

- (1) Presentation 1 : アメリカにおけるエリアマネジメントの30年 BIDの成長と進化
David T. Downey 氏 (International Downtown Association CAE, President & CEO)



Cities
of all sizes
Are Hot!

“An overnight success”
30 Years in the Making



David T. Downey, President & CEO



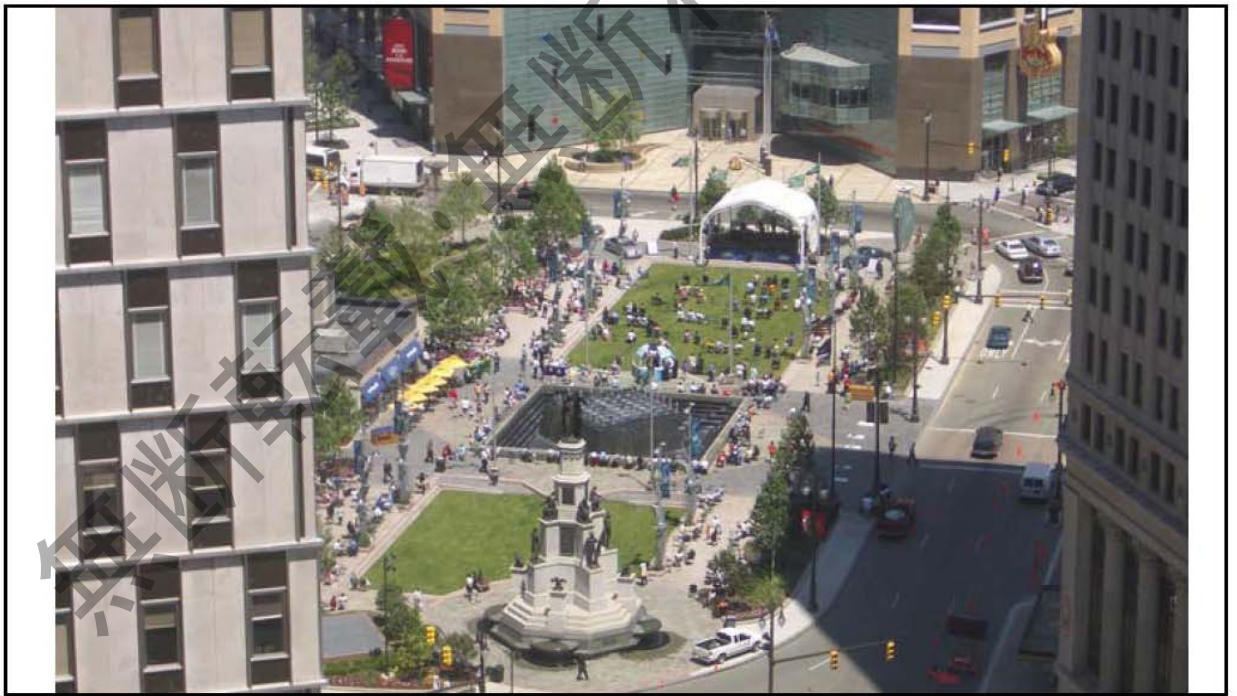






Hudson's Building, Detroit









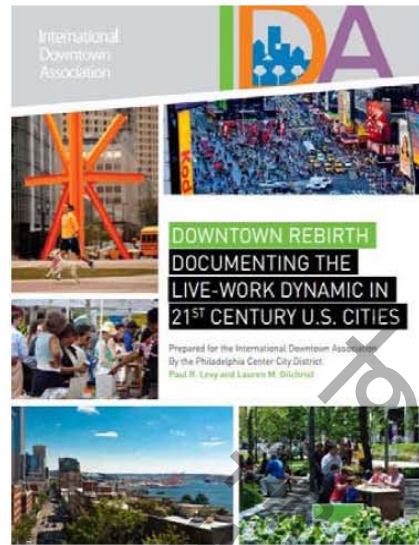


Morning Commuter Patterns – Baltimore, Maryland

Downtown Rebirth

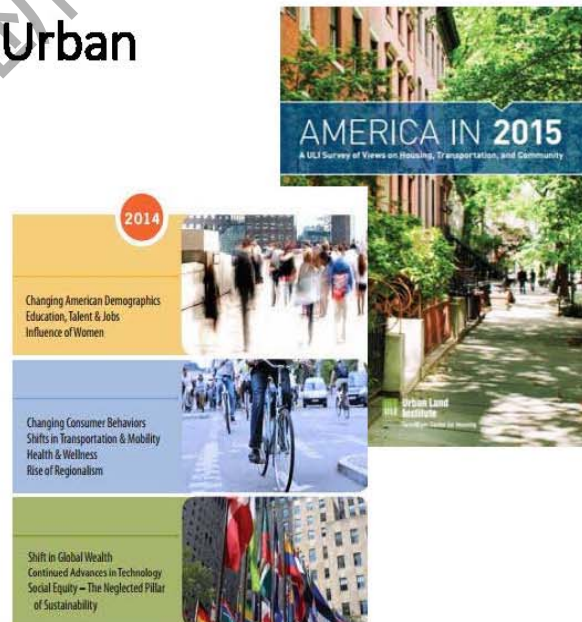
Downtowns: live/work nodes.

- America's **150 largest cities hold 30% of all jobs** in the country and the 231 employment centers within them contain 18.7 million jobs.
- **28 major urban employment centers have achieved densities in excess of 100 jobs per acre**, while another 24 have between 75-99 jobs per acre.
- **Population growth in & within a 1-mile area of the top 10 downtowns grew 17.2% between 2000-2010**, while national population grew by just 9.7%.



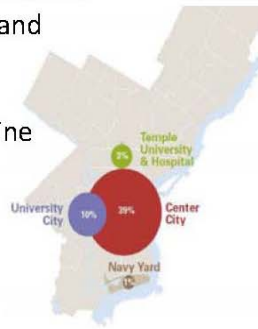
Residential Demand for Urban Centers

- Healthy living
- Amenities that enrich their lives
- Diverse communities
- Broader range of housing options
- Parks
- Living close to work
- Housing that is affordable



Companies Moving to Urban Centers

- To attract and retain talented workers.
- To build brand identity and company culture.
- To support creative collaboration.
- To be closer to customers and business partners.
- To centralize operations.
- To support triple-bottom line business outcomes.



