# AGENDA

<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
<th>Presenter(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1:00 – 1:05 PM</td>
<td>Welcome</td>
<td>Larry Hecker</td>
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<tr>
<td>1:05 – 1:10 PM</td>
<td>Review and Approve March Minutes</td>
<td>Larry Hecker</td>
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<tr>
<td>1:10 – 1:20 PM</td>
<td>Review and Approve June Financials</td>
<td>John O’Dowd</td>
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<tr>
<td>1:20 – 2:05 PM</td>
<td>Strategic Planning Update and Framework Discussion</td>
<td>Brad Segal &amp; Erin Laetz</td>
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<tr>
<td>2:05 – 2:25 PM</td>
<td>Committee Updates</td>
<td>Les Pierce</td>
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<td></td>
<td>DNARC</td>
<td>Renee Morton</td>
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<td></td>
<td>Governance Committee</td>
<td>Tom Heath</td>
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<td></td>
<td>Merchants and Retail Council</td>
<td>Randi Dorman</td>
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<tr>
<td>2:25 – 2:40 PM</td>
<td>DTP Partner Updates</td>
<td>Amanda Bruno</td>
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<td></td>
<td>City of Tucson</td>
<td>Lisa Josker</td>
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<td>Pima County</td>
<td>Fletcher McCusker</td>
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<tr>
<td>2:40 – 2:50 PM</td>
<td>Call to Audience</td>
<td>Larry Hecker</td>
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<tr>
<td>2:50 PM</td>
<td>Meeting Adjourned</td>
<td>Larry Hecker</td>
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M I N U T E S

(* indicates Executive Committee Member)

Absent: (italics indicates excused absence) Jeremy Mikolajczak, John O'Dowd*, Chris Dennison, Todd Hanley*, Ron Schwabe, Adam Weinstein

Ex Officio Attendees: Christina Bertrand, Donovan Durband, Steve Kozachik (Diana Amado), Ted Maxwell (Nicole Barraza), Amber Moore-Smith (Michael Guymon)

DTP Staff Attendees: Kathleen Eriksen, Zach Baker, Whitney Nesbitt, Russ Stone

Call to Order: Hecker called the meeting to order at 1:06 pm. A quorum was met.

Review and Approve Minutes: Pierce requested that the minutes reflect the following under the DNARC update: “Betty Villegas Director of South Tucson Housing Authority will be speaking at the January meeting.” A motion was made by Leighton and seconded by Collins to approve the January 14, 2021 board minutes with the correction. Motion was approved unanimously.

Review and Approval of Financials: Eriksen presented the January financials. DTP has successfully raised $629,070 in fundraising this year. A motion was made by Heath and seconded by Collins. Motion was approved unanimously.

Downtown Links Update: David Burbank and Austin Atteberry presented a timeline on the project. 6th Street to re-open on May 7. East side of Stone to finish in May, West side to be complete in August. Church Ave scheduled to re-open in late summer 2021. 6th & 7th intersection closure summer 2021 through early 2022. Completion is expected by May of 2023.

Committee Updates:
DNARC- Pierce reported on the previous meeting. Hoping to have Gary Pivo from University of Arizona School of Architecture present at the upcoming meeting as well as Diana Alarcon for a Downtown Links Update.
Governance Committee- Morton reported that the committee is meeting to begin the board member renewal process. This is coinciding with the strategic planning of the partnership.

Merchants & Retail Council- Heath reported on the first meeting of the leadership council for the merchants. Topics discussed will include plans to make downtown easier and safer to do business.

Social Justice Committee-Dorman reported on the previous meeting where the proposal from Dr. Tyrone Holmes was approved by the committee. The training will consist of sessions-unconscious bias, a quite performance killer, and connecting diversity to performance. There will also be a strategic planning meeting for the committee with Dr. Holmes.

DTP Partner Updates:
Rio Nuevo Update- McCusker reported on the following:
- City Parklets for businesses
- Repurposing of The Cadence to market rate housing
- Rio Nuevo support to businesses with upcoming stimulus package

City of Tucson Update- Coffee reported on the CBD/GPLET planning.

Pima County Update- Josker reported on the vaccines being distributed by Pima County.

