# A MANAGEMENT FRAMEWORK FOR DOWNTOWNS AND COMMERCIAL DISTRICTS:
Organizing Development Tools and the Toolbox for Each Phase of a Business District’s Growth Cycle

<table>
<thead>
<tr>
<th>District Lifecycle Stage</th>
<th>Stagnant</th>
<th>Growing</th>
<th>Mature</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>General Conditions</strong></td>
<td>A challenged business district with high vacancies, underutilized properties, uninviting public realm and poor regional image.</td>
<td>An up-and-coming business district with a sprinkling of new businesses, pioneering new investments and an image of a district in transition.</td>
<td>An established business district with a strong mix of retail, restaurants and jobs, inviting public realm and strong regional image.</td>
</tr>
<tr>
<td><strong>Private Sector Champions?</strong></td>
<td>Several local leaders motivated to change the fortunes of the district. High levels of apathy and cynicism among property and business owners create barriers to public/private partnerships.</td>
<td>A core group of vested property and business owners with energy from new entrepreneurs entering the district. Motivated to explore public/private approaches to improve the district.</td>
<td>An experienced core group of vested property and business owners with a history of being organized and participating in public/private partnerships to improve and manage the district.</td>
</tr>
</tbody>
</table>
| **Program Priorities**   | • Attract new investment  
• Stabilize the environment  
• Create confidence among local stakeholders  
• Combat regional stigma | • Attract new businesses  
• Market the area to consumers  
• Beautify and improve the public realm  
• Provide meaningful participation for new owners and businesses  
• Convey a new emerging image | • Retain and grow businesses  
• Manage new investment  
• Market the area to consumers  
• Parking management  
• Keep organization fresh to keep stakeholders engaged  
• Strengthen a positive image |
| **Organizational Options** | • Appointed commission  
• Community development corporation  
• Redevelopment agency  
• Main Street program | • Membership organization  
• Business improvement district  
• Downtown development authority  
• Foundation or 501(c)3 subsidiary | • Entrepreneurial holding company  
• Parking districts  
• Events production company  
• Transportation management organization |
| **Tools & Resources**    | • Tax increment financing  
• Local government support, both money and services  
• Charitable grants  
• Earned income from development | All of the preceding plus...  
• Property or business assessments  
• Revenue generating promotions and special events  
• Membership dues | All of the preceding plus...  
• Parking revenue  
• Local improvement bonds  
• Philanthropic grants  
• Merchandising the district |