Core Values

Why American Companies are Moving Downtown



Smart Growth America
Public Engagement and Planning

LEWIS & CLARK PARTNERS

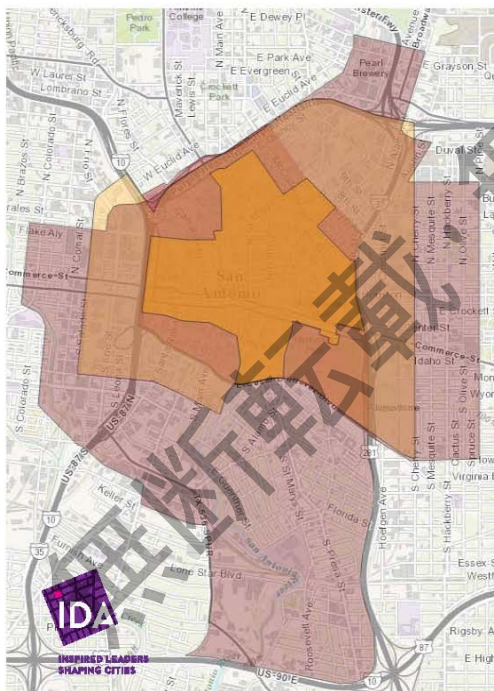
CUSHMAN & WAKEFIELD

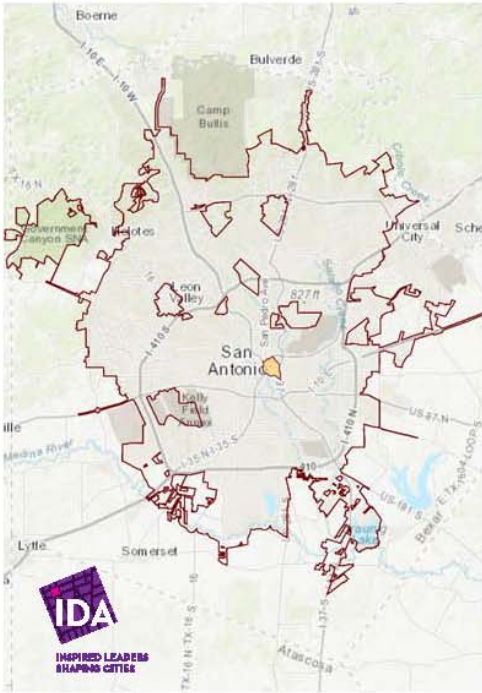
Center for Real Estate and Urban Analysis

The Value of U.S. Downtowns – A Sneak Preview

Downtown San Antonio, Texas:

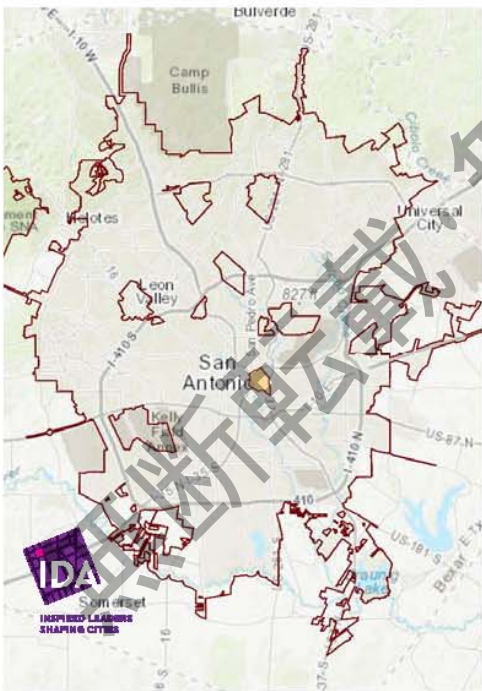
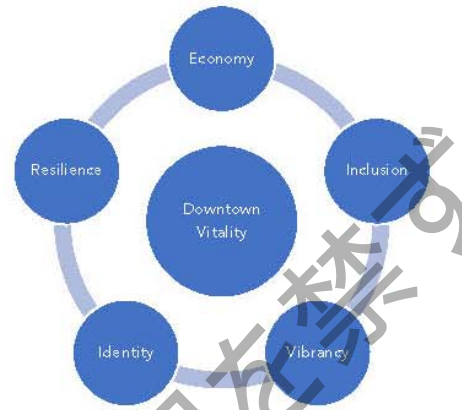
- Public Improvement District
- Central Business District (Census Definition)
- Central Business District (COSA Definition)
- Greater Downtown





Downtown is:

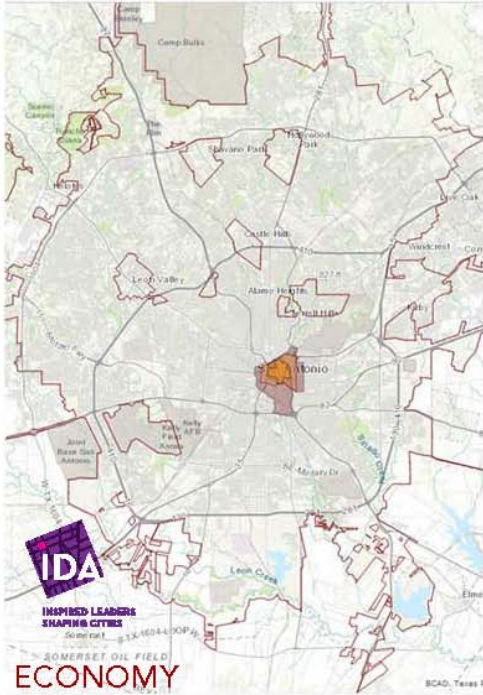
- 1.37 Square Miles
- 876.8 Acres
- 0.3% of San Antonio's total land mass



Density ~ Digesting the Data

per square mile

Downtown SA per square mile:		City of San Antonio per square mile:
1,676 residential units	1.5x	1,090 residential units
2,443 residents	.85x	2,879 residents
49,367 jobs	30x	1,647 jobs
8,759,124 square feet of office space	140x	61,491 square feet of office space
2,919,708 square feet of retail space	30x	97,963 square feet of retail space
10,302 hotel rooms	109x	94 hotel rooms



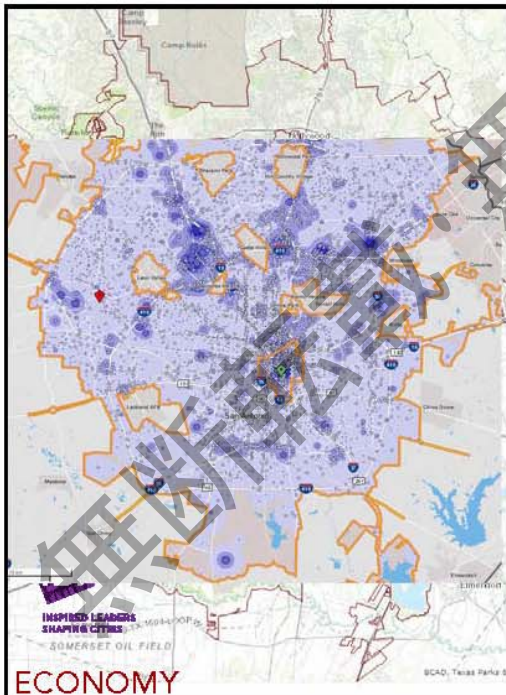
Economy:

Within their regions, downtowns have substantial economic importance. **As traditional centers of commerce, transportation, education, and government, downtowns are frequently economic anchors of their regions.**

Because of a relatively high density of economic activity, investment in downtown generally provides a high level of return per dollar of economic output.