CEO Report: Eriksen reported on the following:
- New Businesses in 2021
- Downtown Heater Program
- Strategic Planning Update
- Arts, Entertainment & Culture Collaborations
- TREND Report Feature
- 01 Spotlight
- Ways to Get Involved as a DTP Board Member

Call to Audience:
Food Conspiracy Expansion presentation from John Glennan

Meeting was adjourned at 2:25 pm.
DTP Strategic Plan | Draft Framework
Board of Directors | 8.12.21
AGENDA

- Process to Date
- Stakeholder Engagement
- Plan Framework
  - Goals & Objectives
  - Organizational Implications
- Next Steps
Three Step Process

✓ External Assessment
✓ Internal Assessment
• Plan Synthesis (current)
Stakeholder Outreach to Date

- **One-on-one interviews**, including City leadership
- **Roundtables**: merchants; property owners & developers; arts & culture; education; City departments; young professionals; Ward 6 residents; DNaRC members; market/real estate professionals
- **Online Survey** – 965 responses
- **DTP board & working group**
Outreach Themes

Strengths:

- Sense of community
- Historic architecture
- Strong restaurant scene – “City of Gastronomy”
- Transformative investment
- Hyper local businesses
- Arts and culture scene
- Hip/quirky vibe
- Compact scale; walkable
Outreach Themes

Challenges:
- Real & perceived issues of safety (late night)
- Storefront vacancies and lack of retail
- People experiencing homelessness
- Limited reach of the streetcar
- Access to/from Downtown and perception of parking
- Gentrification esp. of adjacent neighborhoods
- Visitor marketing; “what is there to do in Downtown?”
Outreach Themes

Improvements for Downtown:

- Fill storefront vacancies; more retail
- Increase services for people experiencing homelessness
- Improve safety
- Pedestrian friendly, multi-modal options
- Family-friendly amenities (ice rink, bowling)
- Affordable and workforce housing
- Improve parking (familiarity, signage)
- More jobs in Downtown
- Activate parks
- Re-start events/programming
- Residential amenities (grocery, drugstore)
- Pedestrian focus (outdoors spaces, dining)
Outreach Themes

Online survey: Over the next 18 months, what action is the MOST important to help Downtown Tucson recover from the impacts of COVID-19?

- Fill vacant storefronts in downtown: 20%
- Increase services for people experiencing mental health...: 20%
- Re-start events, festivals, and other in-person...: 15%
- Provide financial assistance to small business owners...: 11%
- Improve safety (i.e. crime prevention and reduction): 9%
- Increase services for people experiencing mental health...: 7%
- Strive for a downtown that is equitable, diverse, and...: 5%
- Improve cleanliness and maintenance: 3%
- Other (please specify): 3%
- Continue utilizing outdoor expanded dining areas: 3%
- Activate parks and public spaces with a variety of...: 2%
- Provide training and educational services to small...: 1%
- Enhance marketing of Downtown Tucson: 1%
- Strong partnerships (e.g. City, County): 1%
Outreach Themes

Online survey:
Over the next 5-10 years, which action is MOST important to achieve your vision for Downtown Tucson?

- Improve safety with a focus on reducing criminal activities: 13%
- Fill storefront vacancies: 11%
- Create a pedestrian friendly “outdoor downtown”: 11%
- Encourage development of affordable housing and...: 7%
- Improve the parking experience for residents and visitors: 6%
- More family-friendly amenities (e.g. ice rink, bowling): 5%
- Ensure downtown is equitable, diverse, and welcoming...: 5%
- Provide assistance and resources to small business...: 5%
- Improve multi-modal transportation access to, from and...: 4%
- More festivals and events in downtown: 4%
- Improve cleanliness and maintenance: 4%
- Other (please specify): 3%
- Attract more office tenants to downtown: 2%
- Advocate for policies and resources that are beneficial...: 1%
- Place enhancements (e.g. public art, festive lighting,...: 1%
- Activate downtown parks with a variety of programming: 1%
- Enhance marketing to bring more people downtown: 0%
VISION [Current]:
Downtown Tucson is a downtown for everyone – an eclectic, beautiful, fun, accessible, pedestrian- and bike-friendly district that embraces diversity. It is the Southwest’s premier urban hub for living, dining, retail, business, art, entertainment, and both historic and contemporary architecture.

