



The Value of U.S. Downtowns and Center Cities

CALCULATING THE VALUE OF DOWNTOWN MINNEAPOLIS, MINNESOTA
A 2018 IDA STUDY

A 2018 PUBLICATION CREATED BY
THE INTERNATIONAL DOWNTOWN ASSOCIATION



**INSPIRED LEADERS
SHAPING CITIES**

ABOUT IDA



IDA

The International Downtown Association is the premier association of urban place managers who are shaping and activating dynamic downtown districts. Founded in 1954, IDA represents an industry of more than 2,500 place management organizations that employ 100,000 people throughout North America. Through its network of diverse practitioners, its rich body of knowledge, and its unique capacity to nurture community-building partnerships, IDA provides tools, intelligence and strategies for creating healthy and dynamic centers that anchor the well-being of towns, cities and regions of the world. IDA members are downtown champions who bring urban centers to life. For more information on IDA, visit downtown.org.

IDA Board Chair: Tim Tompkins, President, Times Square Alliance

IDA President & CEO: David T. Downey, CAE

IDA Research Committee

The IDA Research Committee is comprised of industry experts who help IDA align strategic goals and top issues to produce high-quality research products informing both IDA members and the place management industry. Chaired and led by IDA Board members, the 2018 Research Committee is continuing the work set forth in the IDA research agenda, publishing best practices and case studies on top issues facing urban districts, establishing data standards to calculate the value of center cities, and furthering industry benchmarking.

IDA Research Committee Chair: Kris Larson, President & CEO, Downtown Raleigh Alliance

IDA Director of Research: Cathy Lin

IDA Research Coordinator: Tyler Breazeale

International Downtown Association
910 17th Street, NW, Suite 1050
Washington, DC 20006
202.393.6801
downtown.org

© 2018 International Downtown Association, All Rights Reserved. No part of this publication may be reproduced or transmitted in any form—print, electronic, or otherwise—without the express written permission of IDA.



THE VALUE OF U.S. DOWNTOWNS AND CENTER CITIES



Stantec's Urban Places

Project Advisors for The Value of U.S. Downtowns and Center Cities

Stantec's Urban Places is an interdisciplinary hub bringing together leaders in planning and urban design, transportation including smart and urban mobility, resilience, development, mixed-use architecture, smart cities, and brownfield redevelopment. They work in downtowns across North America—in cities and suburbs alike—to unlock the extraordinary urban promise of enhanced livability, equity, and resilience.

Planning and Urban Design Leader: David Dixon, FAIA

Principal: Craig Lewis, FAICP, LEED AP, CNU-A

Senior Content Manager: Steve Wolf

IDA would like to thank the following individuals for their efforts on the 2018 edition of this project:

Ann Arbor
Susan Pollay
Amber Miller
Xuewei Chen

Atlanta
A.J. Robinson
Alena Green

Austin
Dewitt Peart
Jenell Moffett

Dallas
Kourtney Garrett
Dustin Bullard
Jacob Browning
Doug Prude

Durham
Nicole J. Thompson
Matt Gladdek

El Paso
Joe Gudenrath
Rafael Arellano
Paola Gallegos

Greensboro
Zack Matheny
Jodee Ruppel

Indianapolis
Sherry Seiwert
Catherine Esselman
Tom Beck

Minneapolis
Steve Cramer
Kathryn Reali
Ben Shardlow

Oklahoma City
Jane Jenkins
Jill Brown DeLozier
Phi Nguyen

Tucson
Kathleen Eriksen
Zachary Baker
Ashley La Russa





CONTENTS

Section One: Project Overview

Introduction	8
Overview	8
About the Project	9
Methodology Overview	10
Defining Downtown	12
Urban Place Management Organizations	13
Known Limits to the Projects	14
Project Definitions	15

Section Two: Downtown Profile

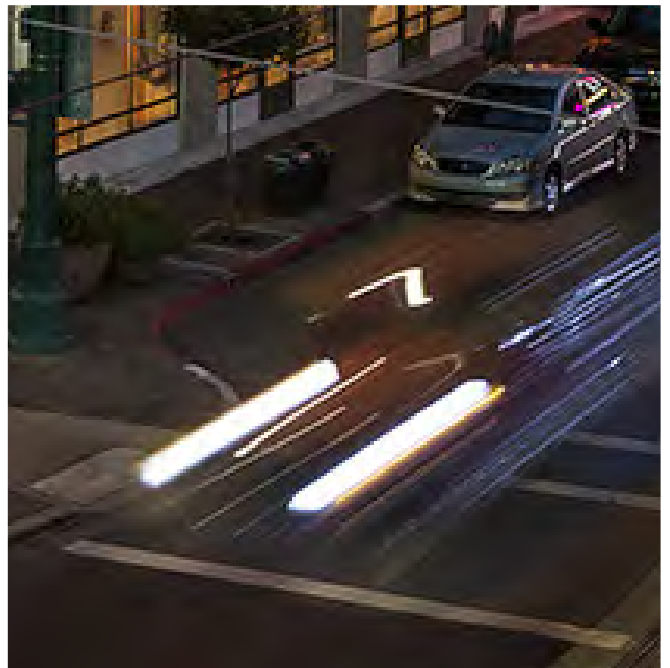
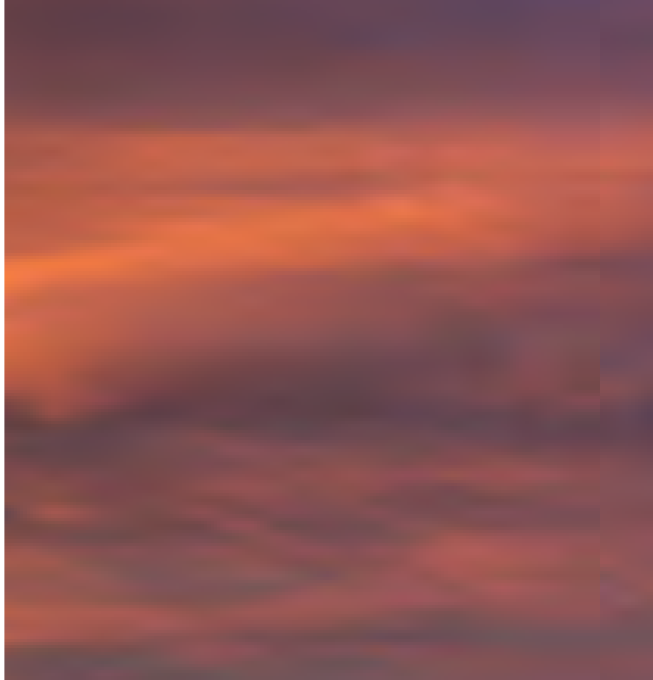
Overview	18
Economy	21
Inclusion	24
Vibrancy	28
Identity	31
Resilience	33
Summary	36

Appendices

Project Methodology	40
Principles and Benefits	56
Data Sources	61
Additional IDA Sources	62
Bibliography	63

References

Endnotes	68
Photo Credits	70



SECTION ONE
PROJECT
OVERVIEW



Introduction

GREAT CITIES AND REGIONS START DOWNTOWN

No city or region can succeed without a strong downtown, the place where compactness and density bring people, capital, and ideas into the kind of proximity that builds economies, opportunity, and identity. Despite a relatively small share of a city's overall geography, downtowns deliver significant economic and community impacts across both city and region. Downtowns serve as the epicenter of commerce, capital investment, diversity, public discourse, and knowledge and innovation. They provide social benefits through access to community spaces and public institutions. They play a crucial role as the hub for employment, civic engagement, arts and culture, historical importance, local identity, and financial impact.

More than anywhere else in our cities, downtowns and center cities transform in response to the needs of changing stakeholders. They reflect national economic and social trends. They serve as models of flexibility, dynamism, diversity, efficiency, and resilience on multiple levels. The power of a downtown and center city "is rooted in its concentration of exceptional and highly significant functions – those that have a high ratio of human experience to

their space demands – be they residents or 'those who, due to their work or interests, are potentially the most enthusiastic participants in city life', the seat of government representation and key offices of both public and private organizations, and other functions that have an urban, regional, national or international significance."¹ This analysis explores downtown's performance with a data-based look at how it contributes to the city and region around it.

After a long period of decline in the middle and late 20th century, U.S. downtowns have experienced a resurgence in growth, livability, accessibility, and economic output. Over the past two decades, all but five of the fifty largest downtowns and central business districts (CBDs) in the U.S. experienced residential population growth; only two exhibited declines.² U.S. downtowns stand poised to continue building their economic and political prominence to match their cultural and historical value.

This project begins to unpack these trends, quantifying the value of American downtowns.

Overview

Informed by experts and downtown leaders from around the country, this analysis encompasses more than 100 key data points over two time periods (current year and historical reference year); over three geographies (downtown, city, and region); and across 33 benefits. Evaluating downtowns on five interrelated principles—

Economy, Inclusion, Vibrancy, Identity, and Resilience—our analysis does three things: it articulates the multifaceted value of the American downtown, highlights downtown's crucial impacts on a much broader area, and standardizes metrics to help measure how American downtowns and center cities deliver for city and region.



About the Project

2018 marks the second year of the International Downtown Association's work on *The Value of U.S. Downtowns and Center Cities*. In 2017, IDA and Stantec's Urban Places worked with 13 urban place management organizations (UPMOs) to develop a methodology for compiling and evaluating data from their center cities. Our analysis focused on trends and inherent qualities that highlighted downtowns' contributions to the cities and regions around them. In 2018, we added 11 UPMOs to the original group to build an even broader understanding of the benefits of downtown investment.

The project aims to emphasize the importance of downtown, to demonstrate its unique return on investment, to inform future decision making, and to increase support from local decision makers. Informed by the award-winning *Value of Investing in Canadian Downtowns*, the initial iteration of this project:

- Created a framework of principles and related benefits to guide data selection for measuring the value of downtowns and center cities.
- Determined key metrics for evaluating the economic, social, cultural and environmental impacts of American downtowns.
- Developed an industry-wide model for calculating the economic value of downtowns, creating a replicable methodology for continued data collection.

- Convened various downtown organizations to help shape the IDA data standard and the key metrics for evaluating the impact of downtowns.
- Provided individual analysis and performance benchmarks for 13 pilot downtowns with this new data standard, including supplemental qualitative analysis.
- Empowered and continued to support IDA members' economic and community development efforts through comparative analysis.
- Increased IDA's capacity to collect, store, visualize, aggregate and benchmark downtown data over time.

The cohort of downtowns that took part in creating the 2017 *Value of U.S. Downtowns and Center Cities* shaped its principles, methods, and value statements. They identified the most relevant metrics for measuring the value of downtowns. They included 13 UPMOs across the U.S. (Baltimore, Charlotte, Grand Rapids, Lancaster, Miami, Norfolk, Pittsburgh, Sacramento, San Antonio, San Francisco, Santa Monica, Seattle, and Wichita), which actively participated in testing this new industry-wide standard. This year we expanded the analysis to include UPMOs from Ann Arbor, Atlanta, Austin, Dallas, Durham, El Paso, Greensboro, Indianapolis, Minneapolis, Oklahoma City, and Tucson.

IDA and the pilot downtowns indicated the following top priorities for the study:

ENABLE
ARTICULATION OF
DOWNTOWN'S
**IMPORTANCE AND
VALUE TO A RANGE
OF STAKEHOLDERS.**

CREATE A USEFUL
SET OF TOOLS
FOR **REPLICABLE,
DATA-DRIVEN
MEASUREMENT
OF VALUE.**

DEFINE A
**BASELINE FOR
ASSESSMENT**
OF PROGRESS
AND PEER
COMPARISON.

Methodology Overviewⁱ

A downtown “has an important and unique role in economic and social development” for the wider city.³ Downtowns “create a critical mass of activities where commercial, cultural, and civic activities are concentrated. This concentration facilitates business, learning, and cultural exchange.”⁴

To measure the value of downtowns in relation to their cities, the analysis relied heavily on data that could be collected efficiently and uniformly for a downtown, its city, and its region. To tell the full story of a downtown’s impact, we chose boundaries to capture all of downtown, not just the area in which a UPMO, such as a business improvement district, might operate. To measure the relative densities of downtown and citywide inputs, we normalized the metrics by area, per resident, and per worker.

This project analyzes the value of a downtown within its city, slicing key metrics by change over time, value per square mile, value per resident, and share of city in the areas of economy, inclusion, vibrancy, identity, and resilience. The resulting value calculation focuses on the compelling metrics generated from the core indicators. The data metrics include:

Economy: employment, tax revenue, assessed value

Inclusion: diversity, education level, housing and rent prices

Vibrancy: retail sales, demand, density, market vitality, population growth

Identity: events, destinations, visitors, downtown hashtags

Resilience: environmental, social and economic resilience, including mode share and community resources

“DOWNTOWNS HAVE ‘AN IMPORTANT AND UNIQUE ROLE IN ECONOMIC AND SOCIAL DEVELOPMENT’ FOR THEIR CITIES AND ‘CREATE A CRITICAL MASS OF ACTIVITIES WHERE COMMERCIAL, CULTURAL, AND CIVIC ACTIVITIES ARE CONCENTRATED. THIS CONCENTRATION FACILITATES BUSINESS, LEARNING, AND CULTURAL EXCHANGE.’”

International Downtown Association

The project focused on creating the framework, selecting and weighting data metrics, collecting the data, creating and applying the valuation methodology, providing individual downtown and aggregate analysis of the participating cohorts, and building a baseline dataset.



ⁱ Refer to the appendix for the full methodology.

ECONOMY



Downtowns and center cities occupy a small share of city land area but have substantial regional economic significance. As traditional centers of commerce, transportation, education, and government, downtowns frequently function as economic anchors of their regions. Because of a relatively high density of economic activity, investment in the center city provides a greater return per dollar than in other parts of the city. Just as regional economies vary, so do the economic profiles of center cities—the relative concentration of jobs, economic activity, retail spending, tax revenue, and innovation varies across our sampling. Comparing the economic role of downtowns and center cities to the larger city or region is useful in articulating downtowns’ unique value, as well as in setting development policy.

INCLUSION



Downtowns and center cities welcome all residents of the region, as well as visitors, by providing access to opportunity, essential services, culture, recreation, entertainment, and civic activities. Though the specific offerings of each downtown may vary, they share the attributes of density, accessibility, and diversity, which promotes this access.

VIBRANCY



Thanks to a wide base of users, downtowns and center cities can support a variety of retail, infrastructure, and institutional uses that offer broad benefits to the region. Many unique regional cultural institutions, businesses, centers of innovation, public spaces, and activities are located downtown. The variety and diversity of offerings respond to the regional market and reflect the density of downtown development. As downtowns and center cities grow, their density—of spending, users, institutions, businesses, and knowledge—allows them to support critical infrastructure, such as public parks, transportation services, affordable housing, or major retailers that can’t function as successfully elsewhere in the region.

IDENTITY



Downtowns and center cities preserve local heritage, provide a common point of physical connection for regional residents, and actively contribute to the brand of their region. Combining community history and personal memory, a downtown’s cultural value plays a central role in preserving and promoting the region’s identity. Downtowns and center cities serve as places for regional residents to come together, participate in civic life, and celebrate their region, which in turn promotes tourism and civic society. Likewise, the “postcard view” visitors associate with a region is virtually always an image of the downtown.

RESILIENCE



Broadly defined, resilience means a place’s ability to withstand shocks and stresses. Because of the diversity and density of resources and services, center cities and their inhabitants can better absorb economic, social, and environmental shocks and stresses than their surrounding cities and regions. The diversity and economic strengths of downtowns and center cities equip them to adapt to economic and social shocks better than more homogenous communities. Consequently, they can play a key role in advancing regional resilience, particularly in the wake of economic and environmental shocks that disproportionately affect less economically and socially dynamic areas.

Defining Downtown

This study has adopted a definition of the commercial downtown that moves beyond the boundaries of a development authority or a business improvement district. For one thing, geographic parameters vary across data sources and may not align with a UPMO's jurisdiction. IDA's *Value of Investing in Canadian Downtowns* report expresses the challenge well:

“Overall, endless debate could be had around the exact boundaries of a downtown, what constitutes a downtown and what elements should be in or out. Yet it is the hope of this study that anyone picking up this report and flicking to their home city will generally think: Give or take a little, this downtown boundary makes sense to me for my home city.”⁵

Like our Canadian study, this project worked to resolve the challenges of comparative boundary setting. IDA adopted a commonly understood definition for each downtown, using boundaries of hard edges, roads, water, natural features or highways. IDA worked with each UPMO to determine the boundaries of their downtown for this project, with a focus on aligning with census tracts for ease of incorporating

data from the U.S. Census. Within these boundaries, IDA measured multiple factors falling under each principle, looking at trends over time, proportion to the overall city, growth, and city share. The results suggest how a downtown proportionally contributes to its city in a given field, over time, per resident or per square mile.

“DOWNTOWNS ARE **LIVING, BREATHING THINGS THAT EVOLVE** OVER TIME. THEIR BOUNDARIES WILL CHANGE AS TIME GOES ON, AND THAT'S JUST PART OF THE INEVITABLE NATURE OF 21ST CENTURY URBANISM.”
Centro San Antonio



Urban Place Management Organizations



“WITHOUT A DOUBT, A **SUCCESSFUL DOWNTOWN IS CRITICAL.** THE CITY’S INVOLVEMENT IS EVEN MORE SO. DOWNTOWNS DON’T HAPPEN – MOST OF THEM HAVE TO BE NURTURED AND WORKED ON FROM BOTH THE PUBLIC AND THE PRIVATE SIDE.”
International Downtown Association

Urban place management organizations lead the resurgence in downtowns and center cities by advocating for targeted investment designed to activate and maintain vibrant, accessible, and welcoming downtowns. These UPMOs—including business improvement districts, downtown development authorities, and other public-private partnership groups—successfully bring together a broad range of stakeholders, provide place-based leadership, and bridge the gap between the public and private sectors. Since 1970, property and business owners in cities throughout North America have realized that revitalizing and sustaining vibrant and coherent downtowns, central business districts, and neighborhood commercial centers require special efforts beyond the services municipalities alone can provide. Inspired downtown leadership complements these efforts, builds downtown confidence, and strengthens the urban place management industry. The industry has grown at a rapid

rate, with approximately 2,500 urban UPMOs in North America and an estimated 3,000 total globally.