For every \$1 generated per square mile in the City of San Antonio, downtown generates **15-18 times** more per square mile

- In retail sales, there are \$18.82 generated in downtown
- In sales tax, there are \$17.79 generated in downtown
- In property tax, there are \$15.88 generated in downtown
- In hotel tax, there are \$168.97 generated in downtown



Downtown San Antonio From "Emerging Live-Work Area" to "High Live-Work Quotient"

17.3% in 2011; **20.5% in 2014**

Live-Work Quotient: Percentage of workers living within commercial downtown and one-mile area who work within commercial downtown or one-mile area.

Residential Growth (2009-2015)

Downtown: 29% vs. City: 7%

Downtown Employment

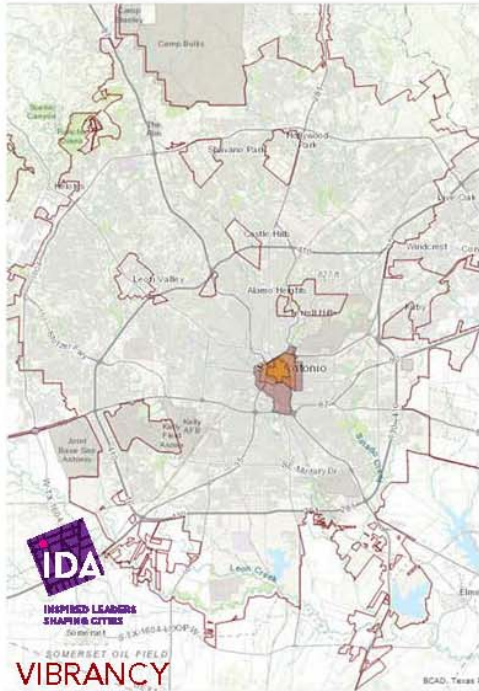
Downtown: 8% of city's jobs

2011 Jobs per acre-

- Commercial Downtown: **59**
- Half-Mile: 29
- One-Mile: 13
- City-wide: 2

2014 Jobs per acre-

- **Commercial Downtown: 79**
- Half-Mile: 26
- One-Mile: 11
- City-wide: 2



Vibrancy:

Due to their expansive and dense base of users, downtowns can support a **variety of unique retail**, infrastructural, and institutional uses that offer cross-cutting benefits to the region.

Many unique regional **cultural institutions, businesses, centers of innovation, public spaces**, and activity can only be located downtown.

The variety and diversity of offerings reflect the regional market and density of development.

As downtowns grow, the density of spending, users, institutions, businesses, and knowledge allows them to support critical infrastructure, be it public parks, transportation, affordable housing, or major retailers that cannot be supported elsewhere in the region.



Downtown San Antonio's spending potential:

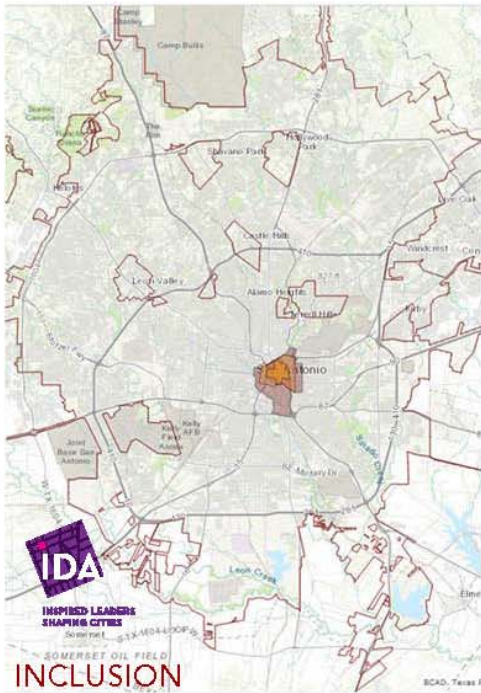
- \$392,264 per resident on retail expenditures
- **399 retail businesses** per square mile
- **12,293 workers** per square mile **earning \$40,000+**
- 43% of downtown jobs pay \$40,000+

The City of San Antonio's spending potential:

- \$17,687 per resident on retail expenditures
- 23 retail businesses per square mile
- 510 workers per square mile earning \$40,000+
- 37% of all San Antonio jobs pay \$40,000+

Downtown Mixed-Land Use:

- Downtown's unique mix of historic structures, high-property values, mixed-use building stock and central location further its vibrancy beyond a central employment hub (which it is)
- Commercial hub: Mix of office, residential, retail, hotel (90% commercial)



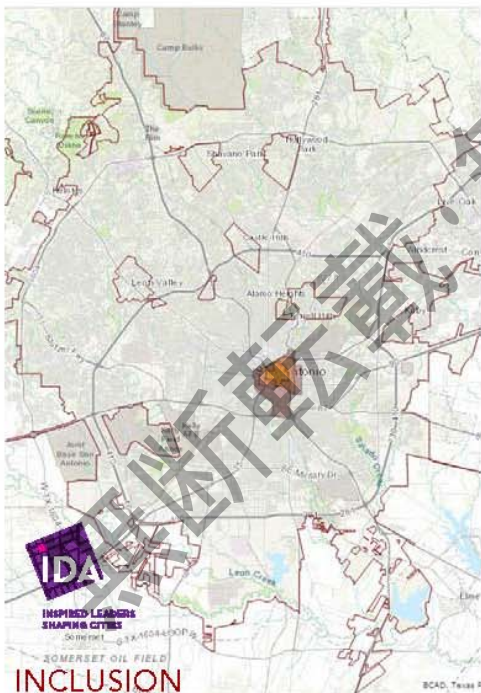
Inclusion:

Downtowns **invite and welcome all residents** of the region (as well as visitors from elsewhere) by providing access to opportunity, **essential services, culture, recreation, entertainment, and participation in civic activities.**

Downtowns are **inherently equitable because they enable a diverse range of users** from across the region to access essential elements of urban life. These elements include high-quality jobs, essential services, recreation, culture, public space, and civic participation, among others.

Though the specific offerings of each downtown may vary, their attributes (density, accessibility, diversity) should enable a wide degree of potential and actual access.

Perhaps more importantly, **downtowns are the places where we expect to experience the diversity of a region**, where we consciously seek out that diversity, and where diversity is welcomed.



