

TOP GLOBAL TRENDS

AFFECTING DOWNTOWNS



AND HOW TO RESPOND AT HOME [REVISITED]

Five years ago, Progressive Urban Management Associates (P.U.M.A.) conducted ground

breaking research to identify the top trends shaping American cities. The original “Top Ten Global Trends Affecting Downtowns” was prepared for the Downtown Denver Plan to forecast our hometown’s growth and development patterns for the next 20 years. From the findings, we also developed practical recommendations for all American downtowns to anticipate and benefit from change. The trend report was subsequently utilized in many cities to support a variety of downtown planning, marketing and economic development initiatives.

By 2011, we determined that an update to Global Trends was needed to respond to the impact of economic recession and

ongoing changes in demographics, lifestyles and global competition — forces that together are creating new patterns shaping our cities. About half of the trends we initially identified have remained intact and are updated with the latest data and thought. We also highlight trends that have become increasingly important, including education, the emergence of young professional women, changing consumer behaviors, shifts in transportation and mobility, and implications from an age of austerity. The 2011 edition of Top Ten Global Trends Affecting Downtowns **REVISITED** offers a provocative view of the future and tangible ideas for anticipating change in the context of an increasingly volatile world.



Overall, global trends continue to appear favorable to promote growth in vibrant downtowns...

CONCLUSIONS

America's population is growing, younger and older, and more culturally diverse.

Demographic trends in the United States remain favorable to downtown development. The population is growing both older (aging baby boomers) and younger (emerging millennials). Both older and younger markets have fueled downtown population growth over the past decade and are poised to continue to populate urban environments, particularly in those cities that offer jobs, housing, amenities and activities that respond to their needs. America will become increasingly culturally and ethnically diverse, creating an advantage for downtowns that welcome, accommodate and celebrate diversity.

Adapting to an increasingly connected and competitive world.

Broader distribution of information technologies is encouraging "bottom-up" innovation from entrepreneurs throughout the globe. Education will be key in ensuring that America remains competitive and cities that make connections to higher institutions of learning will benefit. Downtowns are poised to continue to attract "creative" vocations if they can offer a business climate favorable to the incubation and growth of small dynamic enterprises. The emerging importance of young women and millennials in the American professional class creates opportunities for designing, programming and managing vibrant and interactive urban environments.

Resource-intensive lifestyles are increasingly expensive and not sustainable.

Changes in American lifestyles will continue to be increasingly determined by global trends, as opposed to national preferences. The emergence of a planetary middle class, illustrated by rapid growth and urbanization in China, will continue to strain the supply and increase the costs of non-renewable

resources. Increasing petroleum and construction costs are likely to dramatically affect American lifestyles, making traditional suburban land use and vehicular transportation patterns increasingly expensive and inefficient. Cities will look to maximize the use of existing infrastructure and promote sustainable development. Vibrant downtowns are well positioned to capitalize on an economic imperative to downsize consumption while still offering the lifestyle advantages of jobs, entertainment, culture, recreation and livability.

Innovation and investment will be increasingly city-driven.

An age of fiscal austerity will diminish

federal and state resources available for infrastructure, education and innovation, and advanced economies (including the U.S.) will be spending less on these economic building blocks than emerging economies with low debt loads and strong central governments. America's economic recovery is likely to be led by cities that choose to invest in regional transportation, education and cultural facilities. New public/private financing solutions will be required, ranging from neighborhood-based community venture funds to regional infrastructure banks. A willingness to invest (yes, new taxes) and innovate (public/private partnerships) will keep cities that choose to do so competitive and connected to the global economy. Those that do not choose this path will be left behind and mired in economic stagnation.

IMPLICATIONS FOR DOWNTOWNS

DEMOGRAPHICS **Capture the young skilled workforce:** Downtowns have the edge in attracting the young skilled workforce that will be coveted by employers in the very near future. To capture this market predisposed to urban living and experiences, Downtowns should provide a welcoming environment and information services that make it easy to relocate for jobs and housing. Embracing social tolerance, celebrating multi-culturalism and using social communications tools will invite populations that are increasingly diverse and technologically savvy.

Create an environment that appeals to young women: The next professional, working and "creative" classes will increasingly be dominated by young women. Downtowns must look for ways to appeal to young women in all facets of the down-

town experience, including physical improvements, environmental stability (i.e. clean and safe), mixed-use living options, retail and entertainment offerings. Encouraging female participation in local policy and urban design leadership positions could create a competitive edge.