The success of a downtown hinges on multilateral cooperation among individuals, developers, employers, and institutions aiming to reach the same revitalization goals. Ensuring continued investment, UPMOs must continually articulate the value of center cities, not only to obvious allies but also to external stakeholders who benefit from downtown but may not recognize the role they play in helping ensure their downtown’s economic, social, and civic success. Most downtowns “have active business improvement districts that have taken on critical leadership roles: they have improved the management of the public realm, offered strong advocacy for the area among public and private decision-makers, provided up-to-date research, funded capital improvements, and promoted long-term planning.”⁶

Known Limits to this Project

Constantly evolving in response to local needs and challenges, downtowns and center cities are never “done.” They require continuous investment, improvement, and development to stay vibrant and economically competitive. Every downtown featured in this report is a distinctive place, with its own history, culture, land use patterns and politics. Some downtowns serve as important drivers of economic performance and lynchpins of regional identity, and these contextual differences matter.

This project applies a range of metrics to quantify how each of 24 downtowns supports its city and region in five critical areas: economy, inclusion, vibrancy, identity, and resilience—our five ‘principles’ of downtown value. Our relatively small sample of 24 does gain representational power by its selection of downtowns that operate across a range of geographies and within widely varying contexts. Nevertheless, we recognize that its extrapolations may not apply to every downtown across the U.S. Since the data come predominantly from the 2015 and 2016 American Community Surveys (ACS) conducted by the U.S. Census Bureau, some metrics may not align precisely with more recent data from local downtown, municipal, or

proprietary sources. However, our methodology focuses on the proportion of downtowns’ contributions to their cities and regions to highlight their impacts. This analysis restricted itself to publicly available data to make sure that organizations without access to proprietary data could replicate it (although some downtowns do compile or have access to such data). We chose only data sources with which we could measure both downtown and citywide performance to assure apples-to-apples comparisons.

Additional challenges included difficulty acquiring data from partners or unavailable data; the length of time required to get information from partners or city departments; the need for the political will and relationships to acquire such data; a lack of municipal data broken out at the downtown level; defining downtown boundaries that best align with data sources; acquiring updated data from all sources; acquiring full sets of municipal finance indicators; a lack of GIS shapefiles; and the perennial challenges of timing, funding, and staffing capacity.

Future Research and Refinement

Compared to the first year, downtowns added as part of the 2018 cohort benefitted from additional analysis on regional comparisons and the inclusion of safety indicators. As this project continues to evolve, future iterations should add:

- Public health indicators
- Housing-affordability implications
- Analysis of residential patterns in downtown-adjacent neighborhoods

The next round of downtowns will apply the methodology established in the first two iterations of this analysis, incorporating several of these additional points. IDA, working with Stantec’s Urban Places, will also release a Downtown Vitality Index that represents a global standard for measuring downtowns in an interactive method online.



Project Definitions

These terms appear throughout the report:

Average Daily Pedestrian Traffic The methodology for arriving at this figure can vary by municipality. Typically, downtowns provided a figure representing average daily pedestrian traffic on one of their busier streets.

Census Tract is a small, relatively permanent statistical subdivision of a county or equivalent entity, updated by local participants prior to the decennial U.S. census.

Census Block Group is a statistical division of a census tract, generally defined as containing between 600 and 3,000 people and used to present data and control block numbering in the decennial census.

Commercial Use is defined as any non-residential use.

Creative Jobs are represented by a downtown's share of citywide and regional Arts and Entertainment jobs, as defined by the federal government's North American Industry Classification System (NAICS).

Deliveries are the total square footage of real estate property bought or sold.

Destination Retail includes clothing, electronics, and luxury goods stores, as defined by the federal government's North American Industry Classification System (NAICS).

Event Venue includes publicly accessible venues typically used for public events such as conferences, conventions, and concerts. Each participating downtown organization compiled its own list, a method that built some subjectivity into the lists: the downtown had the final say on, for example, whether a venue is not fully publicly accessible but is nevertheless part of the fabric of the event community and should be included.

Knowledge Industry Jobs include jobs within these industries, as defined by the federal government's North American Industry Classification System (NAICS): Finance, Insurance, Real Estate and Rental and Leasing; Management of Companies and Enterprises; Professional, Scientific, and Technical Services; Information; and Health Care and Social Assistance.



Middle-Class This study uses national definitions of employment earnings to define middle-class and middle-income demographic groups. This definition does not necessarily reflect the number of people who self-identify as middle-class, nor does it capture those who have achieved certain aspirations, such as owning a home, having retirement savings, or sending children to college. The U.S. Census defines middle-class or middle-income earnings as annual household income of \$40,000 to \$100,000.

- Attainable middle-class rent means monthly rental rates between \$800 and \$1,500 a month, as defined by the U.S. Census.
- Attainable middle-class housing prices means unit sale prices between \$300,000 and \$750,000, as defined by the U.S. Census.

Professional Jobs the Professional, Scientific, and Technical services sector is part of the Professional and Business Services supersector, coded 541, within the federal government's North American Industry Classification System (NAICS).

Rent-Burdened households are defined in the U.S. Census table B25070, which measures gross rent as a percentage of household income in the past 12 months. Rent-burdened populations represent the sum of households paying more than 30 percent of household income for rent.

Retail Demand measures the total spending potential of an area's population, determined by combining residential population and household income characteristics.

Public Capital Investment is defined by each downtown individually but typically includes municipal, state, and federal investment in capital projects such as infrastructure and open space projects within downtown boundaries as defined for this analysis. Some downtowns could only collect data for a subset of public investments such as municipal public investment. In those instances, a footnote indicates the absence of data from the other sources. The timeframe is the most recent full year available (2017).

Square Footage To estimate square feet of built uses, we assumed residential units measured 1,000 sq. ft and hotel rooms measured 330 sq ft.

Public and Private Investment comprise total annual investment by the public and private sectors into a downtown.



SECTION TWO
DOWNTOWN
PROFILE



Downtown Profile | Overview

A city's strength and prosperity depend on a strong downtown and center city, which serve as centers of culture, knowledge, and innovation. The performance of downtowns and center cities strengthens the entire region's economic productivity, inclusion, vibrancy, identity, and resilience.

Study Area

DOWNTOWN PARTNER

Minneapolis Downtown Council –
Downtown Improvement District

CITY

Minneapolis, MN



Intersections: Downtown 2025 Plan, designed to position downtown to grow and prosper for decades to come.¹

While downtown occupies a small area—3.5 square miles or 6% of the city's total land area—it contains a large share of the city's most valuable assets. As of 2016, downtown was home to more than 39,000 residents and 147,000 workers, 10% of the city's population and 47% of its jobs. Since 2010, downtown population has grown 16%, twice the rate of the city or region. However, between 2010 and 2015 employment grew more slowly downtown than in the city or region.

The *Downtown 2025 Plan* aims to help downtown continue to prosper by meeting several key goals. First, it proposes to increase downtown's population to 70,000. Residential growth continues to trend upward at historic rates. (The Downtown Council announces an updated downtown population figure each year at its February annual meeting.)

The visitor experience is another key focus of the *Downtown 2025 Plan*. Several plan goals focus on attracting more visitors. Annual visitors to the region have tripled since 2000, reaching 32 million in 2016. Visitor spending has increased

Downtown Minneapolis is the economic and cultural heart of the city and has massive regional impact. The city and downtown are competitive players on the national stage, frequently earning places on top ten lists assembled on themes such as where millennials want to live, cities with the best park access, and best public transportation systems. Despite great assets, this downtown has not rested on its laurels. In 2011, the Minneapolis Downtown Council adopted an ambitious plan,



Residential Population

Downtown
39,437

Share of City
9.7%

Residents per
Square Mile
11,398

Residential Growth
2010-2016
16%



Employment Population

Downtown
147,440





Share of City
47%

Employees per
Square Mile
42,613

Worker Growth
2010-2015
6.9%



dramatically as well; regional visitors spent \$7.6 billion in 2016. Downtown has worked hard to establish itself as a destination for visitors, investing heavily in projects like U.S. Bank Stadium and a \$50 million construction and landscaping project to make Nicollet Mall a “must-see,” pedestrian-friendly destination. Such focused attention has helped increase the number of hotel rooms downtown by 24% since 2010, giving downtown 75% of the city’s inventory. Downtown also remains an office center, with more than 22 million square feet of office space. The density of these elements all speak to the vitality and centrality of the city’s core.

Inventory	 OFFICE (SF)	 RETAIL (SF)	 RESIDENTIAL (UNITS)	 HOTEL (ROOMS)
Downtown	22.5M	2M	9,365	8,731
Per Square Mile	6.5M	585,682	2,707	2,523

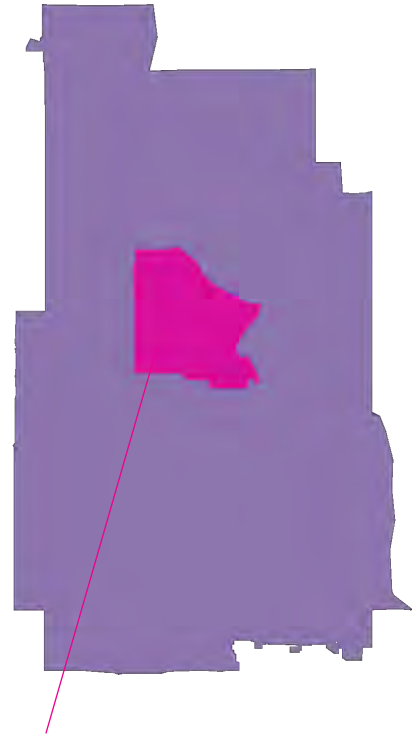
¹For the purposes of this study, the data used to describe downtown and city-wide residents are derived from 2016 American Community Survey (ACS) data from the US Census. This data provides a point in time comparison between the downtown and the city. While the residential population in both the downtown and the city have continued to grow in recent years, this report will only reference figures from the 2016 ACS to focus on contextual comparisons and to preserve the integrity of the methodological data standard.

Defining Boundaries

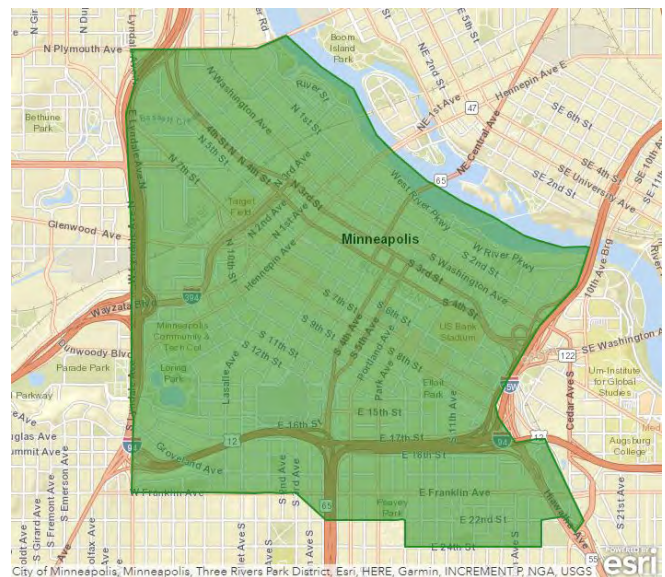
This study area extends beyond the boundaries of the downtown improvement district, as geographic parameters vary across data sources and don't typically align with a place management organization's jurisdiction. IDA recommended that the urban place management organizations participating in this study use the commonly understood definition of downtown and match boundaries to hard edges, roads, water, natural features or highways. IDA worked with each group to align its downtown study area with census tract boundaries for ease of incorporating publicly available data from the U.S. Census.

We defined the study area as an area bordered by North Plymouth Avenue on the north, the Mississippi River between NE 8th Avenue and I-35W, down I-35W and along Hiawatha Avenue on the east as far south as E 24th, and E Lyndale Avenue on the west. This geography comprises census tracts 59.01, 1060, 1044, 1054, 1057, 1056, 1262, 1261, 1052.04, and 1052.01. The city is the City of Minneapolis, and the region is the Minneapolis-St. Paul-St. Cloud CSA.

IDA measured multiple factors within each principle, focusing on trends and growth over time and how downtown compared to the city and the region. These five central principles—economy, inclusion, vibrancy, identity, and resilience—were identified in workshops with the first cohort of urban place management organizations evaluated for this study. Page 44 in Appendix 1 lays out the principles and 33 sub-benefits used to choose the study's metrics. Our goal was to build a deeper understanding of downtown's contribution to citywide and metro-area performance across a range of areas.



Downtown Share
of City Land Area **6%**



Downtown Minneapolis Study Area

Economy | Impact, Innovation

Downtowns make up a small share of their city's land area but have substantial economic importance.

While downtowns and center cities constitute a small share of citywide land area, there's no understating their regional economic importance. As traditional centers of commerce, transportation, education, and government, downtowns serve as economic anchors for their cities and regions. Thanks to highly concentrated economic activity, investment in the center city yields a high level of return per dollar. Analyzing the economic role of downtowns and center cities in the larger city and region highlights their unique value and provides a valuable guide for development policy.

A downtown's diversity and density of resources and services better position it to absorb economic shocks and stresses than suburbs and less-dense regions. Research suggests that, when compared to suburbs and edge cities, "downtowns have been a little more resilient during the downturn and possess certain sectors with the potential for recovery."²

Benefits of Economy: Economic Output, Economic Impact, Investment, Creativity, Innovation, Visitation, Spending, Density, Sustainability, Tax Revenue, Scale, Commerce, Opportunity

The assessed value of downtown area alone represents 29% of the city's total value, despite occupying just 6% of city land. On average, property downtown is worth three times more than average values elsewhere in the city. This reflects significant investment in recent years and shows that downtown represents desirable location to develop. National findings indicate that the more valuable real estate in metropolitan areas is increasingly found in revitalized downtowns, and downtown Minneapolis is no exception.³

Public and private investment are significant indicators of a downtown's economic vibrancy. The value of citywide construction permits in Minneapolis has exceeded \$1 billion every year since 2012. In 2017, \$777 million of that investment value landed in downtown. The development pipeline holds a broad mix of public and private projects, heavily weighted toward mixed-use multifamily with some retail, and a few large office projects.⁴

On average, land value reaches **\$2.5 billion per square mile**, a rate **3.1 times higher** than that of the city.



Land Value and Investment*

	Downtown	City
Assessed Value	\$13B	\$47B
Square Miles	5.5	58
Assessed Value per Square Mile	\$2.5B	\$820M

*Due to data availability, assessed value and property tax numbers come from the ZIP codes that most closely match our downtown study—55401, 55402, 55403, 55404, 55415, and 55454. These ZIP codes cover 5.5 square miles, an area larger than 3.5 square miles of the downtown study area.



Downtown Minneapolis generates about \$374 million in property taxes annually, accounting for nearly 40% of all citywide property tax revenue.



Property Tax Revenues*

Downtown \$373,912,469

City \$991,204,805

Percentage of City 38%

*Due to data availability, assessed value and property tax numbers come from the ZIP codes that most closely match our downtown study area—55401, 55402, 55403, 55404, 55415, and 55454. These ZIP codes cover 5.5 square miles, an area larger than 3.5 square miles of the downtown study area.

Employment

Downtown has 147,000 jobs, four times as many jobs as residents, and accounts for nearly half of all jobs citywide.

Employment opportunities exist across a wide range of industries. 66% of downtown jobs qualify as knowledge jobs, 14% above the citywide share. Significant growth has established the professional, scientific, and technical service sector as downtown's largest employment industry. Other major sectors include finance, insurance, and real estate and health care. Downtown is home to most of the city's creative and knowledge jobs, containing nearly 60% of both. While employment downtown grew by 6.9% between 2010 and 2015, it lagged behind the citywide growth rate of 15% in the same period. Even so, more than 70 companies have relocated from suburban locations into downtown over the past five years.⁵

A buzzing startup scene feeds the high concentration of knowledge industry jobs. The study area hosts eight incubators and co-working spaces; according to a *Forbes* ranking from 2018, Minneapolis-St. Paul ranks as the ninth-best rising city in the country for startups, with more than 284 major venture capital deals in the previous three years.

The diversity of professional fields thriving in downtown reflect its appeal to a creative and professional workforce. Research confirms that a wide variety of businesses in multiple industries choose to locate in downtowns "to attract and retain workers, to build brand identity and company culture, to support creative collaboration, to centralize operations, to be closer to customers and business partners, and to support triple-bottom-line business outcomes."⁶ The concentration and breadth of professional fields in the study area speak to downtown's appeal to a diverse talent pool and the employers who need them.

Downtown Minneapolis also attracts high-wage jobs. 70% of workers earn more than \$40,000 annually compared to 62% citywide and 55% in the region; less than 10% of downtown jobs pay less than \$15,000 annually. This reflects national trends: the share of educated and more affluent residents living in the urban core has increased across the 118 largest U.S. metropolitan areas since 1980.⁷ The prevalence of higher-wage jobs downtown indicates its draw for talented employees during their prime professional years. Half of the city's working population between ages 30 and 54 works downtown.