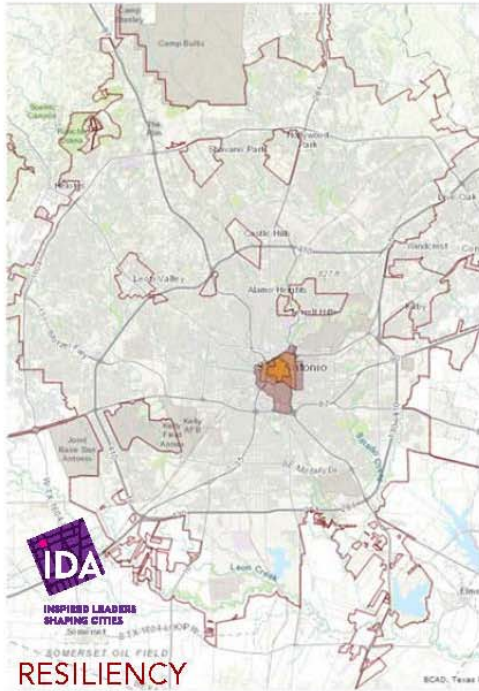
Per Square Mile...

Downtown San Antonio is home to:

- 1,285 households
- **726 Millennials**
25-34 year-olds
- **566** residents with a Bachelor degree or more
- **448 foreign born residents**

The **City of San Antonio** is home to:

- 995 households
- **452 Millennials**
25-34 year-olds
- **478** residents with a Bachelor degree or more
- **405 foreign born residents**



Resiliency:

Resilience is broadly defined as the ability for a place to withstand shocks and stresses.

Because of the **diversity and density** of resources and services, downtowns and their inhabitants can better absorb economic, social, and environmental, shocks and stresses.

Downtowns are **better equipped to adapt to economic and social shocks** than communities which are more homogenous.

Consequently, they can also **support the resilience of the region,**

Downtowns are better positioned to make the investments to withstand **increasingly-frequent environmental** shocks and stresses.








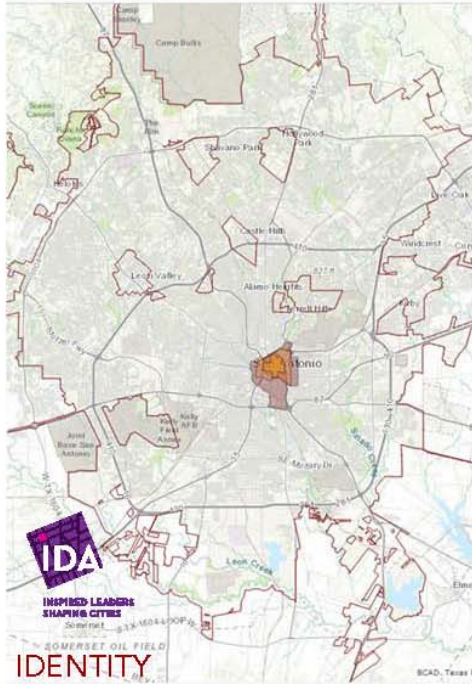
Downtown San Antonio:

- 82 Walk Score
- 76 Bike Score
- 86 Transit Score

The City of San Antonio:

- 38 Walk Score
- 42 Bike Score
- 36 Transit Score

HEALTH	ENVIRONMENT	SAVING
 <p>People in walkable places weigh 6-10 lbs less.</p>	 <p>82% of CO2 emissions are from burning fossil fuels.</p>	 <p>Cars are the 2nd largest household expense.</p>
 <p>Walkable neighborhoods make you happier.</p>	 <p>Your feet are zero pollution transportation machines.</p>	<p>1</p> <p>1 point of Walk Score is worth \$3K in home value.</p>



Identity:

Downtowns preserve the **heritage of a place**, provide a common point of physical connection for regional residents, and contribute positively to the brand of the regions they represent.

Whether from a historical event, or personal memory, downtowns have **intrinsic cultural value** which is important to preserving and promoting the brand of the region.

Downtowns offer a place for regional residents to come together, participate in civic life, and **celebrate their region**, which in turn promotes tourism and civil society.

Likewise, the **"postcard view"** visitors associate with a region is virtually always of an attribute of the downtown.



Downtown San Antonio has:

- 46 registered historic places (30% of all registered historic places in Bexar County)
- 8 museums
- 3 playgrounds and pools
- 13 parks
- 51 hotels
- 200 public art installations
- 1 stadium

Giving residents **322** opportunities to engage with downtown's built environment, attracting:

- 11,500,000 annual visitors
- 100,717 daily visitors
- 750 new residents
- 1,780 new workers
- 300 conventions
- 6,205 events
- **36,172 #DowntownSanAntonio Instagram posts**

“Most city diversity is the creation of incredible numbers of different people and different private organizations, with vastly differing ideas and purposes, planning and contriving outside the formal framework of public action.

The main responsibility of city planning and design should be to develop ... cities that are congenial places for this great range of unofficial plans, ideas and opportunities to flourish.”

-Jane Jacobs



Private - Public Partnerships



2500+ Place Management Districts

Downtown management organizations - nonprofits **funded by a special assessment** on the private properties within their district.

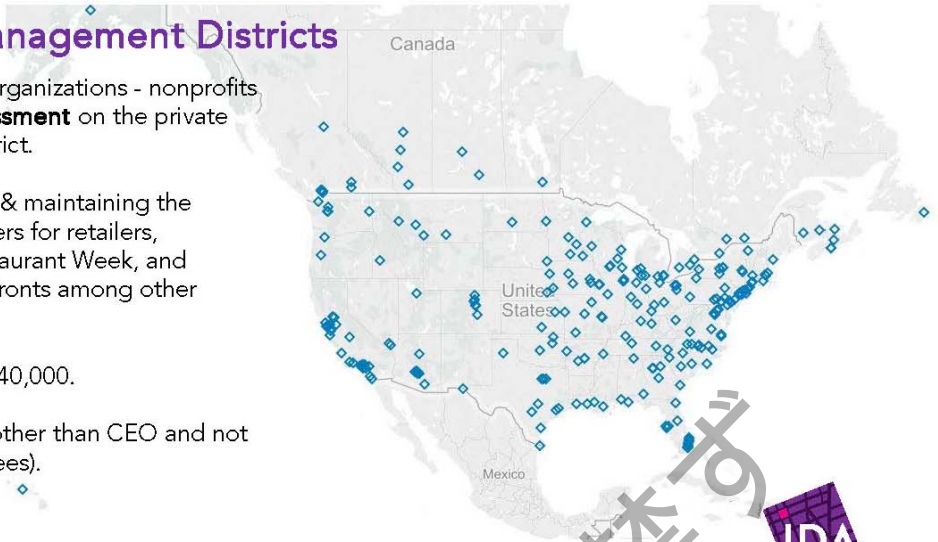
Responsible for marketing & maintaining the district, attracting customers for retailers, organizing events like Restaurant Week, and helping to fill vacant storefronts among other programs.

Typical city population is 340,000.

Average staff size is 12.3 (other than CEO and not including contract employees).

