilities. The past decade witnessed an investment of \$140.5 million to build, improve or expand key cultural venues downtown. In 2000, plans for an additional \$135 million were announced, which has turned the national arts spotlight onto West Palm Beach. This level of investment positions the city as one of the nation’s leading per capita supporters of the visual and performing arts, a distinction that will help propel the city to its desired status as one of the best and most livable mid-sized cities in the United States.”

**Deneen Ramaglia, Director of Marketing
Downtown Development Authority
West Palm Beach, Florida**

“The strength and reputation of HyettPalma’s economic analysis is what heightened the Town of Mansfield’s interest in joining the America Downtown® program.

Previously, the town had studied the enhancement of its downtown commercial area from a site layout and aesthetic perspective. However, in order to attract the interest of the University of Connecticut as a partner - the University of Connecticut surrounds Downtown Mansfield on three sides - we needed to focus on the economic aspects of development. The University was clearly interested in developing a commercial center as opposed to a town green. We pursued the America Downtown® program because it could provide the economic-based focus and analysis that we required.” - Mayor Elizabeth W. Paterson, Mansfield, Connecticut

About HyettPalma, Inc.

All technical assistance services offered through the America Downtown® program are provided exclusively by HyettPalma, Inc.

HyettPalma is the only national consulting firm specializing solely in the economic renaissance of Downtowns and older business districts. Formed in 1985, HyettPalma has restored confidence and stimulated private investment in hundreds of Downtowns throughout all 50 states. The firm is well-known for developing pragmatic, action-oriented strategies that are tailored to local resources.

Dolores P. Palma and Doyle G. Hyett are the co-founders of the firm. Ms. Palma and Mr. Hyett are nationally renowned advisors, speakers, and authors with over 45 years of combined experience in the fields of business district transformation and city planning.

Since 1987, HyettPalma has worked with the National League of Cities on downtown issues. HyettPalma and the National League of Cities cooperatively developed the technical assistance program titled America Downtown® - New Thinking. New Life. And, Ms. Palma and Mr. Hyett personally define each Downtown Action Agenda completed as a part of that program, working on-site in every America Downtown® community.

For more information about the firm and its work, visit www.hyettpalma.com.

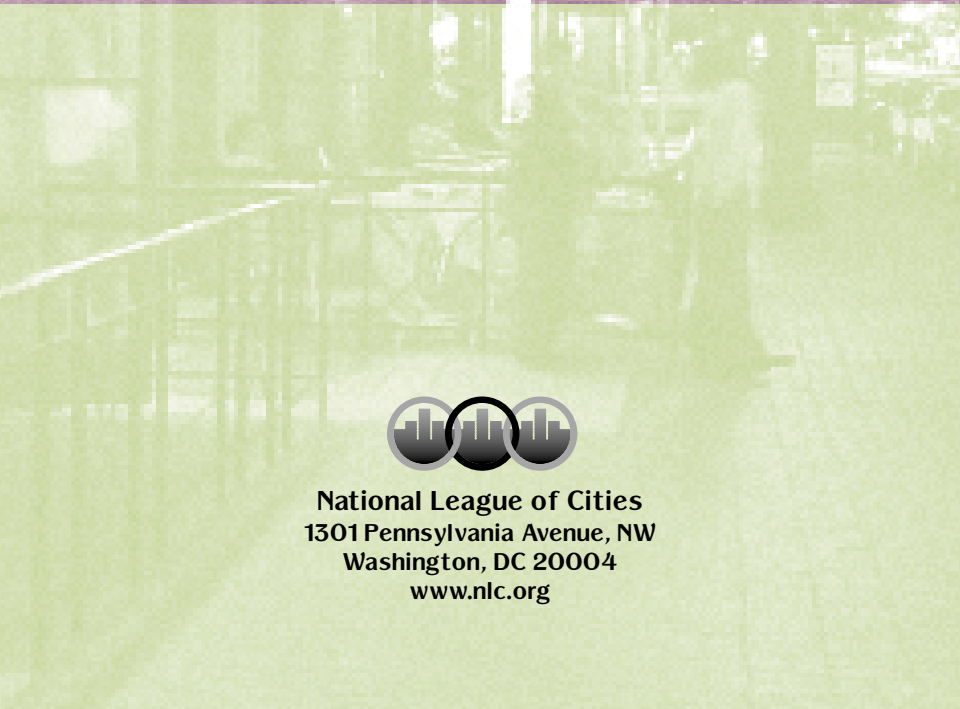
HyettPalma is dedicated to making downtown renaissance a reality.

For More Information About America Downtown® – New Thinking. New Life.

If you have specific questions, would like additional information about the America Downtown® program, or are interested in receiving a detailed scope of the services offered through America Downtown®, please contact:

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