Knowledge Industry Employment Growth 2010-2015

Finance, Insurance,
Real Estate and
Rental and Leasing



Management of
Companies
and Enterprises



Professional,
Scientific, and
Technical Services



Information



Health Care and
Social Assistance



	Finance, Insurance, Real Estate and Rental and Leasing	Management of Companies and Enterprises	Professional, Scientific, and Technical Services	Information	Health Care and Social Assistance
Downtown	3%	4%	24%	-19%	15%
City	14%	10%	24%	5%	23%
Region	9%	-5%	18%	-2%	14%

Downtown Employment



47%

CITY'S JOBS



59%

CITY'S KNOWLEDGE
INDUSTRY JOBS



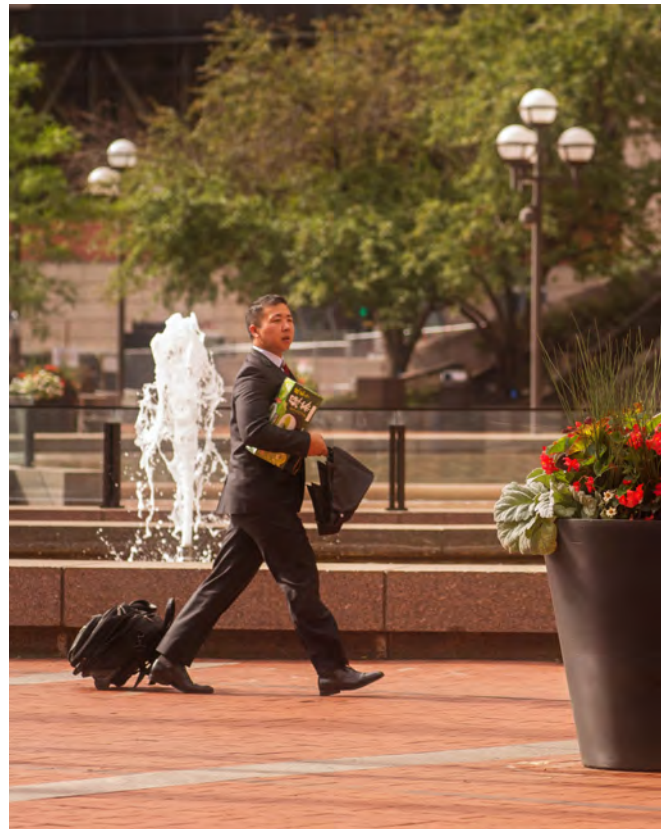
49%

CITY'S 30-54 YEAR
OLD WORKERS



58%

CITY'S CREATIVE
JOBS



Inclusion | Diversity, Affordability

Downtowns and center cities invite and welcome residents and visitors by providing access to opportunity, essential services, culture, recreation, entertainment, and participation in civic activities.

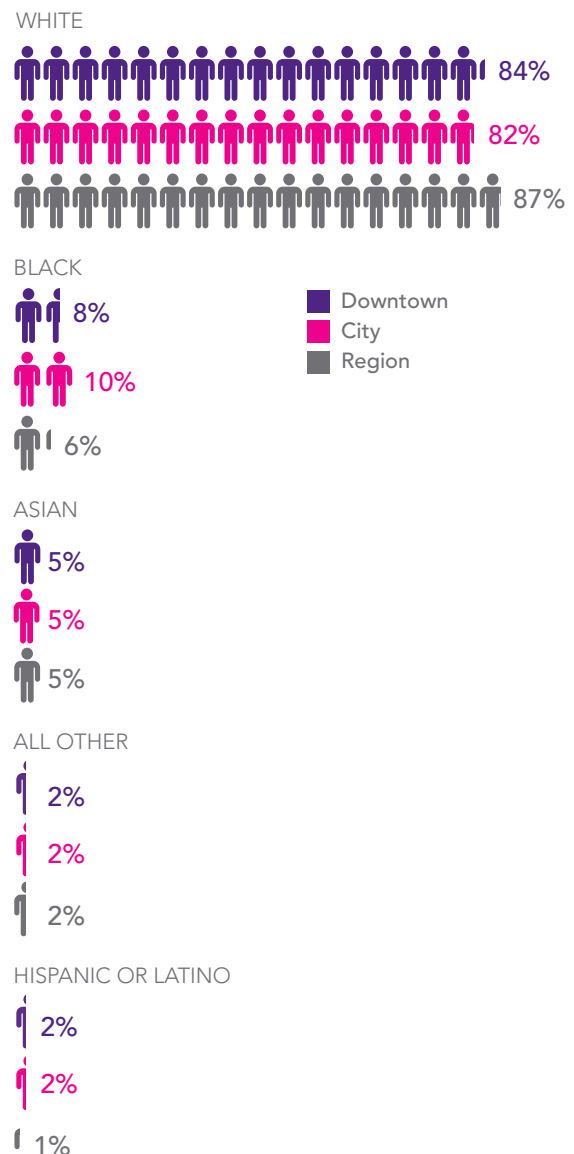
Benefits of Inclusion: Equity, Affordability, Civic Participation, Civic Purpose, Culture, Mobility, Accessibility, Tradition, Heritage, Services, Opportunity, Workforce Diversity

The Minneapolis Downtown Council's *Downtown 2025 Plan* represents a conscious effort to create a more inclusive downtown by supporting greater housing diversity to fit the needs of residents of all means and backgrounds. Minneapolis's excellent public transit infrastructure also plays a role in inclusion by providing greater access to downtown and the city for people without a vehicle. In partnership with the YMCA, the Downtown Council has also launched the Inclusive Downtown Think Tank, an initiative that focuses intentionally on the value of diversity (see sidebar).

Downtown has a more diverse population than either the city or region. With a non-white residential population of 39% and a foreign-born population of 21%, it is home to people from all backgrounds.

Of 147,440 people who work downtown, however, only 16% are non-white. Although the downtown workforce is more diverse than the region's, it doesn't reflect the wider diversity of downtown residents or residents citywide. Downtown advocates and the City can work to increase workforce development to help give residents from all backgrounds greater access to opportunities. A recent McKinsey study underscores the importance of building on this access. It found companies with more racially and ethnically diverse workforces are 35% more likely to outperform their industry medians than companies with non-diverse workforces.⁸

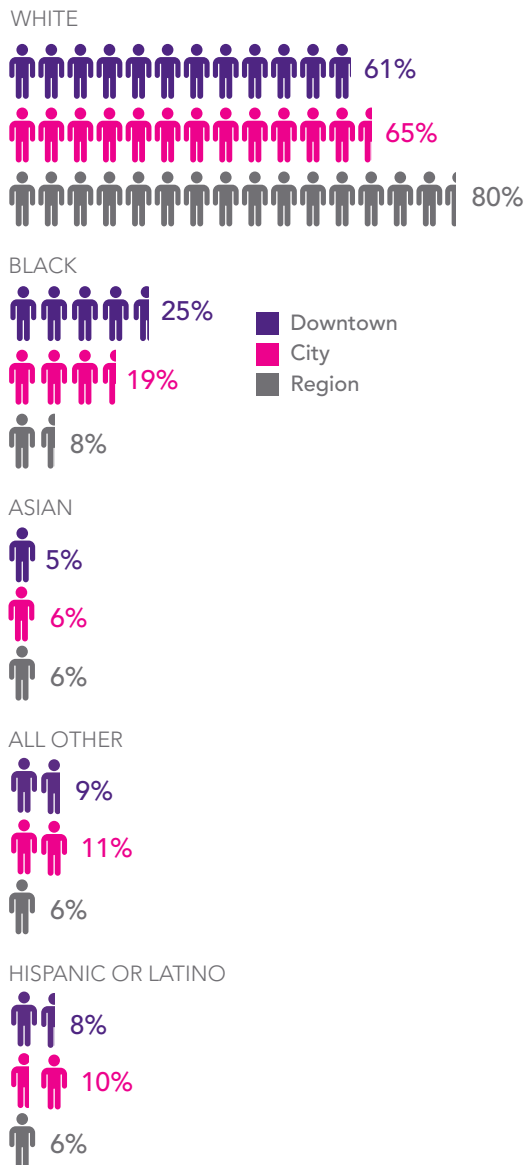
Employment By Race*



* Numbers do not add to 100% because some people of Hispanic ethnicity identify as white, black, Asian, or other category.

Inclusion “is one of the many common characteristics of vibrant and thriving downtowns across the nation... Great downtowns are inherently equitable because they enable a diverse range of users to access essential elements of urban life. These elements include, but are not limited to, high-quality jobs, recreation, culture, use of public space, free passage, and civic participation. Perhaps more importantly, downtowns are the places where we should expect to experience the diversity so uniquely appealing to people everywhere.”⁹

Residents By Race*



Inclusive Downtown Think Tank

In 2018, the Minneapolis Downtown Council collaborated with the YMCA of the Greater Twin Cities to launch the Inclusive Downtown Think Tank, a cross-sector research-to-action work group. Recognizing that one or two organizations on their own can't overcome the challenge of creating true inclusivity, the Think Tank brings together more than 90 public, private, and non-profit leaders to "imagine, define and create an inclusive downtown that contributes to our vision of Minneapolis as one of the nation's best places to live, visit and do business."

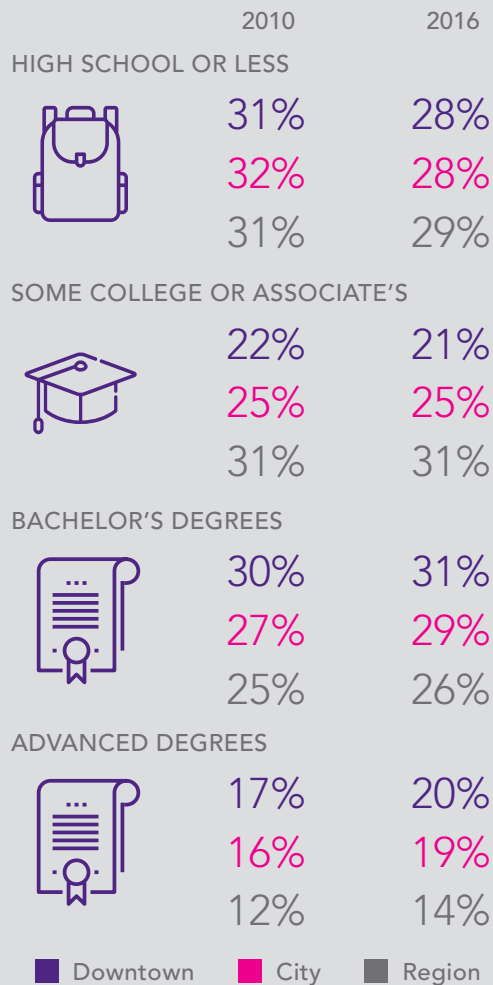
In a monthly series of facilitated sessions, the Think Tank tackled the challenges of inclusion and diversity head-on, identifying the biggest issues to focus on; defining "crossroads issues" that involve multiple stakeholders and sectors; and finding unaddressed gaps. In this first phase, the leaders built a common understanding of what an inclusive downtown means. In 2019, phase 2 will shift its focus from thinking to doing, as leaders formulate actionable solutions that create a model for collective impact. The Inclusive Downtown Think Tank represents a comprehensive, active approach to tackling the challenges of inequity in downtown Minneapolis.

* This study uses U.S. Census definitions of race. Race is defined as a person's self-identification with one or more racial groups (white, black, Asian, American Indian, Alaska native, Native Hawaiian or Pacific Islander, or some other race). Hispanic or Latino ethnicity is counted separately in the U.S. Census, and includes those who identify as one of the other races. Hence, the percentages on this chart don't add up to 100%.

Educational Attainment

Downtown has drawn a highly educated residential population. Half of all residents have a bachelor's degree or higher, and since 2010, the share of those college-educated residents has increased by 4%. To ensure that everyone who grows up here has access to education, the *Downtown 2025 Plan* declares that downtown should "ensure that every child who lives downtown can attend school downtown; build at least one new downtown school; [and] focus on making downtown's workers the best-educated in the nation."¹⁰

Highest Educational Attainment for Residents 25+



Household Income

At \$71,000, the median household income in the region is relatively high, standing \$12,000 above the national average. Median income in downtown, however, drops to \$43,000, masking a wide range of incomes, including about 25% of residents who make more than \$100,000 and 25% who make less than \$15,000. Residents' incomes have risen since 2010; the share of residents making less than \$15,000 has fallen by 8%, and the share of residents making more than \$100,000 has increased faster, at 12%. These income statistics reflect a dichotomy in the downtown residential population. Home to some of the most expensive housing in the city, downtown also contains areas of predominantly low-income housing. Despite nearly a \$30,000 differential between the median household incomes downtown and in the region, median house value is fairly similar across downtown, the city, and the region.

As of 2016, 76% of all households in downtown Minneapolis rented. Downtown has rental units available at a wide range of prices, with significant growth since 2010 in the number units costing more than \$1,500 per month. Yet, even with that increase, close to half of all rentals downtown cost less than \$1,000. Residential population and supply of units have grown in tandem, but 45% of all downtown renters are rent-burdened, meaning that they spend more than 30% of their gross income on rent.

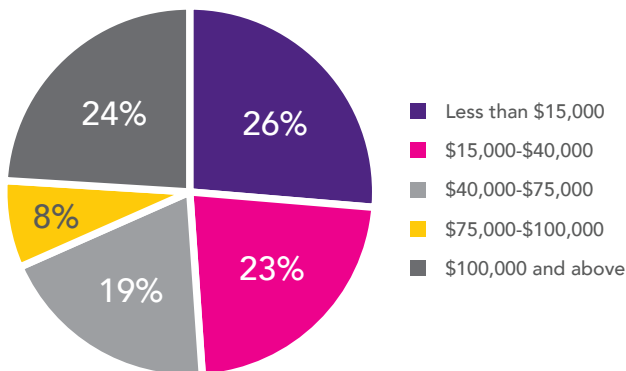


Household Income

	DOWNTOWN	CITY	REGION
MEDIAN INCOME	\$43K	\$52K	\$71K
MIDDLE-CLASS RESIDENTS*	27%	36%	40%
MIDDLE-CLASS RENTAL UNITS	36%	47%	54%
MIDDLE-CLASS HOME VALUES	41%	23%	25%
MEDIAN HOME VALUE	\$211K	\$212K	\$220K

*Middle-class households are defined as those with incomes between \$40,000 and \$100,000 annually. This definition reflects national averages, which may not align with local definitions.

Downtown Household Income



Vibrancy | Spending, Fun

Due to their expansive base of users, center cities can support a variety of unique retail, infrastructural, and institutional uses that offer mutually reinforcing benefits to the region.

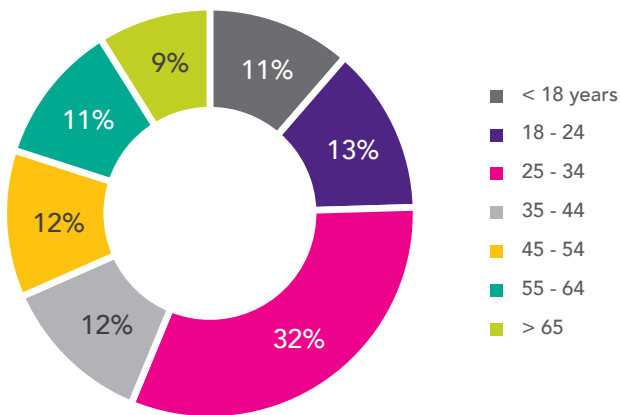
Downtowns and center cities typically form the regional epicenter of culture, innovation, community, and commerce. Downtowns flourish due to density, diversity, identity, and use. An engaging downtown “creates the critical mass of activity that supports retail and restaurants, brings people together in social settings, makes streets feel safe, and encourages people to live and work downtown because of the extensive amenities.”¹¹

In 2018 Minneapolis ranked as one of the top ten destinations for relocating millennials.¹² In 2016, 45% of the downtown population was between 18 and 34. Affordable housing rents, access to parks and outdoor spaces, ease of non-car transportation, and employment opportunities all top the list of what millennials look for in a place to live. Millennials are now the largest generation in the country’s workforce, making them a key demographic for employers to recruit.

Benefits of Vibrancy: Density, Creativity, Innovation, Investment, Spending, Fun, Utilization, Brand, Variety, Infrastructure, Celebration

Just under 40,000 people call the urban core of downtown home, giving it a density of 18 residents per acre. A population of that scale and density is a strong indicator of vibrancy. Population continues to climb downtown; it has risen a healthy 16% since 2010. Residential growth downtown has outpaced the city and region during the same period; downtown has grown nearly 10 times faster than either.

Downtown Age Breakdown



All Retail

TOTAL RETAIL BUSINESSES

	Downtown	City	Region
	787	3,093	22,727

NUMBER OF RETAIL BUSINESSES PER SQUARE MILE

	Downtown	City	Region
	227	53	3

NUMBER OF RESTAURANTS AND BARS

	Downtown	City	Region
	394	1,217	6,428

NUMBER OF DESTINATION RETAIL BUSINESSES

	Downtown	City	Region
	101	358	2,974

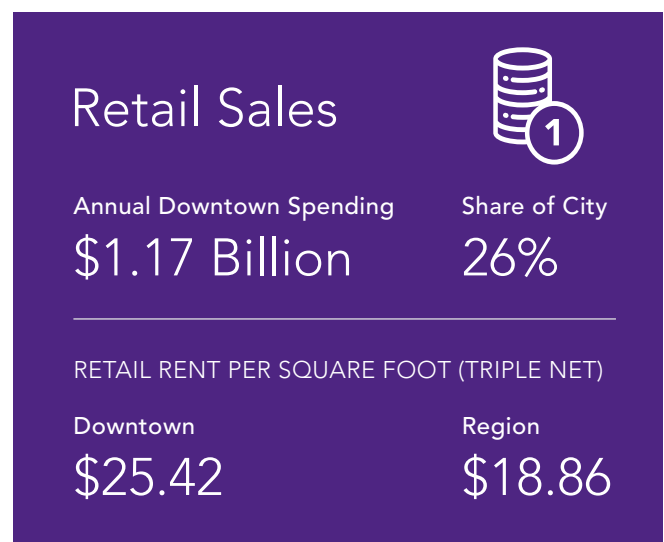
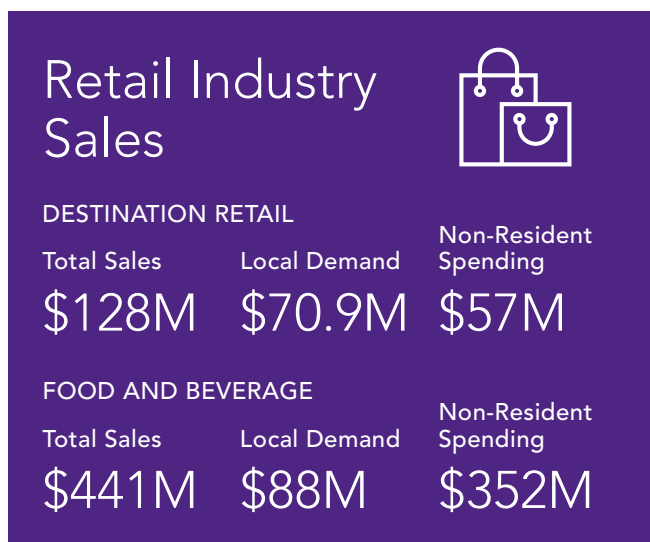
The fabric and mix of downtown storefront businesses act as another core component of vibrancy. Storefront business activity fuels an active and engaging experience for visitors and residents alike—while providing a distinct sense of character. In total, 25% of the city’s retail and food and beverage businesses are located downtown, accounting for 26% of all retail sales in the city.