Operating budgets-

- 35% Under \$750,000
- 39% Between \$750,000 and \$2.5 Million
- 27% Over \$2.5 Million

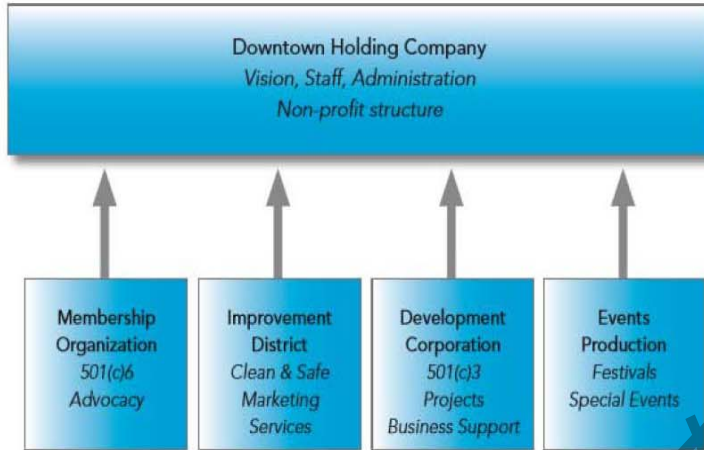


Place Management Organization

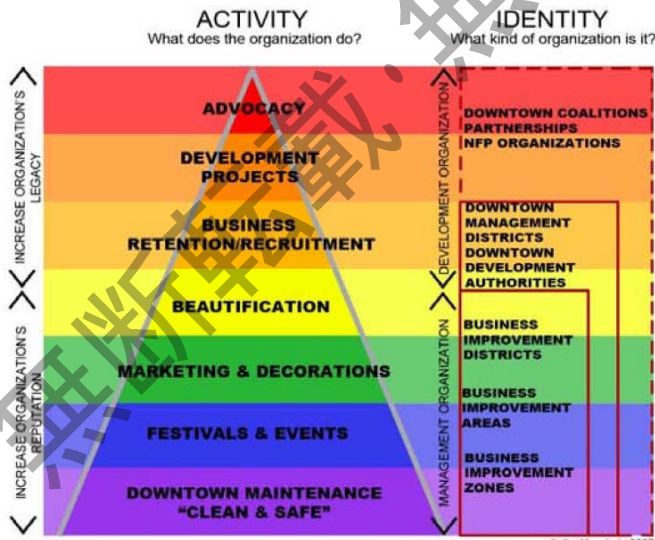
Find your Local Districts	
<ul style="list-style-type: none"> • Business Improvement Zone (BIZ) • Business Improvement District (BID) • Business Improvement Area (BIA) • City Improvement District (CID) • Community Benefit District (CBD) • Community Development Corporation (CDC) • Community Improvement District (CID) • District Management Corporation • Downtown Development Authority (DDA) • Downtown Improvement District (DID) • Downtown Partnership • Downtown Improvement District (DID) • Economic Improvement District • Enhanced Municipal Service District • General Improvement District (GID) • Improvement District for Enhanced Municipal Services • Enhanced Infrastructure Improvement Districts • Local Improvement Districts • Local Improvement Taxing District • Maintenance Assessment Districts 	<ul style="list-style-type: none"> • Municipal Improvement District • Municipal Management District • Municipal Service District • Municipal Special Service District • Neighborhood Improvement District • Principal Shopping District • Property-Based Business Improvement District (PBID) • Public Improvement District • Restaurant Business Improvement Districts • Self-Supported Municipal Improvement • Special Assessment District • Special Benefit Assessment District • Special Business District • Special Community Benefit District • Special Service Area (SSA) • Special Service Taxing District • Special Services District • Voluntary Business Improvement District • Tourism Business Improvement District • Tourism Improvement District • Tax-Increment Financing District



P3 Holding Company

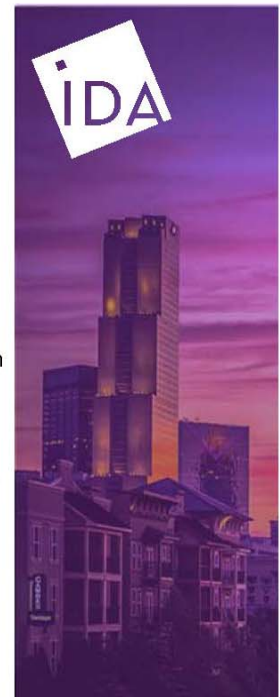


Place Management Organizations



The **new paradigm** for success is no longer the carefully zoned, single-use business or residential neighborhood, education or cultural campus, but rather the **diverse, walkable, mixed-use work/live/play districts**.

A variety of place-based organizations have emerged in cities to manage, curate and strategically plan the future of these districts.



Our Industry

N. America

- 2,500 +/- Urban district management organizations
- 100,000 Employees with \$3 billion in wages.
- Top 20 largest cities - \$500 Million In Assessments

... and Growing World Wide

England, Scotland, Ireland
 South Africa
 Singapore, Japan
 Australia, New Zealand,
 Germany
 Sweden, Norway, Netherlands
 Spain, Italy, France
 Serbia, Poland
 El Salvador



Annual BID Assessments in Top 20 North American Cities, 2016



2017 IDA Emerging Leader Fellowship ~ Professional Urban Place Management

Government
 Genius in the Middle
 Private Sector



Urban Place Management Knowledge Domains




Urban Place Management




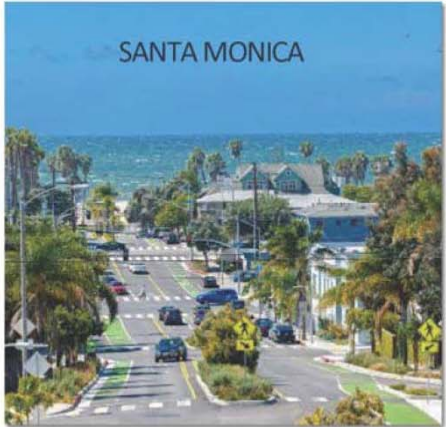


Kathleen Rawson, CEO
Downtown Santa Monica, California



SCENE 2: Los Angeles vs. Santa Monica

In which Santa Monica municipal code prohibits billboards visible from public rights-of-way.

LOS ANGELES	SANTA MONICA
	

"An excess of large, ugly, intense signs causes a visual blight on the appearance of the City by detracting from views of structures and open space."
- Santa Monica Municipal Code



SCENE 3: Blank Walls, Blurred Lines

In which the BID realizes millions see its parking structure walls – but not from the streets.



Millions of visitors, residents, and employees utilize the ten public parking structures flanking the Third Street Promenade pedestrian mall each year. The parking structure advertising program puts new messages in front of this audience each month.



SCENE 5: Signed, Sealed, Delivered

In which the hero of the story – Outfront Media – installs some money-making machines.



The program inventory has most frequently been purchased by television and movie studios to promote upcoming releases



SCENE 4: Let The Negotiations Begin

In which the BID negotiates with various stakeholders for shares of the program revenues.