Foster education: Educational institutions are civic anchors, economic stabilizers and incubators of new creative businesses and jobs that should be encouraged to locate and grow in downtowns. Education continuums, connecting local public school systems to colleges, should be explored. As cities work to attract young families, the development of downtown schools could be a powerful incentive.

Diverse price points needed for housing: To provide an environment that attracts a multi-skilled workforce and younger, more

The research and conclusions from Global Trends offer many implications for the future of downtowns.

economically-mixed demographics, diverse housing price points are needed, including plentiful rental housing. Our first global trends report recommended rental housing as a hedge to protect against vulnerabilities in the owner-occupied housing market. Today, mixed-use rental housing is likely to lead the next wave of downtown investment as households adjust to a diminished owner-occupied market.

Don't forget the boomers: The Great Recession has reduced mobility options for baby boomers and more are projected to "age in place" as opposed to migrating to Sunbelt cities. Urban amenities that appeal to both boomers and millennials should be considered, including robust dining and entertainment options, and investments in promoting healthy lifestyles from dog parks to public markets.

LIFESTYLES **Implement comprehensive mobility strategies and "living streets":** Our first Global Trends report suggested that cities invest in transit, and today we broaden the recommendation to "living streets" that support a variety of modes including bicycles and pedestrians. Mobility options are not just needed as an alternative to congested highways but also to appeal to younger highly-skilled and educated populations that are increasingly disinterested in automobile use and seeking walkable, bikable and transit-rich urban environments.

Cultivate partnerships with health care providers: With increasing demand for health care services, partnerships with local health care providers will be critical to create a competitive advantage for downtowns. Development and expansion of health care facilities will be important economic stabilizers and create significant business spin-offs. Access to health care, through clinics and retail applications, should be pursued. Health care providers will also be strong civic partners to help promote healthy lifestyles through urban living.

Capitalize on the potential from healthy food movements: Several healthy food movements are converging to benefit downtowns. New retail prototypes can serve rapidly growing niches in locavore and organic segments. Urban farming is a trend that can thrive in downtown locations on roof tops and vacant land. National initiatives to eradicate food deserts can bring coveted full-service groceries to underserved urban areas, including downtowns and adjacent neighborhoods.

Keep it fun, entertaining and interesting: Over the past 25 years many downtowns have become hubs for entertainment, culture and sports. To remain competitive and continue to attract a young and diverse workforce, fortifying and expanding downtowns' experiential attractions will be critical. Downtowns should integrate new mobile technologies into marketing and promotions. A variety of cultures and languages should also be accommodated, appealing to an increasingly diverse local population and international tourists.

Be a strong advocate for regional investment: Austerity budgeting will decrease federal and state investment in infrastructure, mobility and education. Cities that choose to invest in these initiatives will thrive; those that do not may stagnate. Downtowns will need to educate communities on the benefits of regional cooperation and investment. A new policy emphasis for downtown organizations may include introducing new skill sets and leadership capabilities.

GLOBAL COMPETITION AND CHANGE **Entrepreneurship will continue to be a key to job growth:** Attracting, retaining and growing small businesses will continue to be a key for promoting job growth and remaining globally competitive. Downtowns should explore ways to broaden support to small businesses and startups through a variety of means, including technical assistance, incentives and/or designation of formal "innovation" or "creativity" zones.

Develop innovative public/private financing tools: While Global Trends are favorable for downtown investment, conventional financing will be constrained due to lingering effects of the recession and governmental austerity measures. Localities will need to develop innovative public/private financing tools, with options ranging from regional infrastructure banks to local community lending and equity funds.

Be technologically relevant: Social communications, in connection with both place-based and business applications, will continue to grow with the proliferation of mobile technologies and the influx of millennials into the workforce. Downtowns need to make sure that they are technologically relevant, both in providing the infrastructure that supports ubiquitous computing and in developing the creative applications that keep a tech savvy population engaged.

Adaptive reuse will be more affordable as construction costs rise: As global demand continues for building materials, the cost of new construction will increase. The reuse of existing buildings will become relatively more affordable. Beyond traditional historic properties, reuse opportunities will become increasingly attractive for post-1950 buildings, including office high rises that were constructed during the 1970s and 1980s. Building reuse for the rental residential market is likely to be the first wave of investment to emerge from the recession.

Incorporate sustainability as part of the downtown brand: Downtowns can capitalize on the sustainability megatrend by incorporating sustainability as a key component of the center city brand. Cities will lead the development of sustainability policies as an austere federal government diminishes its role. With compact urban environments that include business, education, health, culture and living assets, downtowns offer inspiration and relevancy to emerging generations and the economic model for a sustainable future.