Within downtown there are 787 businesses, of which half are restaurants and bars and 13% are destination retailers with goods such as jewelry, clothes, and electronics. This concentration of retail encourages an active and vibrant district, yet downtown has an unusually high retail vacancy rate, 26%, driven largely by the difficulties facing large retailers, which in recent years have struggled and closed stores across the country.

One unique feature of the downtown Minneapolis retail and restaurant market is the Skyway. The 80-block network of footbridges connects buildings on the second floor and helps people avoid harsh weather. But many retailers accessible by the Skyway close on nights and weekends, and the system pulls pedestrians off sidewalks, presenting a challenge to efforts to create more street-level vibrancy.

Relatively high retail rents could serve as a positive sign of strong interest in locating downtown. But high rents also create a barrier for new small businesses looking to open there. To help address the vacancy challenge, the Minneapolis Downtown Council has begun testing a pop-up program aimed at supporting existing mall businesses by adding unique shopping choices and boosting foot traffic along major corridors like Nicollet Mall, which sees 21,000 pedestrians daily.¹³ The 2025 Plan’s retail task force has also delivered recommendations intended to strengthen downtown retail further.

Downtown acts as a retail, dining, and nightlife destination for the region. Statistics show that retail sales far exceed the demand that downtown residents by themselves could generate, which suggests a strong influx of non-resident spending. For instance, food and beverage sales account for more than \$440 million, or 38% of total downtown spending. An estimated \$353 million of that spending comes from non-residents. Similarly, destination retail (clothing, jewelry, electronics) brought in about \$129 million in sales (11% of total downtown sales), with about \$58 million of the total coming from non-residents.





Identity | Visitation, Heritage, Tradition

Downtowns and center cities 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 anchor.

Downtowns are “iconic and powerful symbols for a city and often contain the most iconic landmarks, distinctive features, and unique neighborhoods. Given that most downtowns were one of the oldest neighborhoods citywide, they offer rare insights into their city’s past, present, and future.”¹⁴ The authentic cultural offerings in downtown enhance its character, heritage, and beauty, and create a unique sense of place not easily replicated in other parts of the city.

Benefits of Identity: Brand, Visitation, Heritage, Tradition, Memory, Celebration, Fun, Utilization, Culture



Downtown Minneapolis preserves heritage, connects regional residents, and plays an outside role in defining the brand of the city and the region. St. Anthony Falls and the banks of the Mississippi River—where the city’s milling economy first took root—anchor this heritage, and the city grew to national prominence around it. That same riverfront has evolved to become downtown’s main recreational, environmental, and aesthetic amenity, with the iconic Stone Arch Bridge at its heart.

Downtown has several districts, each with its own character, including the Central Business District, Theater District, East Town, Riverfront and Mill District, North Loop and Warehouse District, Loring Park, and Elliot Park.

Downtown Minneapolis is home to major cultural and event venues. More than 500,000 people annually attend shows and events at venues managed by the Hennepin Theatre Trust. One of those theatres, the Orpheum, ranks 8th in Pollstar tickets sold worldwide.^{15,16} Downtown’s sports stadiums attract large crowds as well. The Target Center brings in more than 1 million visitors annually, Target Field brings in 2 million visitors, and U.S. Bank Stadium brought

Hashtags

36,488



PHOTOS POSTED ON INSTAGRAM WITH **#DOWNTOWNMINNEAPOLIS** 35,198

PHOTOS POSTED ON INSTAGRAM WITH **#MYMPLSDT** 982

PHOTOS POSTED ON INSTAGRAM WITH **#ONNICOLLET** 308

*Instagram downtown hashtag count as of October 2018.

Downtown Destinations



12

MUSEUMS



69

PUBLIC ART
INSTALLATIONS



37

HOTELS



8

PARKS

in 1.6 million in its first year.^{17,18,19} Downtown is also home to smaller venues that support the city's vibrant local music scene, such as world-famous First Avenue.

These entertainment options and cultural amenities have all improved the visitor experience downtown. Since 2000, the number of annual visitors to the region has tripled, reaching 32 million in 2016. Visitor spending has increased greatly as well, contributing \$7.6 billion to the regional economy in 2016. 17 million of those regional visitors came from outside Minnesota, and 230,000 city visitors came from outside the United States. A string of major national sporting events has supported this success, such as the X Games in 2017 and 2018, the Super Bowl in 2018, and the upcoming NCAA Final Four in 2019.

The increase in visitors has contributed to a strong hotel economy downtown. 75% of all hotel rooms in Minneapolis are located downtown, highlighting downtown as a travel destination within the city. More than 600 conventions hosted at downtown venues attracted roughly 580,000 convention attendees in 2017.



Resilience | Sustainability, Diversity

Broadly defined, resilience means a place's ability to withstand shocks and stresses. Thanks to their diversity and density of resources and services, center cities and their residents can better absorb economic, social, and environmental shocks and stresses than other parts of the city.

Diversity and economic vitality equip downtowns and center cities to adapt to economic and social shocks better than more homogenous communities. Similarly, density better positions downtowns and center cities to make investments needed to hedge against and bounce back from increasingly frequent environmental shocks and stresses.

Benefits of Resilience: Health, Equity, Sustainability, Accessibility, Mobility, Durability of Services, Density, Diversity, Affordability, Civic Participation, Opportunity, Scale, Infrastructure

Economic Resilience

As noted in the Economy section, downtown has a diverse range of economic activity, led by professional, scientific, and technical services; the finance and insurance sector; and healthcare. This diversity helps provide some measure of stability in the face of economic shocks caused by the decline in any one industry. This diversity also supports recovery from or adaptation to other economic distress like financial crashes. While downtown has a high share of the city's jobs, job growth hasn't kept pace with the 15% growth in jobs citywide and regionally. This suggests that stakeholders may need to consider efforts to diversify or rebalance downtown's employment sectors.

Social Resilience

Diversity, density, and walkability all improve social resilience for downtowns and center cities. Research has shown that walkable urban places typically have more diversity, a greater share of low-income residents, and less racial segregation than drivable suburban areas.²⁰ Additional research by the George Washington University Center for Real Estate and Urban Analysis has found a positive relationship among walkable urbanism, economic performance, and social equity, but cautions that these findings don't negate growing concerns about the need to develop mechanisms and policies to assure affordability.

With eight parks, two libraries, and three recreation centers, downtown Minneapolis provides opportunities for residents, employees, students, visitors, and others to meet, learn, and participate in civic life. As stewards of downtown, urban place managers work to make neighborhoods more livable and "create communities that welcome people of all walks of life, offer the services necessary for residents, and create integrated and holistic communities."²¹ The availability of parks, outdoor activities, and open space in the center

Downtown Community Resources



2

LIBRARIES



3

RECREATION
CENTERS

8

PARKS

city enhances quality of life by providing opportunities for downtown residents to pursue healthier lifestyles.

Access to community resources plays a critical role in building social resilience of low-income residents. About 11,000, or 28% of downtown residents live in households below the poverty line. Rent-burdened residents in downtown—those paying more than 30% of gross income for rent—account for nearly 20% of the citywide total. As downtown continues to evolve, the City and the Downtown Improvement District (DID) face the challenge of balancing new population growth with statutory limits on DID that only authorize it to provide enhanced services to its commercial property base.

Environmental Resilience

The natural and built environment downtown enhances resilience. Minneapolis has built a strong reputation for easy park access citywide, ranking #1 out of 100 cities assessed by the Trust for Public Land's 2018 ParkScore index.²² Downtown has roughly 136 acres of greenspace, and parks like Loring Park, recently completed "The Commons," Gold Medal Park, and the West River Parkway represent critical elements of downtown identity. Restoration of historically designated Peavey Plaza is underway. Although downtown parks thrive today, continued population growth will place increasing demands on these limited resources. The *Downtown 2025 Plan* includes in its ten goals two designed to increase green space and improve green corridors.

The *Downtown 2025 Plan* also highlights a need to improve connectivity, walkability and access within the center of Minneapolis. The plan sets a main goal of leading the nation in transportation by intensifying existing services, adding better bike-pedestrian infrastructure, and making other improvements in downtown mobility.

Minneapolis already has one of the best transit systems in the country. In 2017 Metro Transit ridership exceeded 81.9 million on buses and trains, and **half of all downtown residents commute to work using non-automobile modes such as walking, biking, or transit.** Accordingly, downtown Minneapolis scores high in Walk Score, Transit Score, and Bike Score.

Social Resilience

SHARE OF CITY



18%

RENT-BURDENED
RESIDENTS

13%

RESIDENTS IN
POVERTY





Downtown Commuting Patterns

BIKE



Downtown	City	Region
4%	5%	1%

TRANSIT



Downtown	City	Region
15%	14%	5%

CAR POOL



Downtown	City	Region
5%	9%	9%

WALK



Downtown	City	Region
26%	8%	2%

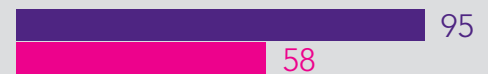
DRIVE ALONE



Downtown	City	Region
50%	65%	83%

Walk, Bike and Transit Score

■ Downtown ■ City



Downtown Profile | Summary

Minneapolis has an established downtown that serves as a central hub for economic activity and has a fast-growing residential population. With the Downtown 2025 Plan, stakeholders led by the DID have laid out a broad set of goals for the future. Putting inclusion at the forefront of the efforts to improve downtown will ensure that downtown remains a focal point for the region and increases opportunities for all.

Based on the data collected for The Value of U.S. Downtowns and Center Cities study, we identified three tiers of downtowns, defined by stage of development. We divided the 24 downtowns that have participated to date into established, growing and emerging tiers based on average growth in employment, residential density, population growth, job density, and assessed value per square mile. (It's important to note that downtown geography and demographics served as the sole basis for the tiers and that a small sample size required a conservative approach to generalizations.)

Minneapolis's downtown falls in the "established" tier. These tables show how downtown Minneapolis compares to its peers in the same tier, and citywide averages. For the full set of cities by tier and accompanying data points, please refer to the Value of U.S. Downtowns and Center Cities compendium.*



Established Downtowns

MIAMI MINNEAPOLIS SEATTLE

On average, these downtowns cover **6%** of citywide land area and have an assessed value of **\$19 billion** or **28%** of citywide assessed value. Compared to the tier, Minneapolis accounts for:

	DOWNTOWN MINNEAPOLIS	ESTABLISHED DOWNTOWNS
PROPERTY TAX REVENUE	38%	32%
MILLENNIALS LIVING CITYWIDE	12%	22%
CITYWIDE POPULATION	10%	14%

RESIDENTIAL



GROWTH
AVG. 2010 – 2016

DENSITY
RESIDENTS / ACRE


	DOWNTOWN MINNEAPOLIS	ESTABLISHED DOWNTOWNS	ESTABLISHED CITY
GROWTH AVG. 2010 – 2016	16%	30%	12%
DENSITY RESIDENTS / ACRE	18	26	12







EMPLOYMENT

	DOWNTOWN MINNEAPOLIS	ESTABLISHED DOWNTOWNS
GROWTH IN DOWNTOWN EMPLOYMENT (2010 – 2015)	7%	16%
CITYWIDE JOBS	47%	52%
CITYWIDE KNOWLEDGE JOBS	59%	62%
CITYWIDE CREATIVE JOBS	58%	53%
RESIDENTS HOLD A BACHELOR'S DEGREE OR HIGHER	39%	50%

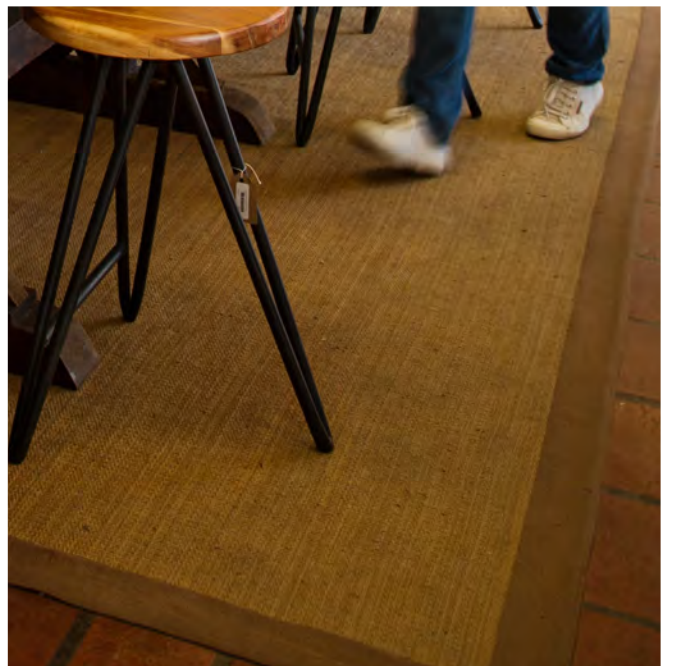
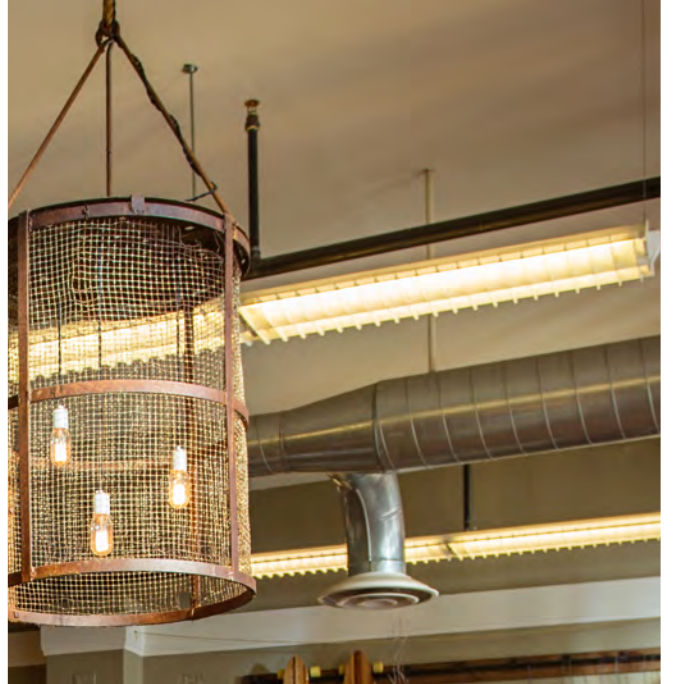
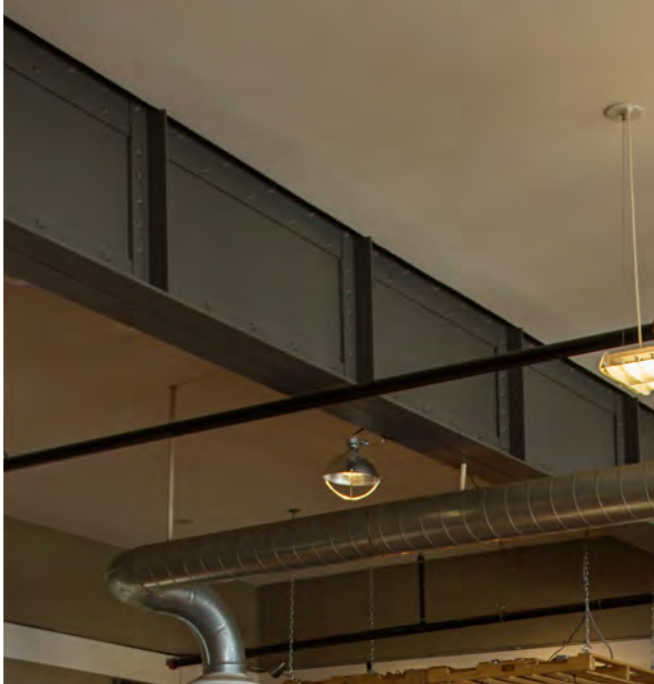
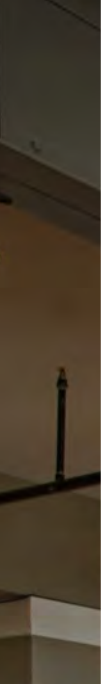
The compendium report is available at the IDA website, downtown.org.

