

# FIVE-YEAR STRATEGIC PLAN 2022-2027

## Year One Accomplishments / Year Two Objectives

### IMPLEMENTATION MATRIX

DTP should evaluate the following implementation schedule and timeline and adjust the timing of individual programs/projects as needed.



Accomplished Year 1



Continue or Begin in Year 2

#### Goal 1: Continue to provide high-level enhanced services and outreach in downtown

Objectives	Year 1	Year 2
<b>A. Improve the perception and reality of safety in Downtown Tucson, with a focus on evening hours</b>		
In collaboration with property owners and merchants, explore funding off-duty police officers or other personnel to support Ambassadors during hours that are most prone to disruptive behaviors		
Support the new Safety Summit group with outreach to downtown merchants, property owners, and other stakeholders to collectively brainstorm solutions		
Take an inventory of existing cameras in downtown and explore whether property owners would be willing to provide access to footage		
Continue to build relationships with staff at downtown bars and encourage them to employ protocols to prevent overserving patrons		
Continue to support the City's effort to provide de-escalation training for merchant employees through the Safety Summit		
In collaboration with property owners, merchants, and the Tucson Police Department, consider implementing a surveillance camera network, which would supplement existing cameras with additional surveillance in key areas		
<b>B. Actively engage with partners to support the unhoused population in downtown and those with mental health and/or substance abuse issues</b>		
Reactivate the DTP Connects program, seeking participation from social service agencies to provide a Community Outreach Specialist to accompany DTP Ambassadors in connecting individuals experiencing homelessness, and/or those with mental health issues, with services		
Create a Services Guide for those experiencing homelessness, on where to find food, water, shelter and other services in and around downtown		
Advocate for permanent supportive housing (housing with wraparound services that can include mental health, job placement, etc.) in downtown and throughout the city		
Distribute the Resource Guide for downtown businesses, residents and visitors explaining the complexity of the issue and who to call for homeless advocate support		

## Objectives

Year 1

Year 2

**C. Continually seek ways to improve cleanliness throughout downtown**

Create a Resource Guide for downtown businesses, residents, visitors, and others, that includes contact information for specific maintenance, security and sanitation concerns

Advocate that the City establish higher frequency of cleaning and hours of operations at public restroom facilities at Armory Park and the Ronstadt Center

Maintain standards for the timely removal of graffiti

Establish new technology for crowdsourcing maintenance issues

**D. Establish a revised Enhanced Services Agreement (ESA) between the City and DTP during BID renewal**

Make revisions to the ESA based on the new Strategic Plan; establish a clear delineation of responsibilities, with specific focus on maintenance of the right-of-way, trees, public restrooms, and safety resources in downtown



## Goal 2: Curate and support a vibrant storefront economy

### Objectives

Year 1

Year 2

#### A. Activate and populate vacant storefronts in downtown

Help entrepreneurs identify and move into downtown spaces that best fit their needs

Encourage property owners with vacant space to help incubate new businesses by offering small spaces, below market rate, for a period of time. Property owners who participate would be recognized for encouraging innovation in downtown

Encourage temporary uses of vacant storefronts (e.g. seasonal market, pop-up concepts)

Create a window vinyl program to advertise available spaces and what they could be used for (e.g. This could be a bakery!"

Explore a partnership with the City, County, and/or Rio Nuevo to provide small business grants that could be used for tenant improvements, or other identified uses

Develop a retail recruitment program for downtown

#### B. Work with partners to attract jobs and employees downtown that help support a vibrant storefront economy


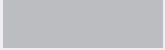

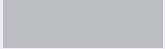

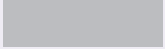

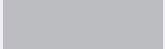
Work with partners to market Downtown Tucson to remote workers

#### C. Proactively recruit diverse businesses to Downtown Tucson





Per guidance in the Strategic Diversity Plan, understand and work with partners to remove the barriers that exist in the current recruitment process

Identify partners and build relationships to connect with business owners and entrepreneurs within historically underrepresented communities


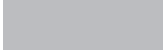
Assist business owners from historically underrepresented communities in identifying and securing space in downtown

Objectives	Year 1	Year 2
<b>D. Provide ongoing support for existing businesses</b>		
Develop a formal welcome package for new businesses opening in downtown (this could include information on DTP, other resources, and cross promotion of grand opening event)		
Continue weekly drop-ins with existing businesses to build relationships and understand current needs		
Connect and market existing partner trainings of interest to merchants (e.g. growing a social media presence, website development, etc.)		
Annually survey downtown employees and residents to understand their likes, dislikes, and suggestions for improvement		

#### **E. Understand and proactively disseminate downtown market information to partners**

Create and maintain an inventory of downtown properties (sq. footage, type of property)		
Collect and disseminate downtown market data to property owners, developers, brokers, and prospective tenants through annual development reports		
Cross-promote existing Tucson Trolley Tours to familiarize brokers, investors, and potential new residents from the surrounding region with the downtown market		