To develop our trend report, we utilized more than 100 independent sources reflecting the latest data and the world's most sophisticated thinkers and urban philosophers.

TOP 10 GLOBAL TRENDS

DEMOGRAPHICS

1 Changing American Demographics

Three generations continue to shape American cities, including baby boomers (born between 1946 and 1964), Generation X (born 1961-1984) and millennials (born 1977-2003). Together, these three generations represent two-thirds of the country's total population.

While most traits of these generations have remained intact since our original Global Trends research, several notable behavioral changes are occurring due to the recession and advances in technology.

America's 76 million baby boomers are better educated, healthier and wealthier than all previous generations. Given their sheer numbers, they created an unprecedented boom in American production and consumption. Now they are entering their retirement years, and while they will be more physically active than prior generations, they will create enormous demands on the health care system. Recent erosion in home equity and retirement fund values have reversed past mobility trends for baby boomers, and now more are expected to "age in place" as opposed to migrating to Sunbelt states.

The 53 million individuals of Generation X, once known as the "slacker generation" for their cynicism and bitterness toward baby boomers, are maturing with the majority of them now married with children. Generation X households have the most disposable income, but have pulled back on spending during the recession. Generation X is approaching its prime time with opportunities to move into leadership and decision-making positions as baby boomers start to retire. Employment prospects are good for Gen X'ers, given that this generation is two-thirds the size of the Boomers.



America's 77 million millennials, brimming with optimism and a strong sense of social activism, are now aiming to build careers in the midst of the recession. Connected to technology from the crib, millennials are true multi-taskers and drivers of technological innovations that include social communications and smart phones. Millennials are the most culturally diverse generation and are a factor in increasing racial diversity in American cities. Fifty eight of the largest 100 American cities are now majority minority, compared to 43 in 2000. They also have newfound political clout, a significant factor leading to the election of Barack Obama in 2008.

Other notable demographic shifts find Hispanics emerging as the largest ethnic group in American cities (26 percent of urban dwellers are Hispanic vs. 22 percent for African Americans). The 2010 census also revealed America's first "majority minority" generation – all American children younger than three years old are now ethnic minorities, accelerating forecasts for America's racial transformation.

2 Education, Talent & Jobs

The connection between education, talent and jobs emerges as a top trend for the 2011 edition of Global Trends.

While mired in high unemployment during today's stagnant economy, it's difficult to envision that a worker shortage is likely before the end of the decade. However, demographic trends are moving us toward an economy where college educated and skilled employees will have more influence in location decisions for companies. As baby boomers retire, there just aren't enough Generation X-ers to fill anticipated job openings, particularly those with high skill



levels. As early as 2018, the U.S. could have more jobs than people to fill them.

A competitive advantage is already placed on "the talent dividend," or the concentration of highly skilled employees in cities. Increasingly, young adults are choosing to move into cities – ten years ago, college graduates were 61 percent more likely than less-educated peers to move into urban environments, today they are 94 percent more likely. Companies will be under increased pressure to consider operating in city centers as the supply of this talent niche becomes more urbanized.

Communities that are home to large educational institutions will enjoy economic advantages. During the recession, foreclosure and unemployment rates have generally been lower in college towns.

Immigration, one of our top trends from the original Global Trends, will continue to be a factor in building a highly skilled labor force. College educated immigrants now outnumber those without a high school diploma in 44 of the 100 largest metropolitan areas. In 2005, foreign-born individuals represented one in eight Americans. That number is anticipated to increase to one in five by 2050.

3 The Emergence of Young Professional Women

2009 was a landmark year, marking the first time that more women were employed in the U.S. labor force than men. The recession, or "mancession," accelerated this long-term trend.

Women are anticipated to dominate professional occupations in the future. In 2009, women earned 57 percent of all American bachelor's degrees and 60 percent of all master's degrees. By 2016, college enrollments are expected to stabilize at 60 percent female.

To fortify their position as hubs for commerce, downtowns must offer environments that appeal to young professional women. Vibrant mixed-use environments will fulfill the diverse needs that are desired by active American women. Studies have shown women spend more time than men in shopping, socializing, grooming, child rearing and other household activities.

Despite the growing importance of females in the workplace, they have not yet achieved comparable significance in the political and design-related professions that influence the shape of cities. Nationally, women hold less than 15 percent of elected positions in municipal, state and national government. In the design professions, less than 15 percent of architects and 37 percent of planners are female. Principals of architecture and planning firms are 92 percent male, 95 percent of these being Caucasian. However, these imbalances are subject to change as current college enrollments in these professions are far more balanced.