	DOWNTOWN MINNEAPOLIS	ESTABLISHED DOWNTOWNS
		
HOTELS	37	49
HOTEL ROOMS	8,731	9,479
CITYWIDE HOTEL ROOMS	75%	57%

	DOWNTOWN MINNEAPOLIS	ESTABLISHED DOWNTOWN	ESTABLISHED CITY
WALK SCORE 	92	96	73
BIKE SCORE 	86	77	68
TRANSIT SCORE 	95	98	58

DOWNTOWN NON-SOV COMMUTE			
	DOWNTOWN MINNEAPOLIS	ESTABLISHED DOWNTOWN	ESTABLISHED CITY
	50%	54%	36%





APPENDICES

PROJECT
METHODOLOGY

PRINCIPLES AND
BENEFITS

DATA SOURCES

ADDITIONAL IDA
SOURCES

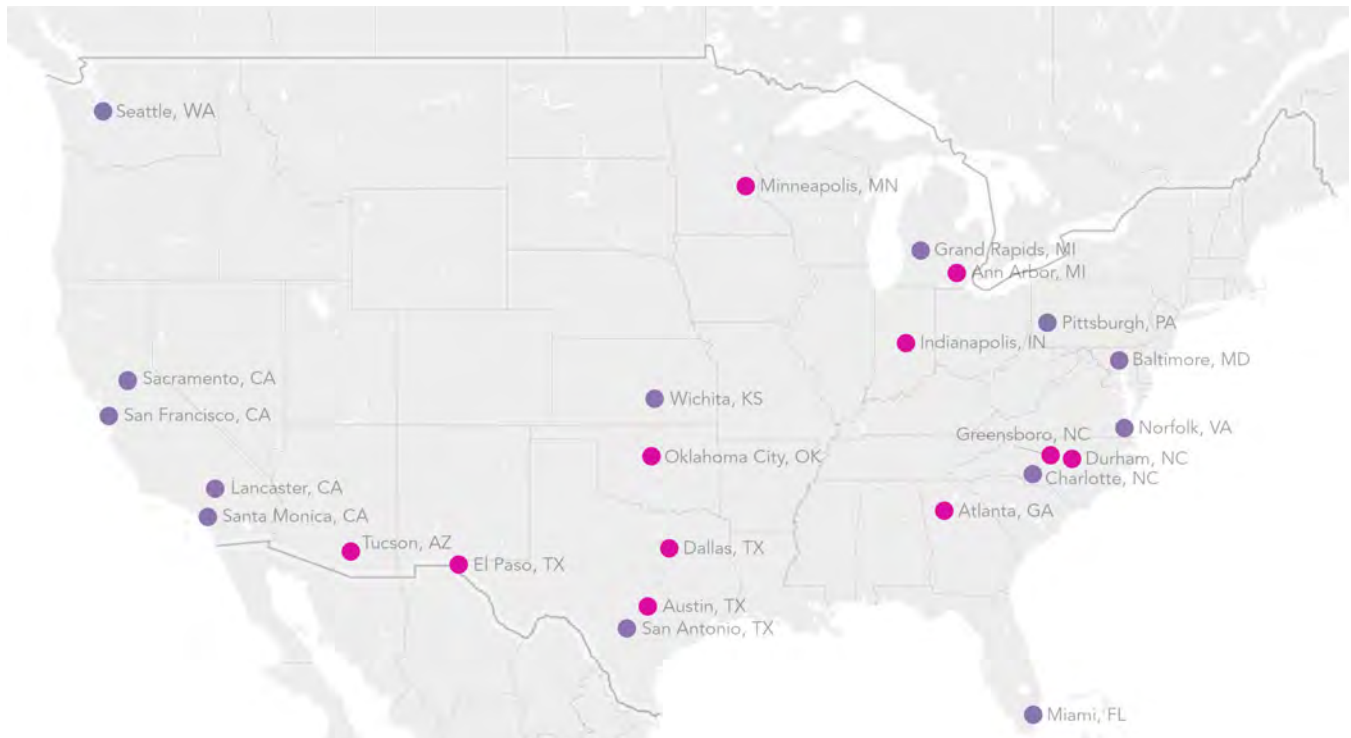
BIBLIOGRAPHY



Appendix I: Project Methodology

PROCESS

In 2017, IDA launched the *Value of U.S. Downtowns and Center Cities* study. The IDA Research Committee worked with 13 downtown organizations, Stantec's Urban Places as a project advisor, and HR&A Advisors as an external consultant to develop the valuation methodology and metrics. This year, IDA added another 11 urban place management organizations (UPMOs) and worked with them to collect local data, obtain data from agencies in their cities, and combine these metrics with publicly available statistics on demographics, economy, and housing. Data collected included publicly available census figures (population, demographics, employment, transportation), downtown economic performance, municipal finances, capital projects, GIS data, and the local qualitative context. The downtown partners chosen in both years represent diverse geographic regions and have relatively comparable levels of complexity and relationships to their respective cities and regions.





PROJECT PURPOSE

The project measured the performance of American downtowns using metrics developed collaboratively and organized under five principles that contribute to a vital urban center. Project aims included:

- Benchmarking performance of downtowns using a replicable, scalable framework.
- Creating a baseline for future data collection to build a growing case for the need for both public and private investment in downtowns.
- Developing a common set of metrics to communicate the value of downtowns.
- Expanding the range of arguments that UPMOs can make to stakeholders based on publicly available data.



HYPOTHESIS

Despite a relatively small footprint, a downtown has large economic and community impacts, producing multiple benefits for both its city and region. These impacts include higher land values, substantial economic development outputs, return on investment for both public and private sectors, and more efficient use of public infrastructure. These impacts illustrate the critical contribution a downtown makes to a region's economic development, identity and brand, social equity, culture, vibrancy, and resilience.

Guiding questions for this project included:

- What is the economic case for downtowns? What stands out about land values, taxes, or city investments?
- How do downtowns strengthen their regions?
- Can we standardize metrics to calculate the value of a downtown?
- How can downtowns measure their authentic, cultural and historical heritage?
- How does the diversity of a downtown make it inclusive, inviting, and accessible for all?
- What inherent characteristics of downtown make it an anchor of the city and region?
- Due to its mix of land uses, diversity of jobs, and density, is downtown more socially, economically, and environmentally resilient than the rest of the city and region?

Discussion: What factors make a vibrant downtown?

Downtowns have differing strengths: some function as employment anchors, some as tourist hubs, and some as neighborhood centers. Some are all three. We distilled the factors for measuring the value from attributes common to all downtowns regardless of their specific characteristics. These included fun, diversity, density, creativity, size, economic output, mobility, brand, investment, resilience, health, sustainability, affordability, fiscal impact and accessibility.



DETERMINING PRINCIPLES FOR A VITAL DOWNTOWN

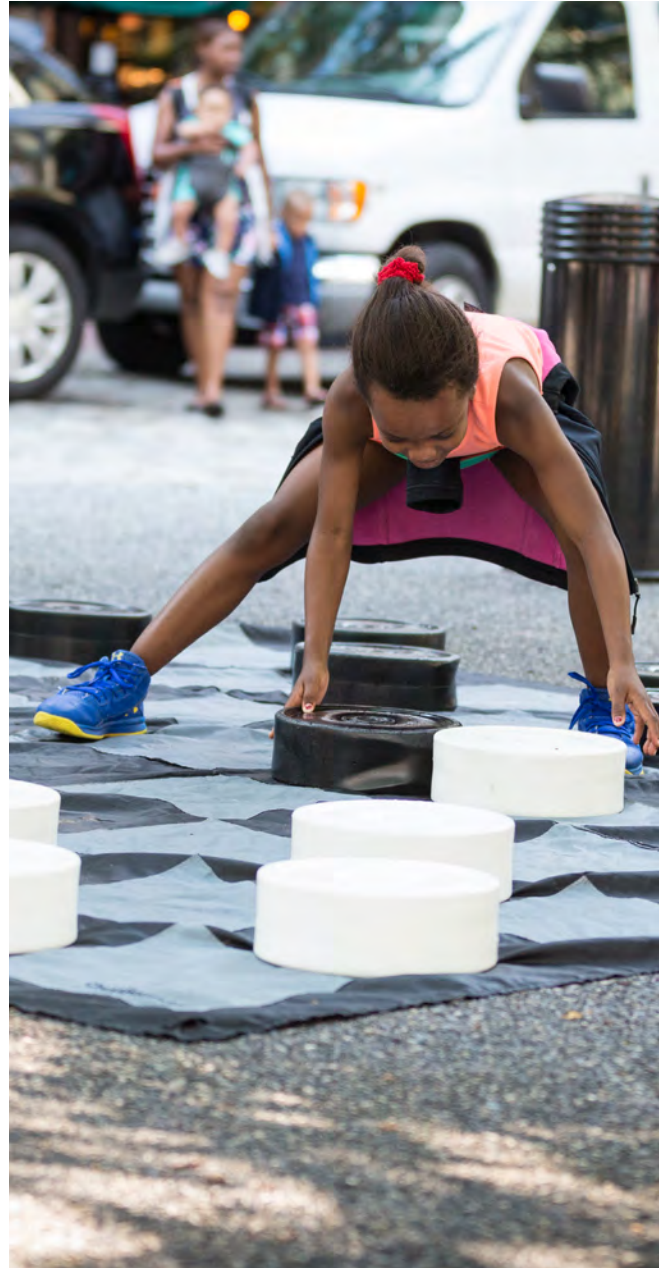
This project began with a Principles and Metrics Workshop held in 2017 with representatives of UPMOs from the initial 13 pilot downtowns. The workshop focused on developing value principles that collectively capture a downtown's multiple functions and qualities. Workshop participants worked to refine values that would speak to each principle that helps make downtown a vital piece of the city and regional puzzle. The participants grouped the value principles into five categories. The principles and the benefits that make downtown valuable provided the basis for determining benchmarking metrics.

Downtown advocates tailor their arguments to the interests of different audiences. For instance, within the economy argument, the figure for sales tax revenue generated downtown would have resonance for government officials but likely wouldn't hold much interest for visitors and workers. For these audiences, a downtown management organization might assemble data showing the types of retail available downtown, whether the offerings meet user needs, and how fully residents, workers, and visitors use these retail establishments. During creation of the data template, the

study team sought arguments that would appeal to multiple audiences and worked to identify metrics that could support multiple value statements. The workshop identified these preliminary value statements:

1. Downtowns are typically the economic engines of their regions due to a density of jobs, suppliers, customers, professional clusters, goods, and services.
2. Downtowns offer convenient access to outlying markets of residents, customers, suppliers, and peers thanks to past and ongoing investment in transportation infrastructure.
3. Downtowns provide a concentration of culture, recreation, and entertainment.
4. Downtowns offer choices for people with different levels of disposable income and lifestyle preferences.
5. Because of their density and diversity, downtowns encourage agglomeration, collaboration, and innovation.
6. Downtowns are central to the brand of the cities and regions they anchor.
7. Downtowns can be more economically and socially resilient than their broader regions.
8. Downtown resources and urban form support healthy lifestyles.
9. Downtowns' density translates into relatively low per-capita rates of natural resource consumption.
10. Relatively high rates of fiscal revenue generation and efficient consumption of public resources mean that downtowns yield a high return on public investment.

These value statements organized and guided development of the full range of metrics for the valuation template. They also helped the workshop participants settle on the five principles the analysis would examine: economy, identity, vibrancy, inclusion, and resilience.



THE 33 SHARED BENEFITS

Each of the principles comprises a variety of sub-benefits. These helped shape the metrics and arguments used in this study.



DATA POINTS

This section describes the process of selecting metrics, identifying data sources, and developing arguments for the value of downtown. Building on the workshop's discussion and recommendations, the study team undertook a literature review and extensive analysis of possible additional metrics for evaluating downtowns and center cities. Together, these suggested a set of data points. The study team selected each data point for its ability to articulate the benefit that it provides downtown, and to do so in a robust and replicable method for downtown proponents.

The study team favored data categories that downtown UPMOs already collect or have easy access to:

- Data collected by downtown UPMOs:
 - Retailer information
 - Employer information
 - Development activity
 - Pedestrian counts
 - Events information
- Publicly available data:
 - U.S. Census Bureau
 - Bureau of Labor Statistics
 - State departments of labor
 - HUD State of the Cities Data Systems
 - Municipal assessment data
 - Municipal land use data
 - U.S. Energy Information Administration
 - Bureau of Transportation Statistics
 - FBI crime data
- Proprietary data:
 - Real estate
 - Demographics
 - Labor
 - Economic impacts

Additionally, the team focused on data sources that get updated frequently enough to allow for comparative analysis over time. Other priorities for choosing data sources or determining metrics included the ability to demonstrate downtown value from numerous vantage points. Similarly, different metrics can illustrate similar arguments and can be analyzed in numerous ways to address a single principle or audience. We looked for metrics that could work together to bolster a single argument or make specific points standing alone. In our research, data is most compelling when communicated in relation to another data point and placed in the context of the city or region. Combining these qualities, input from the participants, and best practices seen in other downtown and center-city studies led the team to a final suite of metrics designed to illustrate downtown value.

The primary data source for downtown and citywide residents came from the American Community Survey (ACS) of the U.S. Census. This data provides a point-in-time comparison between a downtown and a city. While some individual UPMOs have access to updated figures for downtown and citywide residential population, this report relied on the ACS to assure consistency across downtowns, and to allow a focus on contextual comparisons.

It's worth keeping in mind the fact that a minor shift in downtown population may seem unusually large when expressed as a proportion if the base population is small. Larger cities might see slower proportional growth, while still densifying rapidly. As with any data source, ACS data estimates may represent one place more accurately than they do another, over- or underestimating population in comparison to locally collected data.



METRICS SELECTION

To meet the goal of providing metrics that allow comparison across jurisdictions, we made sure necessary data was available for every downtown, city, and region. For each metric, the data template required an input—for example, total workers—and the team then performed calculations to determine related metrics like growth rates, geographic density, employment density, shares of cohort (e.g., workers by educational attainment), and downtown’s share of citywide and regional figures.

The team worked to identify a set of replicable, scalable, and accessible metrics for each value statement that could support downtown advocacy to a range of audiences. The assessment tool standardized the choice of baseline metrics, typically already collected by downtown UPMOs, and introduced new metrics that represent an attempt to quantify important but subjective elements such as inclusivity, fun, heritage and memory. To support value statements and identified characteristics, three types of data fully illustrate each argument:

1. Absolute **facts** provide quantitative context and a feel for the scale of the characteristic being used to make the argument.

For example, under economy, a UPMO might want to make the argument that a thriving financial services sector plays a critical role in the city’s economy. The number of financial services jobs, their related earnings, and taxes paid represent absolute facts that support this argument.

2. **Indicators** measure an argument at a secondary level by focusing on inputs or outputs and may reflect the subject geography or serve as benchmarks for comparison to peer downtowns or case studies of best practices.

At this level, a UPMO could argue that in addition to their direct economic contribution, financial service jobs in downtown assure stable demand for a range of services and retail offerings at different price points that serve all residents. To make this argument, the downtown management organization might map retail vacancies against concentrations of financial services firms to illustrate the relationship between distance to financial services office nodes and viability of retail.

3. **Qualitative assessments** inject anecdotal context and color into an argument.

For this level, the downtown management organization could include news reports or an interview with the CEO of a major financial services firm that lays out the value they see in locating downtown.

Together, these different types of information allow IDA and the UPMO to communicate downtown's unique value to the city.

Beyond relevance for different intended audiences (including journalists), the study team imposed three additional filters on data sources to account for the varying capacities of UPMOs, the need for future replicability, and a strong interest in tracking performance against peer downtowns. Data needed to be:

1. **Readily available** to most downtown management organizations (and ideally public),
2. **Replicable** (enabling year-to-year comparisons), and
3. **Scalable across jurisdictions**, allowing for benchmarking and regional comparisons.

Applying these standards helped us assemble a set of metrics that allow downtowns to participate equally in the analysis regardless of a UPMO's financial resources or technical ability. IDA provided detailed instructions to participating UPMOs on how to use all the metrics selected. To enable downtown management organizations to use the metrics confidently to promote their downtowns, IDA provided a description of each data source, including frequency and method of collection. We directed the UPMOs to use clear qualifying language to introduce the use of proprietary or "crowdsourced" sources (surveys, Yelp reviews, Instagram posts). We expect most downtowns to rely on similar sources of proprietary data, but participating downtowns may prefer one choice over another (such as CoStar or Xceligent) when obtaining similar data. To the extent possible, data sources should remain consistent across geographic scales (downtown, city, region) and consistent over time for longitudinal analysis.



While the data template and profiles highlight data points for comparison purposes, IDA encouraged each downtown organization to customize its presentation of arguments to highlight the values most relevant to its city and the audiences it wants to reach. For instance, a downtown with a strong transportation system might choose to emphasize transit accessibility in articulating inclusion, while one with little public transportation infrastructure might choose to emphasize the diversity of transit users.

VALUE PRINCIPLES

IDA and the pilot downtowns identified five value principles as themes for the project: Economy, Inclusion, Vibrancy, Identity, and Resilience. Though the ways downtowns produce value for their cities and regions differ, broadly applied, these statements convey the overarching value of downtowns. Each value statement is supported by multiple metrics and methods of articulation tailored to different audiences. In creating the data template, we worked to identify arguments that would appeal to multiple audiences, and to use metrics to support multiple value statements.

DEFINING DOWNTOWN

This study developed a definition of the commercial downtown that moved beyond the boundaries of a development authority or a business improvement district. For one thing, geographic parameters vary across data sources and may not align with a UPMO's jurisdiction.

Urban place management organizations vary widely in terms of their geographic definition. To make boundaries replicable and comparable across data sources, the study team recommended aligning each downtown with commonly used census boundaries. In most cases this meant using census tracts, the smallest permanent subdivisions that receive annual data updates under the American Community Survey. They make ideal geographic identifiers, since new data is released regularly, and tract boundaries do not change.

Employing census tracts may not accurately reflect the value of every downtown. In some cases, census block groups more accurately captured the downtown boundaries. Though the Census Bureau occasionally subdivide block groups over time, block groups also receive annual data updates and are compatible with most data sources. We looked to the 2012 publication, *The Value of Canadian Downtowns*, for effective criteria:

1. The downtown boundary had to include the city's financial core.
2. The downtown study area had to include diverse urban elements and land uses.
3. Where possible, we sought hard boundaries such as major streets, train tracks, or geographic features like rivers.
4. An overarching consideration was that data compiled align with selected downtown study areas.

IDA's study *Downtown Rebirth: Documenting the Live-Work Dynamic in 21st-Century Cities* provided further guidelines for defining downtown geography. Recommendations included defining employment nodes at the census tract level; adding census tracts beyond the commercial downtown to define a "greater" downtown, including half-mile and one-mile polygons within the conformal conic projection.

“DEFINING DOWNTOWN BOUNDARIES IS A MAJOR CHALLENGE, AS EACH PERSON LIVING IN A CITY HAS A DIFFERENT UNDERSTANDING OF DOWNTOWN BASED ON THEIR PERSONAL EXPERIENCES.”

International Downtown Association

After determining each downtown's boundaries, the study team calculated resident population within the boundaries using census data; calculated employment levels using Total Jobs data for each tract in the selected areas, and calculated live-work statistics using Primary Jobs data by taking the number of workers who live and work in an area and dividing it by the number of all workers living in the area. Primary Jobs differ from Total Jobs by designating the highest-wage job as the "Primary" one if an individual holds more than one job. Using the Census Bureau's On The Map tool, the study team created maps to show the borders of each area.