Proposed:
Downtown Tucson is the City’s hub of activity where all are welcome to come be inspired, connect, prosper and celebrate the region’s diverse cultures.
Mission Statement

Mission [Current]:
Downtown Tucson Partnership strives to be the catalyst for making Downtown Tucson the place people want to live, work, and play; where new ideas happen; and that is the economic development and cultural epicenter of the region.

Proposed:
To champion Downtown Tucson as the economic and cultural epicenter of the region.
Goal 1: Continue to provide high level, enhanced services and outreach in Downtown

**DRAFT OBJECTIVES**

A. Improve the perception and reality of safety in Downtown, with a special focus on evening hours

B. Actively engage with partners to support the unhoused population in Downtown

C. Continually seek ways to improve cleanliness throughout Downtown

D. Establish a revised Enhanced Services Agreement (ESA) between the City and DTP during BID renewal
Goal 2: Curate and support a vibrant storefront economy

**DRAFT OBJECTIVES**

A. Spur additional retail in Downtown
B. Activate vacant storefronts in Downtown
C. Pro-actively recruit diverse businesses to Downtown Tucson
D. Provide ongoing support for existing businesses
E. Understand the Downtown market and seek to fill gaps
F. Work with partners to attract more jobs and employees Downtown
G. Encourage and make it easier to re-use historic properties
Goal 3: Activate and maintain a physical environment that is beautiful, fun, accessible, and encourages people to spend time and explore Downtown

*DRAFT OBJECTIVES*

A. Activate Downtown parks to provide an enhanced sense of place
B. Green, and shade, Downtown
C. Enhance the Downtown streetscape
D. Enliven public spaces through placemaking that adds activity, creativity, and celebration of culture
Goal 4: Market and promote Downtown to Tucsonans

*DRAFT OBJECTIVES*

A. Elevate and promote businesses in and near Downtown
B. Increase connection and communication with residents in and adjacent to Downtown
C. Partner with Visit Tucson to create a marketing program
D. Re-think DTP’s role in Downtown events; shifting from event production to facilitation
E. Increase awareness of DTP as an organization
F. Improve signage and wayfinding throughout Downtown
Goal 5: Be a thought leader and champion to guide the future of Downtown

_Draft Objectives_

A. Encourage initiatives to plan for the future of Downtown

B. Advocate for policies and resources that to support a vibrant and sustainable Downtown

C. Be a convener of stakeholders around important topics

D. Identify, and encourage, sources of funding that can be used to support community benefit
Organizational Implications

• DTP’s current staff roster is too lean
• Opportunities to grow and diversify funding
  • Membership program for businesses outside of the BID; tiered based on proximity
  • Sponsorships
  • Contracts for service/in-lieu agreements; boundary change could be considered during BID renewal
  • New non-profit 501 c3 affiliate
• Partnerships are key
  • Nurture existing relationships
  • At the City, build on strong line relationships to all levels
Organizational Implications

DTP board adjustments to maximize effectiveness

• Re-establish and enforce board expectations
• Reduce board size over five years (goal of 20 to 25)
• Increase board diversity (age, gender, race)
• Establish a new *Emeritus* cohort

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<thead>
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<th>Downtown Organization</th>
<th># Board Members (total)</th>
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<tr>
<td>Downtown Colorado Springs BID</td>
<td>11</td>
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<tr>
<td>Downtown Boulder BID</td>
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<tr>
<td>Downtown Santa Monica Inc.</td>
<td>13</td>
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<tr>
<td>Olde Pasadena Management District</td>
<td>16</td>
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<tr>
<td>Downtown Reno Partnership</td>
<td>17</td>
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<tr>
<td>Downtown Tucson Partnership</td>
<td>42/56</td>
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Organizational Implications

Define staff vs. board roles and responsibilities
Overall Impressions

- **Green Light**: I like most of it; it is on the right track
- **Yellow Light**: I like some of it but I have some reservations
- **Red Light**: I have major concerns; it is not on the right track
Next Steps

• Continue to refine the plan based on feedback
• Working Group/Executive Committee Meeting Sept 9th
• Annual Board Meeting Oct 14th – Final Plan presentation