The national and international political landscape is also expected to change, with more females drawn to elected office. Female political priorities differ from those of men with an emphasis on economic development, environmental issues and health care.



LIFESTYLES 4 Changing Consumer Behaviors

One of the most significant trends resulting from the Great Recession has been a permanent realignment in American consumption patterns. The preceding era of impulse-driven conspicuous consumption appears to be over, replaced by more practical and deliberate spending. The factors determining value now include quality, functionality, convenience, environmental and social considerations.

Technology is assisting this shift in consumerism. While ecommerce continues to account for less than 5 percent of all sales transactions, a majority (53 percent) of retail purchases are now influenced by the internet. Consumers are increasingly shopping and comparing products online prior to making purchasing decisions. The convergence of social media and pricing promotions through media such as Groupon is significant for downtowns by connecting e-commerce with place.



The recession is having different impacts on the consumption habits of the three generations that are shaping cities. Baby boomers have been most severely affected with the erosion of retirement investments. Boomers are expected to work longer, save more and spend less, thus playing a muted role in economic recovery. Generation X households are expected to bounce back quickly, capitalizing on job opportunities created by retiring boomers and spending

more freely to support growing households. Millennials, who are highly educated and will also benefit from the boomers exit from the labor force, are expected to regain discretionary spending habits that are largely technology-driven.

5 Shifts in Transportation and Mobility

Our first Global Trends report focused on traffic congestion and the value of time. Congestion remains a significant factor on American highways as the average commuter in the 100 largest cities loses as average of 39 hours per year sitting in traffic going nowhere, compared to 14 hours in 1982. However, congestion has stabilized in the past several years, a factor of the recession, rising fuel prices and emerging trends in mobility.

Following housing, transportation is the second largest expense in American households driven by the cost of purchasing, maintaining and fueling automobiles.

2006

2011

DEMOGRAPHICS

Changing American Demographics
Immigration Trends
Changes with the "Creative Class"

Changing American Demographics
Education, Talent & Jobs
Emergence of Young Professional Women

LIFESTYLES

Traffic Congestion & Value of Time
Trends in Health Care/Wellness/Recreation
Growth of Tourism
America's Growing Debt Burden

Changing Consumer Behaviors
Shifts in Transportation & Mobility
Health & Wellness
The Age of Austerity

GLOBAL COMPETITION

The Emergence of China, India, Etc.
Continued Advances in Technology
Environmentalism, Sustainability, Climate Change

The Emergence of a Planetary Middle Class
Continued Advances in Technology
Sustainability Mainstreamed

Average automobile costs are greater than food, clothing and healthcare, and it is estimated that two hours of daily wages from the average American is consumed to support cars.



Expense and demographic changes are shifting behaviors away from autos. Since 2007, annual automobile driving miles have declined in the U.S. Premiums are being placed on urban living environments where residents can walk to work, shopping and recreation. It is estimated that real estate in walkable urban areas can command a 40 to 200 percent price premium.

America's two largest demographic groups – baby boomers and millennials – are primarily responsible for changing transportation habits. Boomers are simplifying and downsizing households without compromising lifestyle choices. Millennials, many of whom grew up being taxied in the back seat of their parent's car, are seeking walkable and social environments. Eighty eight percent of younger Americans would prefer to live in an urban environment. The share of automobile miles driven by persons in their 20s has dropped precipitously over the past 15 years: this age group accounts for nearly 21 percent of all automobile miles driven in 1995, but less than 14 percent by 2009.

6 Health and Wellness

The prior edition of Global Trends focused on the growing imbalance between the demand for and supply of American health care. As the population grows older (persons age 65 and over generate three times more doctor visits than younger persons) we are placing greater demand on health professionals. This increased demand will create a shortage of more than 40,000 primary care physicians by 2020. Recent health care reform is accelerating this trend, adding an estimated 32 million persons to insurance rolls by 2020 and requiring the development of an additional



64 million square feet of health services building space nationally.

Health care will remain an important growth industry. Increased demand for services will generate employment opportunities for nurse practitioners, physicians assistants, home health aides and the administrative infrastructure that supports the industry. Health care companies, often in concert with educational institutions, will strengthen their role as key economic anchors and civic leaders in cities.