Downtown Santa Monica, Inc.
12% of Gross Revenues



City of Santa Monica
48% of Gross Revenues



Outfront Media (Vendor)
40% of Gross Revenues



Macerich / Santa Monica Place
Share of City Revenues from Mall Garages



SCENE 9: Step by Step

In which the advertising program becomes a model for collaborative service delivery.

- 1 The BID identifies a product or service with public benefit and unmet demand.
- 2 The BID collaborates with the City to adopt policies to make the program feasible.
- 3 The City delegates administrative oversight of the program to the BID.
- 4 The BID collaborates with a vendor to facilitate day-to-day program operations.
- 5 Program revenues are shared between the BID, the City, and community partners.



Alexandria Sica, CEO
DUMBO BID, NYC



PENSA STREET CHARGE

Pensa! This DUMBO based industrial design firm turned two of our plaza umbrellas into solar-powered-cell-phone-chargers. We love being the 1st neighborhood to offer this amenity and there was an incredible community response to the solar umbrellas.

Issue(s) tackled: tech buzz, alternative energy, art and culture, community engagement.

Sustainability: Since the first iteration in DUMBO, Street Charge is now in 45 parks around NYC thanks to a partnership that came along from AT&T, and can be found throughout the US and abroad. There has been a major ROI for the company and Streetcharge has won awards from Architizer and Inc. Magazine.



DUMBO
Test Kitchen



BIOLITE COMMUNITY FIREPIT

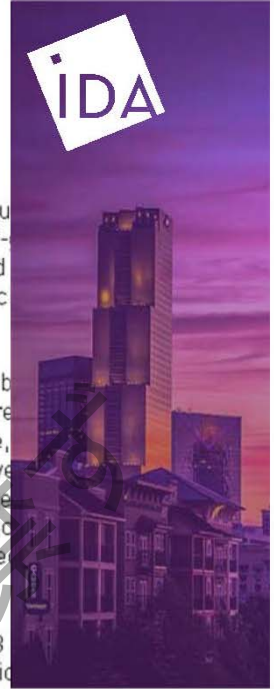


Concept – clean-burning camp stove technology meets holiday public space activation. A community fireplace will bring people together, and create a sustainable energy source to light the

Outdoor tech startup BioLite develops, manufactures distributed energy solutions for off-grid markets. Their first products are clean-burning, wood-burning stoves that convert their own waste heat to charge devices.

BioLite created a contained, outdoor, wood-burning stove that harnesses the waste heat from the fire to create a contained, outdoor, wood-burning stove that will run light on the adjacent Christmas tree, charging stations and retail kiosk. The installation level is a core heat-to-electricity technology and serves as an alternative energy technology. The installation provides space for community programming increases during the holiday season 2013. **Cost: \$10,000.**

Sustainability: After the success of the 2013 installation, BioLite is currently looking forward to working with BioLite



BIG IDEA WEEK PHOTOS



DUMBO
Test Kitchen





The Indianapolis Cultural Trail is a bold testament to the economic & community benefits of a thoughtfully planned & well maintained public space. Promoting art and design, health and active transportation, the Cultural Trail improves Indianapolis' quality of life while serving as an economic driver for continued investment.



Indianapolis Cultural Trail



share roadways & create complete streets
design walkable, bikeable & connected urban areas
encourage active lifestyles



Indianapolis Cultural Trail



replication



stormwater planters throughout Trail clean & filter stormwater
thoughtful landscaping & hardscape materials withstand urban demands
Trail amenities improve biking accessibility & recycling in Indianapolis



Indianapolis Cultural Trail



sustainability



role model for vision, leadership, persistence & collaboration

four years of planning & six year of construction

commitment to ongoing maintenance



Indianapolis Cultural Trail



execution



Matt Bergheiser
President
University City District

West Philadelphia Skills Initiative

Provide an innovative solution to a complex economic challenge:

- too many unfilled or high turnover jobs at some of Philadelphia's largest employers,
- and too many unemployed West Philadelphians.



Opportunities



76,000
jobs in University City, a thriving economic engine



\$3.9 billion
in construction activity in University City since 2015, with billions of dollars of activity on the horizon



\$1 billion
invested in annual research and development by University City institutions

Challenges



Over 1 in 3
West Philadelphians live below the poverty level



47%
of households have incomes below \$40,000 a year



Only 22%
of the population aged 25 or older has a bachelor's degree



West Philadelphia Skills Initiative

The mission of University City District's West Philadelphia Skills Initiative (WPSI) is to connect West Philadelphia employers seeking talent to West Philadelphians seeking opportunity.



**Kris Larson, CEO
Grand Rapids, Michigan**



Starting a conversation

Get the community talking about:

- The role of art
- The magic line of appropriateness
- What constitutes as art
- What you like vs. what we like
- Seeing yourself as an artist
- The moments you shared exploring Downtown