Each downtown provided IDA with the geography selection for its downtown, which IDA then worked to refine, given local conditions and UPMO needs. Customized shapefiles or census tracts defined the downtown boundaries. For city and regional boundaries, IDA worked with the downtown management organization to confirm the accuracy of the respective census-designated place or MSA.

DATA SOURCES

IDA collected the selected data points for all downtowns from the recommended sources and then input them into the data template. Completing the data template necessarily involved a wide range of sources. This section covers preferred sources for demographic, market, labor, and real estate data.

	Demographic + Market Data	Labor Data	Real Estate Data	Municipal Data	Primary Research
Preferred Source	<ul style="list-style-type: none"> American FactFinder ESRI 	<ul style="list-style-type: none"> LEHD on the Map 	<ul style="list-style-type: none"> Costar, Market Reports, Brokers 	Varies	Varies
Other Sources	<ul style="list-style-type: none"> Social Explorer PolicyMap 	<ul style="list-style-type: none"> EMSI 	<ul style="list-style-type: none"> Xceligent 	Varies	Varies

■ Covered in this guide

Recommended sources for demographic, market, labor, and real estate data include:

LEHD On the Map: The data template requires two datasets from LEHD: (1) an “area profile” of workers in the years 2015 and 2010 and (2) an “inflow/outflow” profile that describes how many workers live in the study area and how many live outside it.

WHAT IS IT?

An intuitive, easy-to-use mapping and data tool for the U.S. Census Bureau’s Longitudinal Employer-Household Dynamics (LEHD) dataset.

WHAT DOES IT DO?

On the Map pulls and aggregates labor data (e.g. employment, workforce composition, commute flows) from the LEHD based on an inputted geography.

HOW ARE WE USING IT?

LEHD allows UPMOs to define their geographies in census-compatible terms as well as access labor data.

U.S. Census, American FactFinder: American FactFinder is the U.S. Census Bureau’s publicly available data source. It is a powerful tool for accessing census data. For this study, this source serves as the basis of our demographic and social analysis.

WHAT IS IT?

The U.S. Census Bureau’s free, public data portal.

WHAT DOES IT DO?

American FactFinder pulls and aggregates demographic and social data from the U.S. Census Bureau’s decennial census (every ten years) and American Community Survey (every year). Any user can query the American FactFinder for a specific fact or set of facts, a geography, and a time period and receive raw numbers for use in a template.

HOW ARE WE USING IT?

FactFinder provides the basis of our demographic and social analysis.

ESRI Business Analyst: ESRI Business Analyst is ESRI’s tool for retrieving demographic and market data targeted toward business users.

WHAT IS IT?

ESRI’s proprietary data tool designed for casual and business users.

WHAT DOES IT DO?

ESRI Business Analyst allows users to define custom geographies (including drive times) and pull demographic and social indicators as well as proprietary indicators such as retail spending.

HOW ARE WE USING IT?

UPMOs will use ESRI to pull retail spending and establishment data, as well as demographic data within an average commute time.

Real estate market data: Real estate market data can come from a variety of sources, including real estate data services, which require subscriptions; market reports, available online; and local brokers and economic development agencies, who frequently track real estate information.

WHAT IS IT?

Indicators such as absorption, deliveries, vacancy rates, and average rent.

WHAT DOES IT DO?

Real estate data, accessed through real estate data services, market reports, or brokers, allows UPMOs to speak to the built form and economy of their downtowns.

HOW ARE WE USING IT?

Real estate data, which can come from various sources, is used to make economic and density arguments in the data template.

Municipal data: Collected at the municipal level, this data includes information such as local investment, capital projects, tax assessments, tax revenue, crime and safety statistics, and land uses. Agencies collecting this data typically include the mayor's office, the tax assessor's office, planning and zoning, licensing and codes, economic development, and the comptroller's office. These data can flesh out the story of downtown's economic and fiscal impact on the city.

Downtown stakeholder data: Data collected from downtown stakeholders at the place management level include bicycle and pedestrian counts, cleanliness and safety statistics, events, major employers, development tracking, residential tracking, surveys, and other insights into the localized place. Downtown management organizations already report many of these statistics in their annual or state of downtown reports.

DATA TEMPLATE

The data template provided a framework for a three-step process. For this report, IDA first entered static data points from a downtown and data sources for the downtown, city, and region for the current year and a reference year (in this case, 2010). Based on these inputs, the template automatically generated a set of detailed valuation metrics. IDA then linked the outputs to final profiles, using the statistics to construct value statements on the significance of downtowns.

THE DATA TEMPLATE WAS CREATED WITH SEVERAL PURPOSES IN MIND:

Provide a **common set of metrics** to communicate the value of downtown.

Expand the **range of arguments** UPMOs can make to their stakeholders using publicly available data.

Save **time and effort** by automating portions of analysis.





Enter value for downtown, city, and region

Computed automatically

Selected and refined by downtowns

INPUTS

- Total land area
- Number of jobs

OUTPUTS

- Jobs per mi² downtown vs. city (dividing jobs by total land area)
- Growth in jobs over time (comparing 2010 to the current year)
- Percentage of city jobs (dividing downtown jobs by city jobs)

ARGUMENTS

“As the economic engine of the city, downtown has a density of jobs nearly three times the city average, a rate of job growth twice the city average, and nearly 40 percent of total city jobs.”

For each static data point entered, the “outputs” tab of the data template contained calculations that compared and normalized metrics across time and geography, including:

- Change since 2010
- Value per square mile
- Value per acre
- Value per resident
- Value per worker
- Share of cohort
- Share of city
- Share of region (for some data points)

The selected data had to communicate the arguments for downtown while being scalable, compelling, and replicable across jurisdictions. The metrics underpin a framework designed to strengthen the advocacy that the downtown management organizations already undertake by creating arguments relevant not only to downtown allies but to stakeholders not yet convinced.

The final methodology, informed by experts and downtown leaders, encompasses more than 100 key data points, 33 benefit metrics, and nine distinct audiences. It evaluates the results through the lenses of the five principles of economy, inclusivity, vibrancy, identity, and resilience. The resulting study articulates the value of downtown as a place, highlighting its unique contributions and inherent value for the local city and region.

Every downtown featured in this report has its own history, culture, land use patterns, and politics. Some may play multiple roles based on their economic performance within the wider city, and these contextual differences should always be kept in mind. IDA organized this project to assess and summarize how each downtown relates to the valuation methodology through the principles of economy, inclusion, vibrancy, identity, and resilience.

Making The Case: Audiences

Each metric can demonstrate various benefits and support various value statements, but different stakeholder groups will weigh benefits differently. UPMOs can customize their arguments for various audiences and stakeholder groups with a “Value Statements” template. Based on feedback from the pilot downtowns, IDA proposes focusing on these key audiences:

- Local government (representing downtown)
- Local government (representing outlying areas)
- State and regional government
- Business
- Philanthropy
- Residents
- Visitors
- Workers
- Media



DISCUSSION: WHO NEEDS TO UNDERSTAND THE VALUE OF DOWNTOWNS?



GOVERNMENT

- City
- Regional
- State
- Federal
- Local + State Economic Development



BUSINESS

- Employees
- Retailers
- Organization members



PEOPLE

- Workers
- Residents
- Visitors



PHILANTHROPY

- Foundations
- Non-Profits
- Services



MEDIA

- Local
- National
- Specialty

Each downtown management organization can select the audiences it needs to reach based on its priorities:

State and regional government: Outside the city limits, regional and state government officials also have a major stake in a strong downtown. They focus on both the health of the regional economy, which downtowns often anchor and fuel, and on the experiences of their constituents, who frequently visit downtown and benefit from access to centers of employment, government, culture, and recreation. These officials may have acted as downtown advocates or supporters, yet political pressures can also push them toward the view that downtown receives too much money relative to its size and population.

Businesses: Retailers and corporations have long seen locating downtown as an attractive way to expand access to customers and talent. Downtown also offers them increased visibility, brand enhancement, and agglomeration benefits from proximity to professional clustering, partners, suppliers, and, often, transportation infrastructure. Though the extent to which downtown serves as a center of commerce varies from city to city, making the case for these benefits is key to attracting business investment.

Philanthropy: Philanthropic organizations play a key role in many downtowns, funding capital investment and the provision of social services to underserved residents. Philanthropic groups may approach downtown both as a policy goal (i.e., investing directly in downtown) and as a vehicle to help achieve other policy goals efficiently and equitably.

Residents: An increased downtown residential population supports investment, represents an engaged political constituency, and can be a potential source of downtown advocates. Residents move downtown for a vibrant quality of life and proximity to jobs, services, culture, and recreation. By making the case for downtown value to current and prospective downtown residents, UPMOs can motivate this population to generate political pressure for continued investment.

Visitors: This group includes tourists, business travelers, and suburban constituents of the state and regional elected officials described above. They travel downtown for access to commerce, culture, and recreation. As with downtown residents, their positive transactions, experiences, and memories can spur them to advocate for continued downtown investment.

Workers: Many downtowns serve as their region's central employment center. Workers often like working downtown jobs because they can choose among multiple modes of transportation and have access to broad entertainment, dining, recreation, and shopping options. Residing across the region, these workers represent a potentially powerful political ally in advocating for downtown investment, driven by their interest in downtown's accessibility, retail offerings, and safety.

Media: Although often based in downtown, media may not view themselves as having a direct stake in a strong downtown. However, they influence many other key stakeholders by functioning as a conduit of information and the filter through which audiences learn about downtown. Aside from addressing particular audiences, arguments promoting downtown need to be delivered in ways that make them easy for the media to understand and promulgate.

		LOCAL GOVERNMENT (REPRESENTING DOWNTOWN)	LOCAL GOVERNMENT (REPRESENTING OUTLYING AREAS)	STATE AND REGIONAL GOVERNMENT	BUSINESSES	PHILANTHROPY	RESIDENTS	VISITORS	WORKERS	MEDIA
ECONOMY	ECONOMIC OUTPUT	MOST RELEVANT	MOST RELEVANT	MOST RELEVANT	MOST RELEVANT	LESS RELEVANT	LESS RELEVANT	LESS RELEVANT	LESS RELEVANT	RELEVANT
	INVESTMENT	MOST RELEVANT	RELEVANT	MOST RELEVANT	RELEVANT	LESS RELEVANT	RELEVANT	LESS RELEVANT	LESS RELEVANT	RELEVANT
	CREATIVITY/ INNOVATION	RELEVANT	RELEVANT	RELEVANT	MOST RELEVANT	RELEVANT	RELEVANT	LESS RELEVANT	LESS RELEVANT	RELEVANT
INCLUSION	DIVERSITY	MOST RELEVANT	RELEVANT	RELEVANT	LESS RELEVANT	MOST RELEVANT	MOST RELEVANT	LESS RELEVANT	RELEVANT	RELEVANT
	AFFORDABILITY	MOST RELEVANT	RELEVANT	RELEVANT	LESS RELEVANT	RELEVANT	MOST RELEVANT	RELEVANT	RELEVANT	RELEVANT
VIBRANCY	SPENDING	MOST RELEVANT	RELEVANT	MOST RELEVANT	RELEVANT	LESS RELEVANT	LESS RELEVANT	LESS RELEVANT	LESS RELEVANT	RELEVANT
	FUN/UTILIZATION	MOST RELEVANT	MOST RELEVANT	LESS RELEVANT	RELEVANT	RELEVANT	MOST RELEVANT	MOST RELEVANT	MOST RELEVANT	RELEVANT
RESILIENCE	SUSTAINABILITY	MOST RELEVANT	RELEVANT	RELEVANT	LESS RELEVANT	MOST RELEVANT	RELEVANT	LESS RELEVANT	LESS RELEVANT	RELEVANT
	HEALTH	MOST RELEVANT	RELEVANT	RELEVANT	LESS RELEVANT	MOST RELEVANT	MOST RELEVANT	LESS RELEVANT	LESS RELEVANT	RELEVANT
	DIVERSITY	MOST RELEVANT	RELEVANT	RELEVANT	LESS RELEVANT	MOST RELEVANT	MOST RELEVANT	LESS RELEVANT	RELEVANT	RELEVANT
IDENTITY	VISITATION	MOST RELEVANT	RELEVANT	MOST RELEVANT	RELEVANT	RELEVANT	RELEVANT	MOST RELEVANT	LESS RELEVANT	RELEVANT
	TRADITION HERITAGE/MEMORY	RELEVANT	RELEVANT	RELEVANT	LESS RELEVANT	RELEVANT	MOST RELEVANT	MOST RELEVANT	LESS RELEVANT	RELEVANT
	FUN/UTILIZATION	MOST RELEVANT	MOST RELEVANT	LESS RELEVANT	RELEVANT	RELEVANT	MOST RELEVANT	MOST RELEVANT	MOST RELEVANT	RELEVANT

Appendix II: Principles And Benefits

ECONOMY: Within their regions, downtowns have substantial economic importance.

Downtowns and center cities make up a small share of their city's land area, but they have substantial regional economic significance. As traditional centers of commerce, transportation, education, and government, downtowns frequently serve as economic anchors for their regions. Because of a relatively high density of economic activity, investment in the center city provides a higher level of return per dollar than it does in other parts of the city. Just as regional economies vary, so do the economic profiles of center cities—the relative concentration of jobs, economic activity, retail spending, tax revenue, and innovation varies among downtowns and center cities. Comparing the economic role of downtowns and center cities in the context of their city or region highlights their unique value, as well as for setting development policy going forward.

Benefits of Economy: Economic Output, Economic Impact, Investment, Creativity, Innovation, Visitation, Spending, Density, Sustainability, Tax Revenue, Scale, Commerce, Opportunity, Scale



Illustrative Metrics and Standards of Comparison:

- Total assessed value (square footage, average)
- Total property tax revenue
- Total hotel tax revenue
- Total parking tax revenue
- Total sales tax revenue
- Total income tax revenue
- Total public-investment expenditure (\$), capital investment (\$)
- Total private investment (\$)
- Total worker population (per square mile, city share)
- Total worker population by age
- Total worker population by industry (two-digit NAICS)
- Percentage of citywide jobs located downtown
- Employment share, including percentage of knowledge jobs and creative jobs
- Office vacancy rates
- Office market (square footage, per square mile, city share)
- Total office inventory (square feet, city share)
- Total office deliveries (square feet)
- Average office vacancy rate (percentage)
- Average office rent (square footage, year)
- Total corporate headquarters

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 connect a range of users to essential elements of urban life, including high-quality jobs, essential services, recreation, culture, public space, and civic activities. Though offerings vary, downtowns consistently display the qualities of density, accessibility, and diversity.

Benefits of Inclusion: Equity, Diversity, Affordability, Civic Participation, Civic Purpose, Culture, Mobility, Accessibility, Tradition, Heritage, Services, Opportunity

Illustrative Metrics and Standards of Comparison:

- Employment diversity
- Demographic characteristics of downtown workers compared to the citywide workforce
- Distribution of jobs by industry, education level, salary
- Total worker population (by earnings)
- Total worker population (by race and ethnicity)
- Residential educational attainment
- Racial diversity
- Total foreign-born residents
- Median household income
- Middle-class residents (percentage and growth)
- Average monthly residential rent (square footage, city share)
- Median home value for owner-occupied housing units
- Percentage of downtown land reserved for public, institutional, or civic use
- Presence of major regional attractions (qualitative)
- Diversity of land use (percentage of commercial use)

INCLUSION IS ONE OF MANY COMMON CHARACTERISTICS OF VIBRANT AND THRIVING DOWNTOWNS ACROSS THE NATION. SO WHAT EXACTLY DOES INCLUSION MEAN? IT MEANS THAT DOWNTOWNS INVITE AND WELCOME ALL RESIDENTS AND VISITORS BY PROVIDING ACCESS TO OPPORTUNITY, ESSENTIAL SERVICES, CULTURE, RECREATION, ENTERTAINMENT AND PARTICIPATION IN CIVIC ACTIVITIES. GREAT DOWNTOWNS ARE INHERENTLY EQUITABLE BECAUSE THEY ENABLE A DIVERSE RANGE OF USERS TO ACCESS ESSENTIAL ELEMENTS OF URBAN LIFE. THESE ELEMENTS INCLUDE, BUT ARE NOT LIMITED TO, HIGH-QUALITY JOBS, RECREATION, CULTURE, USE OF PUBLIC SPACE, FREE PASSAGE, AND CIVIC PARTICIPATION. PERHAPS MORE IMPORTANTLY, DOWNTOWNS ARE THE PLACES WHERE WE SHOULD EXPECT TO EXPERIENCE THE DIVERSITY SO UNIQUELY APPEALING TO PEOPLE EVERYWHERE.”

Centro San Antonio

VIBRANCY: Thanks to a wide base of users, downtowns and center cities can support a variety of retail, infrastructure, and institutional uses that offer broad benefits to the region.

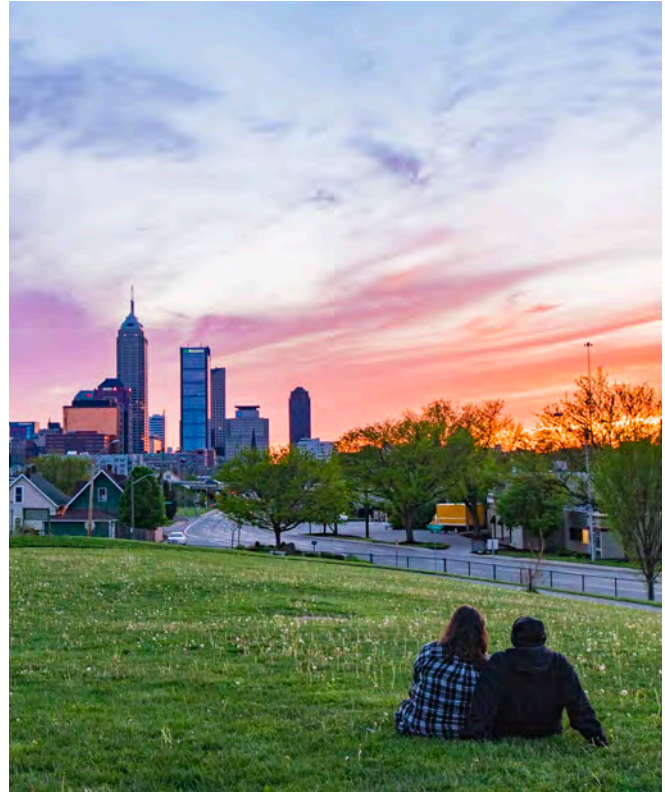
Many unique regional cultural institutions, businesses, centers of innovation, public spaces, and activities are located downtown. The variety and diversity of offerings respond to the regional market and reflect the density of downtown development. As downtowns and center cities grow, their density—of spending, users, institutions, businesses, and knowledge—allows them to support critical infrastructure, such as public parks, transportation services, affordable housing, or major retailers that can't function as successfully elsewhere in the region.