An emerging trend is the increasing connection between health, food and active lifestyles. With obesity rates nearing 30 percent of the American population, individuals, policy makers and popular culture are placing greater emphasis on healthy food choices. Growing movements includes "locavores" that prefer locally grown and produced food products, and organics, which increased in sales by 10 percent in 2010 alone. The eradication of "food deserts," or urban areas lacking access to fresh food products, has become a priority for federal agencies and philanthropic foundations. The trend toward urban farming also holds promise as hydroponics and other greenhouse technologies create favorable economies of scale to grow fresh food in cities.

7 The Age of Austerity

When we published our Global Trends report in 2007, the share of the national debt for each American was \$29,000. Four years later, that number is nearing \$47,000 and growing. And while policy makers are focused on corralling and ultimately reducing America's debt burden, the demographic imbalance between retiring baby boomers and working Gen Xers makes this a daunting task. Medicare and Medicaid obligations continue to grow as the largest share of the federal budget. For Social Security, the second largest share of the federal budget, there were 16 workers for each pension recipient in 1950, and by 2030, there will be only two workers for each recipient.

The recession has spotlighted the policy debate on the national debt and has provided a preview of the difficult decisions to come. Unlike the federal government,

most states and local governments must operate with balanced budgets. Property and sales tax-reliant local governments have seen revenue sources decline in four successive years and more cuts are anticipated as assessment valuations typically lag economic activity. Since 2007, at the peak of the housing bubble, average housing prices in the U.S. fell by 27 percent and commercial property values have decreased by 34 percent.

The most immediate impacts of resulting shortfalls on local governments have been staff reductions and deferred capital investment. In the past three years, local and state governments have cut more than a half million jobs, and 62 percent of cities report they have delayed or cancelled capital projects. Similar trends are expected from the federal government as programs are downsized and revenue transfers to states are reduced. Impactful to cities, federal transportation funding is expected to decrease as revenue diminishes from fuel taxes coupled with a lack of political will to increase them.



8 The Emergence of a Planetary Middle Class

In the first edition of Global Trends, we looked at consumption patterns in China, India and other emerging economies around the world and their likely impact on American cities. In a growing world of interconnected parts, America's ability to chart its own destiny continues to diminish.

The recession has accelerated the relative growth of emerging economies (led by China, India and Brazil) while creating a prolonged period of economic stagnation in advanced economies (U.S., Europe and Japan). During the past five years, China eclipsed Japan at the world's second largest economy. As its middle class grows, individual purchasing increases and its population continues to urbanize, China's relative consumption of global commodities continues to increase (56 percent of global concrete in 2010 vs. 47 percent in 2005, 45 percent of global steel in 2010 vs.

GLOBAL
COMPETITION

27 percent in 2005).

Pounded by economic recession, the comparable 2010 global market share in the U.S. fell to 2 percent for concrete and 6 percent for steel. China's share of the global automobile sales market has grown from less than 1 percent in 2000 to more than 17 percent in 2010, while the comparable market share for auto sales in the U.S. slipped from 34 percent to 19 percent. Rapidly rising consumption patterns are also evident in India, Brazil, Russia and other emerging economies.

Emerging economies are the driving force for creating a global middle class. Today, about 28 percent of the world's population is considered middle class and 70 percent are considered poor. As early as 2022 the proportion of middle class is expected to outnumber poor, and nearly two-thirds of the planet's population could be categorized as middle class by 2030.

Debt burdens in advanced economies are likely to accelerate the relative growth of emerging economies. Saddled by debt, the U.S., Europe and Japan are all likely to pursue long term austerity strategies, thereby reducing national investment in infrastructure, education and other economic building blocks. Meanwhile, emerging economies are largely unencumbered by debt allowing growth propelled by strong central governments that invest heavily in infrastructure, research and development. By 2016, per capita national debt is expected to exceed \$140,000 in Japan, \$73,000 in the U.S. and \$1,000 in China.

9 Continued Advances in Technology

Innovations in health care, alternative energy and ubiquitous computing continue to be global drivers for technological change. Aging populations are creating demand for human strength and cognition augmentation technologies. Limits on fossil fuels are resulting in new investment in renewable energy and battery storage. And the continued expansion of computing and internet access, particularly through mobile devices, is creating demand for applications, data transmission and storage.



Second to health fields, technology-related industries are the fastest growing job-producing segment of the American economy. The demand for "STEM" workers (science, technology, engineering and mathematics), who currently make up about 6 percent of the labor force, is expected to nearly double the employment growth rates in non-STEM related fields. More than two-thirds of workers in the STEM segment have college degrees.