Community Oriented Installations

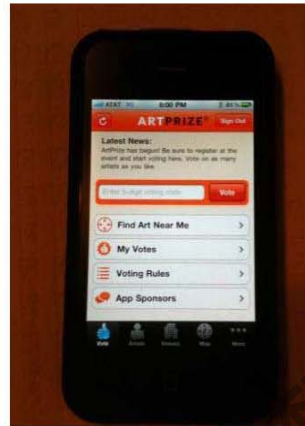




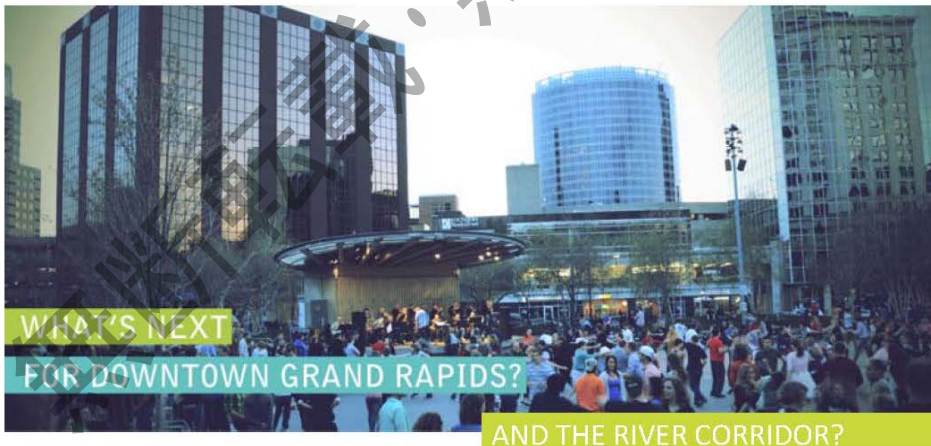
Empower People to Choose their Winner

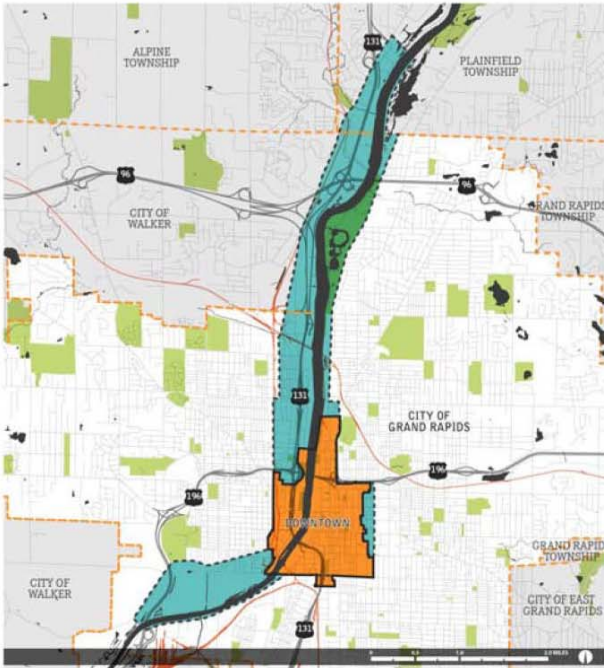
Attendees vote via paper ballots, web, and app interfaces:

- Popular votes narrow field to a Top Ten
- People learn how the community is favoring certain pieces
- Democratizes the role of and appreciation of art
- Top vote getter wins \$250,000 first prize



GTR FORWARD DOWNTOWN & RIVER ACTION PLAN >>



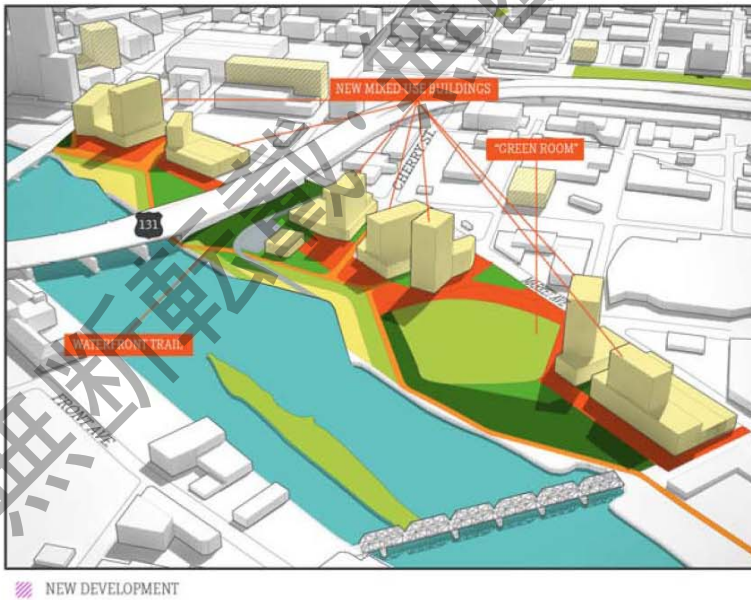


STUDY AREA

- RAIL
- HIGHWAY
- STREETS
- CITY / TOWN BORDER
- RIVER STUDY AREA
- DOWNTOWN STUDY AREA



New Riverfront Development and Park Space



REINFORCE THE GRAND RAPIDS WHITEWATER INITIATIVE



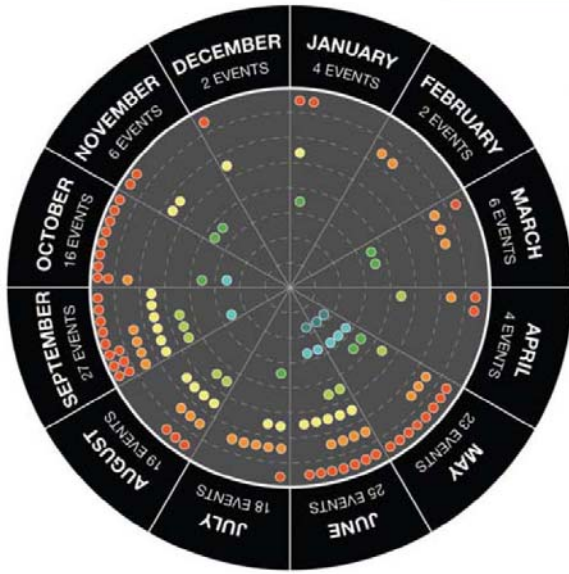




RHONE RIVER BANKS – LYON, FRANCE



EXPAND ARTS & CULTURAL EVENTS AND TEMPORARY PROGRAMMING



>> DESIGN FOR WINTER

- ACTIVE (47)
- ARTS/PERFORMANCE (26)
- CELEBRATION (23)
- FOOD & DRINK (10)
- MARCH/PARADE (9)
- COMMUNITY/CEREMONY (7)
- TRADE SHOW (4)



> Temporary Programming



> Outdoor dining / food truck rally, etc



> Parklets





POPULATION

2010 CENSUS - BLOCK LEVEL

ESTIMATED DOWNTOWN
POPULATION (2014):

5,000

USING CENSUS BLOCK GROUPS
(INCLUDES NEARBY
NEIGHBORHOODS):

10,000+

• = 1 PERSON



Equity-Driven Growth Model

Equity is the Superior Growth Model

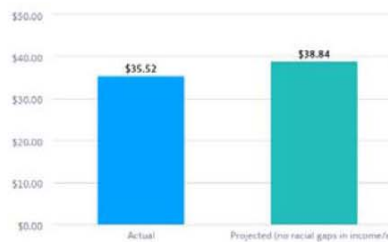
Economists, business leaders, and elected officials increasingly recognize that inequality is hindering economic growth and racial and economic inclusion are the drivers of robust economic growth. To build a strong next economy, leaders in the private and public sector need to advance an equitable growth agenda: a strategy to create good jobs, increase human capabilities, and expand opportunities for everyone to participate and prosper. Equity will make America stronger.

The economic benefits of equity

Racial economic inclusion is good for families, good for communities, and good for the economy. Nationally, GDP would have been \$2.1 trillion higher in 2012 if people of color had earned the same their white counterparts. We also know millions fewer would have lived in poverty, there would be billions more in tax revenue, and a smaller Social Security deficit overall.

Grand Rapids-Wyoming, MI Metro Area: In 2012, the economy would have been **\$3.32 billion** larger if there had been no racial gaps in income.