### **Goal 3: Activate and maintain a physical environment that is beautiful, fun, accessible, and encourages people to spend time and explore downtown**

Objectives	Year 1	Year 2
<b>A. Green and shade downtown</b>		
Continue the partnership with Desert Survivors to maintain plantings throughout downtown		
In pursuit of climate action goals, work with partners to enhance the downtown tree canopy; develop a plan for new plantings, funding, and ongoing maintenance of current trees, and responsibilities of each party		



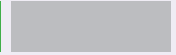
## Objectives

Year 1

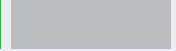
Year 2

**B. Enliven public spaces through culturally sensitive placemaking**

Support the City in creating a simplified ordinance for parklets and streateries and encourage utilization by downtown property and business owners



Intentionally seek to partner with artists of diverse backgrounds, race and ethnicities



Work with Rio Nuevo and other partners to implement ideas from the Project for Public Spaces "Lighter, Quicker, Cheaper" report (e.g. interim street painting to widen sidewalks)

**C. Enhance the downtown streetscape**

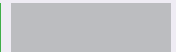
Partner with the City of Tucson Department of Transportation and Mobility to support and augment pedestrian improvements planned for downtown streets (e.g. Church, Court, Toole, and potentially others)

**D. Activate downtown parks to provide an enhanced sense of place**

Explore locations for a dog park with Parks and Recreation and potentially owners of private property where a temporary access agreement could be utilized



In coordination with Parks and Recreation, identify community priorities for more permanent fixtures in downtown parks, which could include shade structures, hydration stations, seating, interactive play structures for children, etc.



## Goal 4: Market and promote downtown to Tucsonans

### Objectives

Year 1

Year 2

#### A. Elevate and promote businesses in and near downtown

Use social media, newsletters, emails, and earned media articles to highlight downtown business owners; putting faces and stories behind the businesses



Develop a membership program for businesses, located in proximity to the BID, that would like to be part of DTP marketing, promotions, and select programs like the Downtown Tucson Gift Card

#### B. Re-think DTP's role in downtown events

Shift the overall mentality of DTP as an event "producer" to an event "facilitator," helping smaller, culturally diverse events to be successful and make their home in downtown



Evaluate all DTP events and determine which events DTP should continue to produce and which events the organization should stop or transfer to another entity



Seek another entity to take over production of the Parade of Lights



Identify partners and content experts to cross-promote a cultural educational series



#### C. Encourage Tucsonans to visit and explore all Downtown Tucson has to offer

Develop a marketing campaign to entice the greater Tucsonan community to come downtown



Utilize the DTP storefront to promote things to do in downtown; scan QR code to learn more


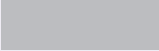



Provide information to hotel concierges and ride-share companies on what there is to do in downtown

Partner with Visit Tucson to extend downtown marketing regionally and nationally

Objectives	Year 1	Year 2
<b>D. Increase connection and communication with residents in and adjacent to downtown</b>		
Create and maintain a downtown residential database for targeted communications		
Connect with the recently formed Downtown Residents Association (DRA) to build relationships		
Periodically engage with residents in and around downtown through surveys, focus groups, or other engagement to understand their needs and what would improve their perception and patronage of downtown	✓	
<b>E. Increase awareness of DTP as an organization</b>		
Seek ways to drive more visitation to the DTP website and its many resources	✓	
Increase the number, and engagement, of weekly e-blast subscribers	✓	
Continue to grow social media presence, content, and followers; partner with local influencers for original content, Instagram Takeovers, etc.	✓	
Implement a biannual CEO briefing for ratepayers and members, with emphasis on DTP initiatives, programs and staff, and pertinent downtown trends.	✓	

### Goal 5: Be a thought leader and champion to guide the future of downtown

Objectives	Year 1	Year 2
<b>A. Advocate for policies and resources that support a vibrant and sustainable downtown</b>		
Advocate for permanent supportive housing solutions for individuals experiencing homelessness	✓	

Objectives	Year 1	Year 2
<b>B. Identify, and encourage, sources of funding that can be used to support community benefit</b>		
As part of a non-event-based sponsorship program, seek sponsors for initiatives and programs that support the arts, storytelling campaigns, pedestrian improvements, and service providers		
Based on the 2021 Equity and Sustainability Assessment, support the City in modifications to the Government Property Lease Excise Tax (GPLET) program to support affordable housing, cultural preservation, green building practices and/or other contributions to equity and sustainability		
<b>C. Be a conduit to share stakeholders' voices around important topics in downtown</b>		
Help to convene groups of merchants, property owners, residents, employees and other downtown stakeholders to share perspectives with the City on significant issues impacting downtown		
Work with developers and property owners of catalytic sites to help engage the downtown community on what they would like to see for the future		