In the business world, the most significant technological game-changer is mobile computing. The iPhone, the popular touch-screen "smartphone," was unveiled in 2007, and the iPad, the first "media tablet," in 2010. By the end of 2010, 1.2 billion persons owned handsets that can access the internet with transactional capabilities. Demonstrating the market potential for these devices, the planet now has 5.3 billion cellphone subscribers which is 77 percent of all humans. These devices have helped fuel the explosion in social communications, including networking, publishing and feedback applications. Social technologies are expected to be increasingly integrated with business applications over the next several years.

Mobile devices are continuing to diminish the importance of static office locations, allowing for connections anywhere anytime. Office space configurations are changing, with reduced space needed to conduct business, plus greater utilization of space beyond traditional eight hour workdays. To attract young STEM and other skilled employees, office design will increasingly combine business and social functions – a growth of mixed-use principles within buildings as well as outside of them.



10 Sustainability Mainstreamed

Since the first edition of Global Trends, the majority of the planet now lives in cities, as opposed to rural areas. Cities today house 3.5 billion people and an additional three billion will urbanize by 2050, resulting in more than two-thirds of the world population living in cities. Global development continues to create unreasonable demands on limited resources – worldwide energy

demand is expected to rise more than 50 percent by 2035, and growth in water demand could leave 40 percent of humans without access to fresh water by 2030. Resource consumption at current trends could result in annual demands of 200 percent of the Earth's overall biocapacity, its ability to meet human needs with biologically productive lands and oceans, by 2050.

Cities provide a beacon of hope for encouraging more sustainable patterns of development.

Currently, America's 100 largest metropolitan areas account for 75 percent of the nation's economic output with 56 percent of the country's carbon emissions. American cities are innovators in sustainability policies, encouraging LEED and "Net Zero" certified buildings and innovation in green technologies.

All of the preceding global trends are converging to make sustainability a megatrend of the future. Millennials prefer green lifestyles, consumers are scaling back, vehicle demand is contracting, fossil fuels and commodities will become increasingly expensive and technology will promote more professional mobility and personal choice.

An indicator of sustainability mainstreamed is the "Sustainability 360" initiative launched by Wal-Mart in 2006. The retail behemoth and poster child of American consumption and sprawl, established goals to purchase 100 percent renewable energy, create zero waste, slash greenhouse gas emissions and sell more environmentally responsible products. The program is saving billions in annual costs and impacting the production practices of its suppliers. By 2010, Sustainability 360 had increased Wal-Mart fleet efficiency by 60 percent and reduced bag waste by 16 percent. By 2012, Wal-Mart will require 95 percent of its suppliers to employ socially and environmentally sensitive practices.



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 200 clients in 33 states, the District of Columbia, Canada, Jamaica and the Bahamas.



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SPECIALTIES

Economic Development Strategies

P.U.M.A.'s economic development strategies merge an understanding of the marketplace with organizational development to create realistic action plans and the tools to implement them.

Strategic Planning

P.U.M.A. helps create, grow and refocus organizations that advance downtown and commercial corridor revitalization, community development and other civic agendas.

Community Engagement

P.U.M.A. designs and facilitates a variety of community engagement techniques that are tailored to fit the unique dynamics of our projects and client communities.

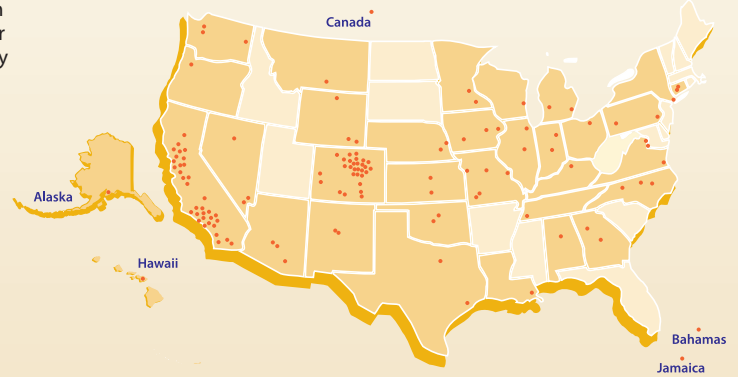
Business Improvement Districts

P.U.M.A. is acknowledged as an international leader in business improvement districts, bringing experience from throughout North America and a track record of success to BID development, start-up and operations.

Community Development Tools

In addition to BIDs, we have worked with a variety of community development financing tools, special districts and grassroots approaches.

COMMUNITIES



For more information on P.U.M.A., visit www.pumaworldhq.com.

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