Actual GDP and estimated GDP with racial equity in income (billions):
Grand Rapids-Wyoming, MI Metro Area, 2012



National Equity Atlas





GOAL 2
 CREATE A TRUE
 DOWNTOWN NEIGHBORHOOD
 THAT IS HOME TO A DIVERSE
 POPULATION

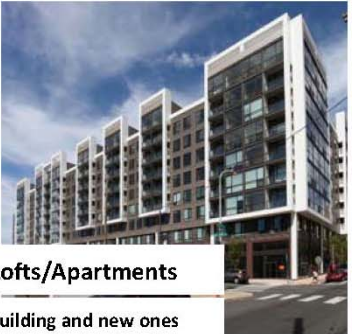


According to our economist, the Downtown could support approximately 2,000 new housing units over the next 5-7 years. Units like:



For-Sale Urban Houses

For-Sale Townhouses



Rental & For-Sale Lofts/Apartments

both reuse of existing building and new ones



>> **ENCOURAGE INFILL DEVELOPMENT TO CLOSE THE GAPS BETWEEN NEIGHBORHOODS**



10,900-13,000 potential units

- Planned/Rehabbed Building
- Build Out
- New Park

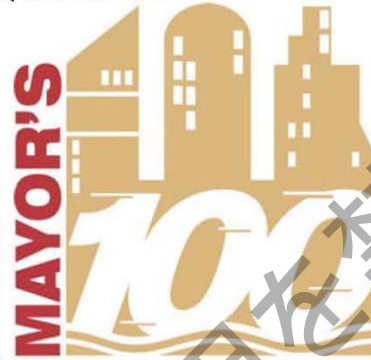


GOAL 4
EXPAND JOB OPPORTUNITIES & ENSURE CONTINUED VITALITY OF THE LOCAL ECONOMY



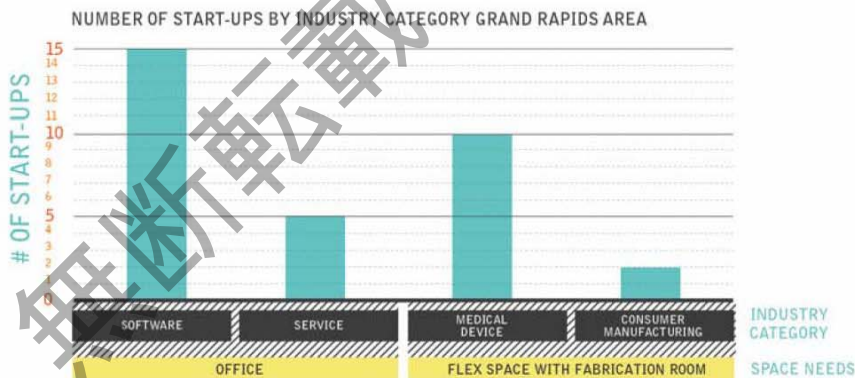
GROW & RETAIN TALENT


- >> **BUILD THE TALENT POOL TO SUPPORT THE EMERGING TECH ENTREPRENEURS AND THE REGION'S INNOVATION AND CREATIVELY DRIVEN FIRMS**
 - >> Leverage / expand University co-op programs to help retain college students
 - >> Evaluate local biotechnology curriculums, coding / computer science programs and certificate programs for tech professionals to employ local residents
- >> **FORMALIZE A LEADERSHIP TEAM AMONG CITY DECISION MAKERS & MAJOR EMPLOYERS TO ENSURE EQUAL ACCESS TO OPPORTUNITIES**
 - >> Youth workforce and internship programs
 - >> Entrepreneurship & capacity building programs



PRESERVE AND CREATE SPACE FOR JOB CREATION & ECONOMIC GROWTH

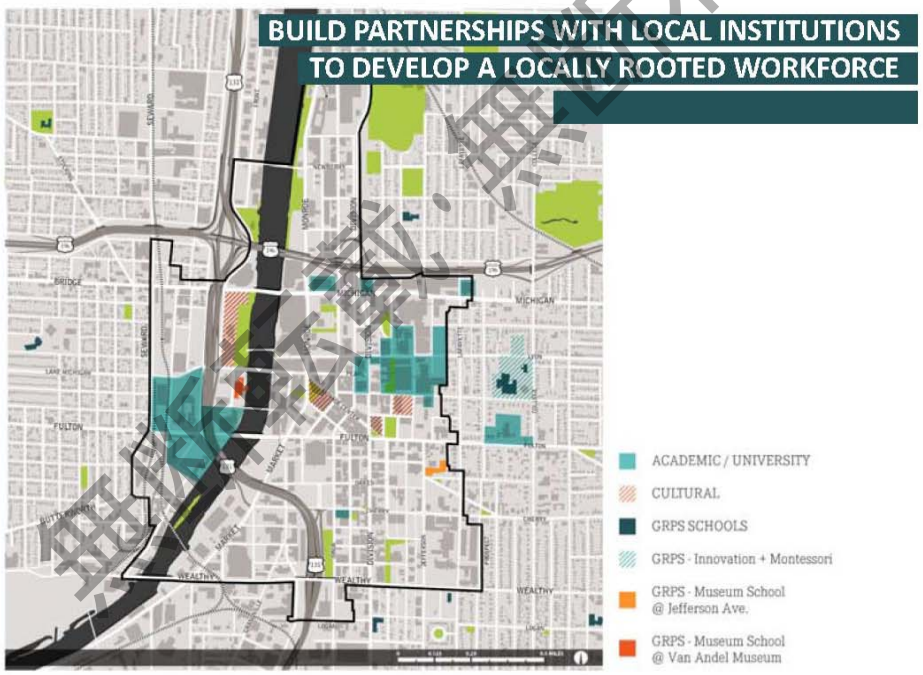
- >> **PRESERVE OPPORTUNITIES FOR FLEXIBLE, INEXPENSIVE WORK SPACE CLOSE TO DOWNTOWN**

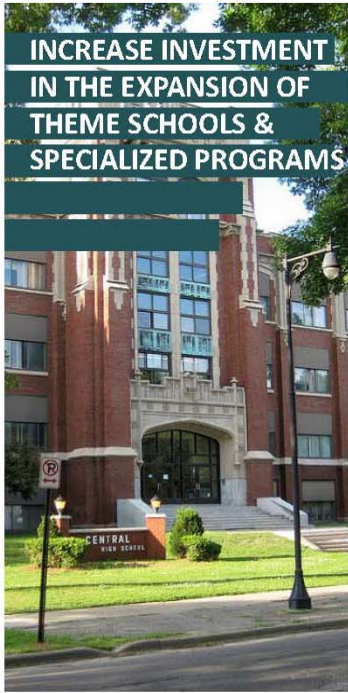




GOAL 6

RETAIN AND ATTRACT FAMILIES, TALENT, AND JOB PROVIDERS WITH HIGH QUALITY PUBLIC SCHOOLS





BUSINESS DAY

Michigan's New Motor City: Ann Arbor as a Driverless-Car Hub

By NEAL L. BOVDETT, JULY 9, 2017



A Libero making a turn on Michigan's autonomous-car test track featuring simulated streets and storefronts, at the University of Michigan in Ann Arbor. *Business Center for The New York Times*

ANN ARBOR, Mich. — As the world looks ahead to a future of interconnected, self-driving cars, this college town 40 miles west of Detroit has emerged as a one-of-a-kind, living laboratory for the technologies that

?









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