Benefits of Vibrancy: Density, Creativity, Innovation, Investment, Spending, Fun, Utilization, Brand, Variety, Infrastructure, Celebration

An engaging downtown “creates the critical mass of activity that supports retail and restaurants, brings people together in social settings, makes streets feel safe, and encourages people to live and work downtown because of the extensive amenities.”¹

Illustrative Metrics and Standards of Comparison:

- Total annual retail sales (per square foot, per resident, city share)
- Total retail demand (per resident, per square mile, city share)
- Average retail vacancy rate (percentage)
- Average retail rent (square footage/year)
- Total number of retail businesses (per square mile, city share)
- Total number of destination retail businesses (per square mile, city share)
- Total number of food and beverages (per square mile, city share)
- Presence of unique retailers or attractions (qualitative)
- Total resident population by race and ethnicity
- Total resident population by age
- Total resident population by education
- Total resident population by income
- Presence of major universities, hospitals, or other institutions (qualitative)
- Future capital investment projects (qualitative)
- Resident and employee growth
- Total residential inventory (units)
- Total residential deliveries (units)
- Average residential rent (square footage/month)
- Average daily pedestrian traffic (and methodology)
- Total annual visitors
- Total annual visitor spending
- Total annual downtown venue attendance



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.

Combining community history and personal memory, a downtown's cultural value plays a central role in preserving and promoting the region's identity. Downtowns and center cities serve as places for regional residents to come together, participate in civic life, and celebrate their region, which in turn promotes tourism and civic society. Likewise, the "postcard view" visitors associate with a region is virtually always an image of the downtown.

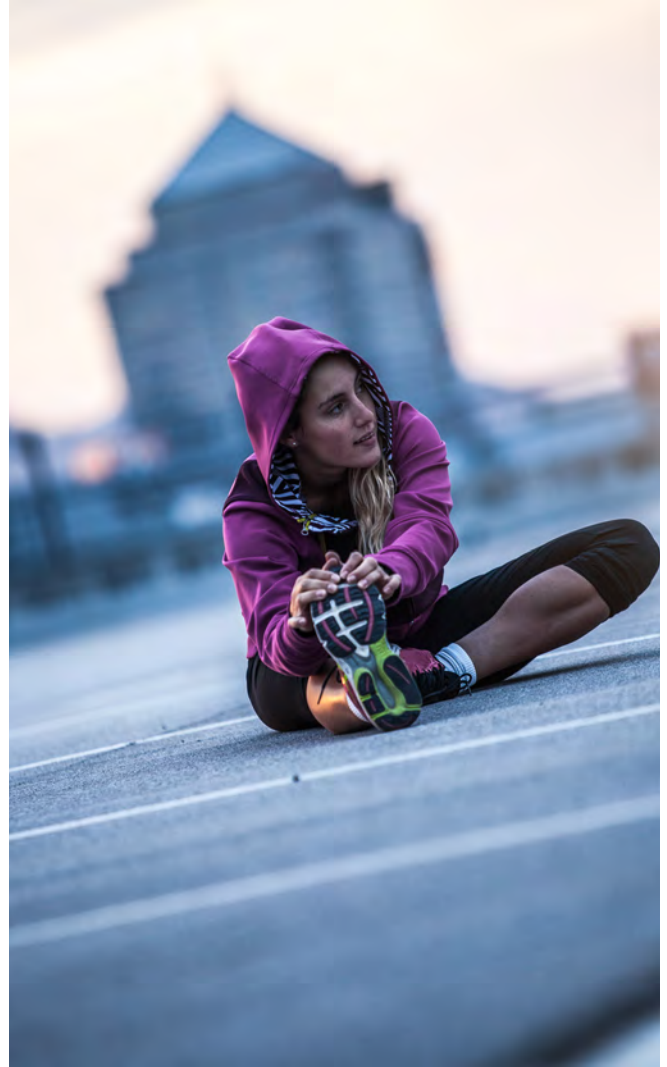
Benefits of Identity: Brand, Visitation, Heritage, Tradition, Memory, Celebration, Fun, Utilization, Culture

Downtown preserves heritage, connects regional residents, and contributes positively to the regional brand.

Downtowns are "iconic and powerful symbols for a city and often contain the most iconic landmarks, distinctive features, and unique neighborhoods. Given that most downtowns were one of the oldest neighborhoods citywide, they offer rare insights into their city's past, present and future."²

Illustrative Metrics and Standards of Comparison:

- Types of destinations, events, traditions (qualitative)
- Total annual visitation figures
- Total number of events and outdoor events per year
- Total number of event venues
- Total hotels and hotel rooms
- Average hotel occupancy rate
- Total number of annual conventions and convention attendees
- Number of and attendance at museums and attractions
- Total number of public art installations
- Total number of registered historic structures
- Total number of farmer's markets
- Total number of sports stadiums, sports teams and annual sporting events
- Total number of publicly accessible playgrounds and pools
- Total place-based Instagram tags
- Media mentions/perception (qualitative)



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

Resilience, broadly defined, represents a place's ability to withstand shocks and stresses. Because of the diversity and density of resources and services, center cities and their inhabitants can better absorb economic, social, and environmental shocks and stresses than their surrounding cities and regions. The diversity and economic strengths of downtowns and center cities equip them to adapt to economic and social shocks better than more homogenous communities. Consequently, they can play a key role in advancing regional resilience, particularly in the wake of economic and environmental shocks that disproportionately affect less economically and socially dynamic areas.

Benefits of Resilience: Health, Equity, Sustainability, Accessibility, Mobility, Services, Density, Diversity, Affordability, Civic Participation, Opportunity, Scale, Infrastructure

A downtown's diversity and density of resources and services put it in a better position to absorb economic, social, and environmental, shocks and stresses than other parts of a region. Research reveals that "in comparison to other parts of the new American city, namely suburbs and edge cities, preliminary evidence reveals that downtowns have been a little more resilient during the downturn and possess certain sectors with the potential for recovery."³ Not only does density create an economically productive result, urban density leads to efficiencies that suburban and less-urban areas can't replicate. Downtown density makes it more walkable, bikeable, and transit-friendly. Center city density produces highly efficient land use, with taller office buildings whose compact footprints cover much less land than the sprawling office parks located in suburbs. Inherent in downtowns and center cities, these efficiencies contribute to downtown's overall resilience.

Another crucial aspect of resilience is social resilience. Downtowns and center cities gain social resilience from their diversity, density, and access to public gathering places. Research by the George Washington University School of Business shows that walkable urban places typically have greater diversity, a higher proportion of low-income people,

and lower racial segregation than drivable sub-urban areas.⁴ Related research finds a positive relationship among walkable urbanism, economic performance, and social equity, but researchers caution that these findings don't negate growing concern about affordability or the urgency of developing public policy to address this concern.⁵

Illustrative Metrics and Standards of Comparison:

- Average monthly residential rental rates
- Average residential housing costs
- Attainable middle-class rental rates
- Total rent or owner-cost burdened residents (city share)
- Percentage of city's residents in poverty
- Percentage of city's renter households
- Mix of real estate and land uses: retail, residential, hotel, office
- Total number of community centers, libraries, and religious institutions
- Total number of parks (city share, per square mile)
- Total residents living within half a mile of a park
- Total acreage or square miles of public-access open space in downtown
- Average travel time to work
- Commute-to-work figures (transit, carpool, walk, bike, single-occupancy vehicle)
- Average Bike Score; average Transit Score; average Walk Score
- Total bike share stations
- Total car share services
- Total electric car-charging points
- Total LEED-certified buildings

Appendix III: Data Sources

DATA SOURCES FOR THE VALUE OF U.S. DOWNTOWNS AND CENTER CITIES

Source	Data Available	Pricing	Geographic Limitations	Release Schedule
ESRI	Demographic, Housing, Detailed Establishments and Consumer Spending	Proprietary	None; allows for drawing of custom geographies; selection of sub-geographies down to census tracts	Most data available to most recent American Community Survey year; some data available in current year
EMSI	Labor: workers and firms	Proprietary	Allows for selection of sub-geographies at the state, MSA, city, and zip code level	Data available in current year
Social Explorer	Demographic, Housing, Crime, Health	Proprietary	Allows for selection of sub-geographies down to the census block group level	ACS data released annually
PolicyMap	Demographic, Housing, Crime, Health	Proprietary; some features public	Allows for selection of sub-geographies down to census tracts	Varies by data product
American FactFinder	Demographic, Housing, Crime, Health	Public	Allows for selection of sub-geographies down to the census block group level	Data released annually
LEHD On The Map	Labor: workers and firms	Public	None; allows for drawing of custom geographies; selection of sub-geographies down to census block group level	Data released annually and quarterly
Bureau of Labor Statistics	Labor: workers and firms	Public	Most data products are available at the state level, some at the county level, a few at the MSA level.	Varies by data product
State Departments of Labor	Labor: workers and firms	Public	Most data products are available at the county level; some at the zip-code level.	Varies by data product
CoStar	Real estate: development, rents, vacancy, absorption	Proprietary	None; allows for drawing of custom geographies	Data available in current year
Municipal Data Portals	Varies by city	Public	Varies by data product	Varies by data product
HUD State of the City Data Systems (SOCDS)	Housing statistics; building permits; affordable units	Public	Data available at municipal level, county level, state level	Data released annually

Background: Additional IDA Sources

Quantifying the Value of Canadian Downtowns: A Research Toolkit (2016): This toolkit represents a groundbreaking effort to provide a common set of data and processes that will help Canadian place management organizations, such as BIAs/BIDs, establish and sustain evaluation and compare progress among downtowns. While geared toward Canadian downtowns, the toolkit has value for urban districts outside of Canada looking to move toward data standardization and best practices. In the toolkit, organizations will find directions and insights on collecting, organizing, storing, and presenting downtown-specific data to make the case for continued investment and support. The toolkit includes instructions and rationale for the choice of data metrics, and it recommends core, trend and pulse metrics. The kit organizes the core indicators around the principles of visibility (unique identity, brand, definition); vision (leadership, planning, collaboration); prosperity (economic data); livability (residential and uses); and strategy (types and values of public investment). The core indicators are population density (downtown/city); job density (downtown/city); number of new commercial, residential, and mixed-use buildings; current value assessment of downtown properties (commercial, residential, institutional); capital investment (downtown/city); transportation modal split; number of large-format grocery stores; amount invested in parks and public realm; and number of annual cultural events and festivals.

The Value of Investing in Canadian Downtowns (2013): This study provides an extensive portrait of the contributions made by downtown areas across Canada, highlighting innovative approaches to revitalization and efforts being applied across the nation. It builds on an initial study phase, completed in 2012, that examined ten of those downtowns, and tracks population, population density, job density and average block size of the downtown core and the municipality. The study organized data under visibility, vision, prosperity, livability and strategy.

Creating a State of Downtown Report (2012): State of downtown reports serve two major purposes. First, they build on annual reports to show how downtown organizations

produce quantifiable improvements in various areas of downtowns. This work doesn't just mean cleaner downtowns or more events; it translates into success in all areas of a downtown. Second, a downtown report serves to attract further investment by showcasing downtown as a thriving environment and profitable place to invest. State of downtown reports offer investors data they need to make informed decisions about potential investments. Common categories of indicators include office market, employment, residential market, residential demographics, retail and restaurants, nightlife, tourism and hospitality, events, arts and culture, transportation, development and investment, sustainability, and education.

Defining Downtowns - Downtown Rebirth (2013): This policy paper represents the culmination of a year-long effort by IDA and partners to develop an effective way of quantifying how many people live and work in and around 231 job centers in 150 American cities. Without standard geographic definitions for downtowns and downtown residential neighborhoods, previous research relied on overly simplified boundaries that didn't capture the idiosyncratic shapes of urban employment nodes and thus failed to capitalize fully on existing federal data. For the first time, *Downtown Rebirth* suggests a way both to define and quantify downtown workforce and population numbers and document how these employment hubs and live-work environments are changing.

The *Value of U.S. Downtowns & Center Cities* study expands on the efforts of IDA's *Downtown Rebirth: Documenting the Live-Work Dynamic in 21st Century Cities* study, which provided guidelines for selecting downtown boundaries. This study uses these recommendations to define downtown beyond the boundaries of a district management organization using a definition of downtown commonly understood by those in that community. For a small sample of downtowns in this study, IDA also expands upon and updates the data from the *Downtown Rebirth* report.

Bibliography

- AARP Public Policy Institute. *AARP Livability Index*. <https://livabilityindex.aarp.org/>, retrieved October 8, 2018.
- Alfonzo, Mariela. "Making the Economic Case for More Walkability". *Urban Land*. Washington, DC: Urban Land Institute, May 8, 2015. <http://urbanland.uli.org/sustainability/houston-economic-case-walkability/>, retrieved October 8, 2018.
- ARUP. *Cities Alive: Towards a Walking World*. London: June 2016. <https://www.arup.com/perspectives/publications/research/section/cities-alive-towards-a-walking-world>, retrieved October 8, 2018.
- Bailey, H., "GE move could signify larger trends toward cities". *Connecticut Post*, January 11, 2016. <https://www.ctpost.com/business/article/GE-move-could-signify-larger-trends-toward-cities-6746382.php>, retrieved October 8, 2018.
- Baum-Snow, Nathaniel and Daniel Hartley, *Demographic Changes in and near US Downtowns*. Cleveland: Federal Reserve Bank of Cleveland, June 2015. <https://www.clevelandfed.org/en/newsroom-and-events/publications/economic-trends/2015-economic-trends/et-20150605-demographic-changes-in-and-near-us-downtowns.aspx>, retrieved October 8, 2018
- Birch, Eugenie L. "Downtown in the 'New American City.'" January 2010. Philadelphia: University of Pennsylvania. <http://ann.sagepub.com/cgi/content/abstract/626/1/134>, retrieved October 8, 2018.
- Center City District. *State of Center City 2018*. <https://www.centercityphila.org/research-reports/state-of-center-city-2018>, retrieved October 29, 2018.
- Coca-Stefaniak, Andres. *Successful Town Centres—Developing Effective Strategies; Successful Town Centres: and "Annexes: C, D, E, F Indicators Toolkit,"* annexes to the main report. London: Association of Town & City Management, 2013. <http://thegreatbritishhighstreet.co.uk/research-reports>, retrieved October 8, 2018.
- Cortright, Joe. August 2009. *Walking the Walk: How Walkability Raises Home Values in U.S. Cities*. CEOs for Cities. http://blog.walkscore.com/wp-content/uploads/2009/08/WalkingTheWalk_CEOsforCities.pdf
- Day, Kristen, Marlon Boarnet, Mariela Alfonzo, and Ann Forsyth. "The Irvine-Minnesota Inventory to Measure Built Environments Development." *Am Journal Preventive Medicine*. 2006; 30 (2).
- Ferguson, Gary. *Characteristics of Successful Downtowns: Shared Attributes of Outstanding Small and Mid-Sized Downtowns*. Ithaca, NY: Ithaca Downtown Partnership, Sept 2005; research conducted for the Cornell University Civic Fellows Program. <http://downtowndevelopment.com/pdf/characteristics-of-successful-downtowns.pdf>
- Florida, Richard. *The New Urban Crisis: How Our Cities Are Increasing Inequality, Deepening Segregation and Failing the Middle Class- and What We Can Do About It*. New York: Basic Books. 2017.
- Florida, Richard and Steven Pedigo. *The Case for Inclusive Prosperity*. New York: New York University School of Professional Studies, Schack Institute of Real Estate, NYUSPS Urban Lab. 2017.
- Gilchrist, Lauren and Paul Levy. *Downtown Rebirth: Documenting the Live-Work Dynamic in 21st Century U.S. Cities*. Washington, DC: International Downtown Association, 2012. <http://definingdowntown.org>
- Glaeser, Edward. *Triumph of the City: How our Greatest Invention Makes Us Richer, Smarter, Greener, Healthier and Happier*. London: Penguin Random House, 2012.

- Hahn, Jonathan. "Pro-Housing Urban Millennials Say 'Yes In My Backyard'", *Sierra* magazine, Sept/Oct 2017, page 19. <https://www.sierraclub.org/sierra/2017-5-september-october>, retrieved October 18, 2018.
- HR&A Advisors, *The Value of U.S. Downtowns and Center Cities Principles and Metrics Workshop*, Washington D.C., 2017.
- Harnik, Peter and Ben Welle. *Measuring the Economic Value of a City Park System*. San Francisco, CA: The Trust for Public Land, 2009. <http://cloud.tpl.org/pubs/ccpe-econ-valueparks-rpt.pdf>, retrieved October 8, 2018.
- International City/County Management Association, Center for Performance Analytics. *ICMA Insights*. http://icma.org/en/results/center_for_performance_measurement/icma_insights, retrieved October 4, 2018.
- International Downtown Association. *The Value of Investing in Canadian Downtowns*. 2012. Washington: International Downtown Association, 2012. <https://www.ida-downtown.org/eweb/docs/ValueInvCanDwtn13.pdf>, retrieved October 8, 2018.
- International Downtown Association. *Quantifying the Value of Canadian Downtowns: A Research Toolkit*. 2016. <https://www.ida-downtown.org/eweb/dynamicpage.aspx?webcode=publications>
- International Downtown Association. Activating Public Space Council. *Activating Public Spaces: A Guidebook for Urban Districts*. 2016.
- International Downtown Association. *Creating a State of Downtown Report*. 2012. (with updated summary sheet, 2015).
- International Downtown Association. Downtown Residential Council. *Living Downtown: The New Residential Paradigm*. 2016.
- Jacobs, Jane. "Downtown is for people" *Fortune* Magazine. April 1958. <http://fortune.com/2011/09/18/downtown-is-for-people-fortune-classic-1958/>, retrieved October 8, 2018.
- Katz, Bruce. "The Reinvention of the American Downtown." The Brookings Institution. Email, 9 November 2017.
- Kitsinger, Andy. "A Healthy Downtown is Key to a Strong Community," *Planners Web: Downtowns & Main Streets*. 2013. Web: <http://plannersweb.com/2013/09/healthy-downtown-key-strong-community/>
- Langan, Trevor, Christiana K. McFarland, and Brooks Rainwater. *State of the Cities 2017*. Washington DC: 2017. Web: <https://www.nlc.org/sites/default/files/2017-05/NLC%20State%20of%20the%20Cities%202017.pdf>, retrieved December 12, 2018.
- Leinberger, Christopher. *Turning Around Downtown: Twelve Steps to Revitalization*. The Brookings Institution. March 2005.
- Leinberger, Christopher B. and Mariela Alfonzo. *Walk this Way: The Economic Promise of Walkable Places in Metropolitan Washington, D.C.* The Brookings Institute. May 2012. Web: <http://www.urbanimprint.com/wp-content/uploads/2011/04/Walk-This-Way-2012May25-Release.pdf>
- Leinberger, Christopher, and Tracy Loh. *The WalkUP Wake Up Call: New York*. Center for Real Estate & Urban Analysis. The George Washington University School of Business. 2017. Web: <http://walkups.org/metrony/>
- Leinberger, Christopher, and Rodriguez, Michael. *Foot Traffic Ahead: Ranking Walkable Urbanism in America's Largest Metros*. The George Washington University School of Business. 2016. Web: <https://smartgrowthamerica.org/resources/foot-traffic-ahead-2016/>
- Licciardi, Guido, Amirtahmasebi, Rana. 2012. *The Economics of Uniqueness: Historic Cities and Cultural Heritage Assets as Public Goods*. Washington DC: World Bank. DOI: 10.1596/978-0-8213-9650-6. License: Creative Commons Attribution CC BY 3.0
- Lindsey, Greg et al. Fall 2004. "Property Values, Recreation Values, and Urban Greenways." *Journal of Park and Recreation Administration*. 22.3. 69-90. Web: http://staff.washington.edu/kwolf/Archive/Classes/ESRM304_SocSci/304%20Soc%20Sci%20Lab%20Articles/Lindsey_2004.pdf

- Litman, Todd. "Selling Smart Growth" Victoria Policy Institute. July 18, 2017. Web: www.vtppi.org/ssg.pdf
- Litman, Todd. *Value of Downtown*. Victoria Transport Policy Institute. Web: www.vtppi.org/downtown.pdf
- Litman, Todd. "Economic Value of Walkability." Victoria Policy Institute. *American Trails*. October 12, 2004. Web: <http://tfiles.org/files/pdf/walkability.pdf>
- Malzia, Emil. *NAIOP Preferred Office Locations Study*. November 2014. Web: <http://www.naiop.org/preferredofficelocations>
- Martin Prosperity Institute. *Startup City: The Urban Shift in Venture Capital and High Technology*.t March 2014. Web: www.martinprosperity.org
- Michigan Municipal League, Public Sector Consultants. *Creating 21st Century Communities: Making the economic case for place*. 2014. Web: <http://placemaking.mml.org/wp.../mml-economic-impact-of-placemaking-june2014.pdf>
- Minicozzi, Joe. "How We Measure the City." Memphis Boot Camp. November 17, 2014. Web: https://www.youtube.com/watch?v=Gq1Z_29laWI
- Minicozzi, Joe. *Mapping the Dollars and Sense of Land Use Patterns*. May 17, 2015. Web: https://www.youtube.com/watch?v=VanFSnnjk_k&t=914s
- Minicozzi, Joe. "The City Shaped." TedEx, Asheville. December 3, 2012. <https://www.youtube.com/watch?v=wQRD51k41IM>
- Minicozzi, Joe. "The Value of Downtown." Urban3. 10 November 2014. Web: <https://www.youtube.com/watch?v=HVD01WUm0oA>
- National Association of Realtors. *Public Transportation Boosts Property Values*. June 16, 2014. Web: <http://www.realtor.org/articles/public-transportation-boosts-property-values>
- New York City Department of Transportation. *Measuring the Street: New Metrics for 21st Century Streets*. New York: 2012. Web: <http://www.nyc.gov/html/dot/downloads/pdf/2012-10-measuring-the-street.pdf>
- Ontario BIA Association. "Return on Investment of BIAs: Background Research Report," October 2016. Web: <http://obiaa.com/return-on-investment-of-bias-study-test/>
- Ontario BIA Association. "ROI of BIAs: Return on Investment of BIAs Report," April 2017. Web: <http://obiaa.com/return-on-investment-of-bias-study-test/>
- Polese, Mario. "Why Some Downtowns are Back: Lessons from the Urban Resurgence." Winter 2014. *City Journal*. <https://www.city-journal.org/html/why-some-downtowns-are-back-13622.html>
- Ricklin, Anna and Shah, Sagar. *Metrics for Planning Healthy Communities*. American Planning Association. May 2017. Web: <https://www.planning.org/media/document/9127204/>
- Scottish Government. *Town Centre Toolkit*. April 2015, ISBN: 978=1=78544—287—2. Crown copyright, Scotland. Web: <http://www.creatingplacesscotland.org/people-communities/policy/town-centre-toolkit>
- Segal, M. Bradley. *Top 10 Global Trends Affecting Downtowns & How to Respond at Home*. Denver: Progressive Urban Management Associates, 2017. Web: <http://www.pumaworldhq.com/page.php?p=global-trends>
- Smart Growth America and Cushman and Wakefield. *Core Values: Why American Companies are Moving Downtown*. June 2015. Web: <http://www.smart-growthamerica.org/documents/core-values.pdf>
- Smart Growth America. *Benefits of Complete Streets: Complete Streets Stimulate the Local Economy*. July 2015. Web: <http://www.smartgrowthamerica.org/documents/cs/factsheets/cs-economic.pdf>

Smith, Ken R, et al. "Walkability and Body Mass Index: Density, Design and New Diversity Measures." *American Journal of Preventative Medicine* 2008; 35 (3).

United States Department of Housing and Urban Development. *State of the Cities Data Systems (SOCDS)*. Web: <http://www.huduser.gov/portal/datasets/socds.html>

United States Department of Housing and Urban Development. *Property Owners and Manager's Survey*. Web: <http://www.huduser.gov/portal/datasets/poms.html>

United States Economic Development Administration. *Stats America: Your Portal to US Data*. Web: <http://www.statsamerica.org/>

Urban Land Institute. *Bay Area in 2015: A ULI Survey of Views on Housing, Transportation and Community in the Greater San Francisco Bay Area*. October 2015. Web: <https://sf.uli.org/wp-content/uploads/sites/47/2011/05/Bay-Area-in-2015-final1.pdf>

REFERENCES
ENDNOTES

PHOTO
CREDITS



Endnotes

Section One

- 1 HR&A Advisors and International Downtown Association (2017). *The Value of U.S. Downtowns and Center Cities Principles Workshop*.
- 2 *ibid.*
- 3 International Downtown Association. Activating Public Space Council (2016). *Activating Public Space: A Guidebook for Urban Districts*. Retrieved from <https://www.ida-downtown.org/eweb/dynamicpage.aspx?webcode=topissuescouncils>
- 4 *ibid.*
- 5 International Downtown Association (2013). *The Value of Investing in Canadian Downtowns*, p. 89.
- 6 Birch, Eugenie L. "Downtown in the 'New American City.'" University of Pennsylvania. *The Annals of the American Academy of Political and Social Science*, January 2010.

Section Two

- 1 Berg, Steve. *Intersections: Downtown 2025 Plan*. MPLS Downtown Council, 2011. Retrieved November 15, 2018 from http://assets.ngin.com/attachments/document/0122/7385/2025_Plan_Guide_Book.pdf
- 2 Birch, Eugenie L. (2010, January). "Downtown in the 'New American City.'" University of Pennsylvania. *The Annals of the American Academy of Political and Social Science*. p 151.
- 3 Leinberger, Christopher. *Turning Around Downtown: Twelve Steps to Revitalization*. The Brookings Institution, March 2005. Retrieved from <https://www.brookings.edu/research/turning-around-downtown-twelve-steps-to-revitalization/>
- 4 Halter, Nick. "Twin Cities Crane Watch." *Minneapolis/St. Paul Business Journal*. October 18, 2018. Retrieved November 28, 2018 from <https://www.bizjournals.com/twincities/maps/crane-watch>
- 5 Badenhansen, K. "The Top 10 Rising Cities for Startups." *Forbes*, October 1, 2018. Retrieved November 16, 2018, from <https://www.forbes.com/sites/kurtbadenhansen/2018/10/01/the-top-10-rising-cities-for-startups/#63a51c546b37>
- 6 Smart Growth America and Cushman and Wakefield. *Core Values: Why American Companies are Moving Downtown*. June 2015. Retrieved from <http://www.smartgrowthamerica.org/documents/core-values.pdf>
- 7 Baum-Snow, N. and D. Hartley. "Demographic Changes in and near US Downtowns." Federal Reserve Bank of Cleveland. 2015, June 5, 2015. Retrieved November 16, 2018, from <https://www.clevelandfed.org/newsroom-and-events/publications/economic-trends/2015-economic-trends/et-20150605-demographic-changes-in-and-near-us-downtowns.aspx>
- 8 Hunt, V. Layton, D., and Prince, S. Why Diversity Matters. *McKinsey Insights*, 2015. Retrieved from <https://www.mckin->

sey.com/business-functions/organization/our-insights/why-diversity-matters

- 9 DiGiovanni, Pat. "The Goal: Making Downtown Inclusive." MySanAntonio.com. September 17, 2017. Retrieved November 15, 2018, from <http://www.mysanantonio.com/opinion/commentary/article/The-goal-making-downtown-inclusive-12201986.php>
- 10 Berg, Steve. *Intersections, Downtown 2025 Plan*. MPLS Downtown Council, 2011. Retrieved from http://assets.ngin.com/attachments/document/0122/7385/2025_Plan_Guide_Book.pdf
- 11 International Downtown Association-Activating Public Space Council. *Activating Public Spaces: A Guidebook for Urban Districts*. 2016, p.9.
- 12 Miller, Derek. "Where Are Millennials Moving – 2018 Edition." *SmartAsset*, June 12, 2018. Retrieved November 20, 2018, from <https://smartasset.com/mortgage/where-are-millennials-moving-2018-edition>
- 13 Norfleet, Nicole. "Minneapolis Downtown Council explores pop-ups pilot for vacant retail space." *Star Tribune*, March 24, 2018. Retrieved November 20, 2018, from <http://www.startribune.com/minneapolis-downtown-council-explores-pop-ups-pilot-for-vacant-retail-space/477783653/>
- 14 Kitsinger, Andy. *A Healthy Downtown is Key to a Strong Community*. Planners Web: Downtowns & Main Streets, September 2013. Retrieved from <http://plannersweb.com/2013/09/healthy-downtown-key-strong-community/>
- 15 "About Hennepin Theatre Trust." Hennepin Theatre Trust. Retrieved November 20, 2018, from <https://hennepintheatretrust.org/about-us/>
- 16 "Year End Worldwide 2017 Ticket Sales Top 200." Pollstar. Retrieved November 20, 2018, from https://www.pollstar.com/Chart/2018/01/2017YearEndWorldwideTicketSalesTop200TheatreVenues_630.pdf
- 17 "About Target Center." Target Center. Retrieved November 20, 2018, from <https://www.targetcenter.com/arena-info/about-target-center>
- 18 "Minnesota Twins Attendance." Baseball Reference. Retrieved November 20, 2018, from <https://www.baseball-reference.com/teams/MIN/attend.shtml>
- 19 Best, Eric. "U.S. Bank Stadium, One Year in Review." *The Journal*, October 2017. Retrieved November 20, 2018, from <http://www.journalmpls.com/focus/neighborhood-spotlight/2017/10/u-s-bank-stadium-one-year-in-review/>
- 20 Leinberger, C., M. Rodriguez, and Loh, T. *The WalkUP Wake Up Call: New York*. Center for Real Estate & Urban Analysis. The George Washington University School of Business. 2017. Retrieved November 15, 2018 from <http://walkups.org/metrony/>
- 21 International Downtown Association, Downtown Residential Council. *Living Downtown: The New Residential Paradigm*, 2016.
- 22 "ParkScore 2018." The Trust for Public Land. Retrieved from <http://parkscore.tpl.org/city.php?city=Minneapolis#sm.0018pfjg41c56exuqyh1y8keiljin>

Appendices

- 1 International Downtown Association. "Activating Public Space: A Guidebook for Urban Districts." 2016 IDA Top Issues Councils Report. 2016, p.19.
- 2 Kitsinger, Andy. "A Healthy Downtown is Key to a Strong Community," Planners Web: Downtowns & Main Streets. 2013, <http://plannersweb.com/2013/09/healthy-downtown-key-strong-community/>
- 3 Birch, Eugenie L. "Downtown in the 'New American City.'" University of Pennsylvania. *The Annals of the American Academy of Political and Social Science*, January 2010.
- 4 Leinberger, Christopher, and Loh, Tracy. *The WalkUP Wake Up Call: New York*. Center for Real Estate & Urban Analysis. The George Washington University School of Business. 2017. <http://walkups.org/metrony/>
- 5 Leinberger, Christopher, and Rodriguez, Michael. *Foot Traffic Ahead: Ranking Walkable Urbanism in America's Largest Metros*. The George Washington University School of Business. 2016. <https://smartgrowthamerica.org/resources/foot-traffic-ahead-2016/>

Photo Credits

Cover

Downtown Austin Alliance. (2018). *Art City Austin*. Austin, TX.

Page 4

Howen, Bob. (2017). *La Antorcha de la Amistad*. San Antonio, TX.

Page 6

Downtown Tucson Partnership and American Planning Association. (2018). *Congress Street Great*. Tucson, AZ.

Page 8

Central Atlanta Progress Inc. (2018). *Skyline*. Atlanta, GA.

Page 10

Lynn Donovan. (2018). *LeBauer Park*. Greensboro, NC.

Page 12

Downtown Austin Alliance and Michael Knox. (2018). *Skyline*. Austin, TX.

Page 13

Union Square BID. (2017). *Union Square Plaza with Outdoor Seating*. Union Square, San Francisco, CA.

Page 14

Ann Arbor Downtown Development Authority. (2018). *Bus stop*. Ann Arbor, MI.

Page 16

MPLS Downtown Improvement District and Kurt Moses. (2016). *The Commons frisbee*. Minneapolis, MN.

Page 17

Kurt Moses. (2018). *Government Plaza*. Minneapolis, MN.

Page 19

MPLS DID. (2018). *Sidewalk tables on Nicollet*. Minneapolis, MN.

Page 20

MPLS DID. (2018). *Springtacular event*. Minneapolis, MN.

Page 22

MPLS DID - Kurt Moses (2018). *1st Street Streetscape - North Loop*. Minneapolis, MN.

Page 23

MPLS DID - Kurt Moses. (2018). *Government Center North Plaza*. Minneapolis, MN.

Page 26

MPLS Downtown Council. (2018). *People walking during Springtacular event*. Minneapolis, MN.

Page 30

MPLS DID. (2018). *Bob Dylan mural*. Minneapolis, MN.

MPLS DID - Kurt Moses. (2018). *Motorcycle shop in North Loop*. Minneapolis, MN.

MPLS DID - Kurt Moses. (2018). *5th & Hennepin Activation*. Minneapolis, MN.

Page 31

MPLS DID - Kurt Moses. (2018). *The Commons and US Bank Stadium*. Minneapolis, MN.

Page 32

MPLS DID - Kurt Moses. (2018). *Walker Sculpture Garden*. Minneapolis, MN.

Page 34

MPLS DID - Kurt Moses. (2018). *Pedestrians*. Minneapolis, MN.

Page 35

MPLS DID. (2018). *Bike rider*. Minneapolis, MN.

Page 36

MPLS DID. (2018). *Hennepin Ave pedestrians*. Minneapolis, MN.

Page 37

MPLS DID - Kurt Moses. (2018). *Mill Ruins Park*. Minneapolis, MN.

Page 38

Downtown Oklahoma City Partnership. (2018). *Shop interior*. Oklahoma City, OK.

Page 41

Downtown Grand Rapids Inc. (2017). *Public Park*. Grand Rapids, MI.

Ann Arbor Downtown Development Authority. (2018). *Store fronts*. Ann Arbor, MI.

Page 42

BLVD Association. (2017). *Lancaster Museum of Art and History*. Lancaster, CA.

Page 43

Downtown Pittsburgh Partnership / Rosensteel. (2017). *Kids playing checkers*. Pittsburgh, PA.

Page 46

Downtown Tucson Partnership. (2017). *All Souls Event on Streetcar*. Tucson, AZ.

Page 47

Charlotte Center City Partners. (2017). *7th Street Public Market*. Charlotte, NC.

Page 51

Centro San Antonio. (2017). *Streetscape*. San Antonio, TX.

Page 52

El Paso Downtown Management District. (2018). *Skateboarder*. El Paso, TX.

Page 53

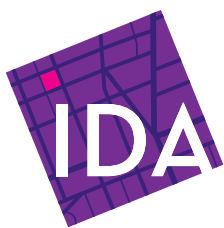
Downtown Greensboro Inc.(2018). *Bike riders*. Greensboro, NC.

Page 56

MPLS Downtown Improvement District and Adam Bettcher. (2017). *Skyscrapers*. Minneapolis, MN.

Page 58

Downtown Indy Inc. (2018). *Highland Park*. Indianapolis, IN.



International Downtown Association
910 17th Street NW, Suite 1050
Washington DC 20006
202.393.6801 | downtown.org
© 2018 International Downtown Association, All Rights Reserved