# AGENDA

<table>
<thead>
<tr>
<th>Time</th>
<th>Item</th>
<th>Presenter</th>
</tr>
</thead>
<tbody>
<tr>
<td>3:00 – 3:05 PM</td>
<td>Welcome</td>
<td>Larry Hecker</td>
</tr>
<tr>
<td>3:05 – 3:10 PM</td>
<td>Review and Approve August Minutes</td>
<td>Larry Hecker</td>
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<tr>
<td>3:10 – 3:20 PM</td>
<td>Review and Approve 2020-2021 Year End Financials</td>
<td>John O'Dowd</td>
</tr>
<tr>
<td>3:20 – 3:35 PM</td>
<td>Downtown Annual Report</td>
<td>Kathleen Eriksen</td>
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<tr>
<td>3:35 – 4:05 PM</td>
<td>New Strategic Plan - Draft</td>
<td>Brad Segal &amp; Erin Laetz</td>
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<tr>
<td>4:05 – 4:15 PM</td>
<td>Election of Directors</td>
<td>Renee Morton</td>
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<tr>
<td>4:15 - 4:20 PM</td>
<td>Election of New Officers</td>
<td>Renee Morton</td>
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<td>4:20 – 4:30 PM</td>
<td>Call to Audience</td>
<td>Larry Hecker</td>
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<tr>
<td>4:30 PM</td>
<td>Meeting Adjourned</td>
<td>Larry Hecker</td>
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<tr>
<td>4:30 – 5:00 PM</td>
<td>Cocktail Reception and Tours</td>
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DTP Annual Meeting
Welcome DTP Board Members
October 14, 2021

DOWNTOWN TUCSON PARTNERSHIP
Review and Approve August Minutes

Larry Hecker
Review and Approve 2020-2021 Year End Financials

John O’Dowd
FIVE-YEAR STRATEGIC PLAN
2017 to 2021

- Clean and Safe
- Beautification and Greenscape
- Downtown Accessibility
- Business Recruitment and Retention
- Marketing and Promotions
- Resource Development, Finance and Planning
- Residential and Mixed-Use Development
- Relationship Building
- Enhanced Services Agreement and Fee for Service Contracts
Election of Directors
Board Member Renewals

Glenn Grabski
Chris Leighton
Camila Martins-Bekat
Omar Mireles
Renee Morton

Liz Pocock
Chris Squires
Cameron Taylor
Art Wadlund
Dillon Walker
Election of Directors
New Board Members - Two-Year Terms

Stephanie Gorton
El Rio Community Health Center

McKay Stevens
Bourn Companies

Kylie Aldaz
YMCA
Election of Directors

New Board Members - One-Year Terms*

Helen Gomez  
Ben’s Bells

Kresta Leal  
Downtown Resident

Joe Rottman  
Caterpillar

*Completing the Predecessor’s Two-Year Term for One Year
Election of New Officers
Recommended Slate of New Officers

Tom Heath, Chair
Liz Pocock, Vice Chair
John O’Dowd, Treasurer
Lucinda Smedley, Secretary
Call to the Audience

Larry Hecker
Thank You for Attending!

Please stick around for cocktails and tours!
Strategic Plan Overview

- Process
- Community Engagement
- Vision & Mission
- Key Partnerships
- Goals
- Objectives & Tactics
- Organization Recommendations
- Next Steps
# Strategic Planning Process

<table>
<thead>
<tr>
<th>STEP 1: EXTERNAL ENVIRONMENT ASSESSMENT</th>
<th>STEP 2: INTERNAL ORGANIZATION ASSESSMENT</th>
<th>STEP 3: SYNTHESIS / DRAFT STRATEGIC PLAN</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tour/Document Review</td>
<td>Best Practices/Case Studies</td>
<td>Draft Strategic Plan</td>
</tr>
<tr>
<td>Market Assessment</td>
<td>Online Survey</td>
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<tr>
<td>Stakeholder Interviews/Roundtables</td>
<td></td>
<td>Final Plan Development</td>
</tr>
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<tr>
<th>APR</th>
<th>MAY</th>
<th>JUNE</th>
<th>JULY</th>
<th>AUG</th>
<th>SEPT</th>
<th>OCT</th>
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<tbody>
<tr>
<td>Exec Committee / Working Group April 8</td>
<td>Site Visit May 18 – 20; Inc. DTP Board Meeting</td>
<td>Exec Committee / Working Group June 10</td>
<td>DTP Board Meeting Aug 12</td>
<td>Exec Committee / Working Group Sept 9</td>
<td>DTP Annual Board Meeting Oct 14</td>
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Community Engagement Themes

**Top Priorities for Downtown Tucson***

- Fill vacant storefronts, add retail
- Increase services for people experiencing homelessness
- Enhance safety, especially at night
- Re-start events and in-person programming
- Create a pedestrian friendly “outdoor downtown”
- Encourage workforce and affordable housing
- More family-friendly amenities
- Improve multi-modal access
- Support for arts and culture
- Recruit primary employers

*Not in order of importance
Vision & Mission Statements

**Vision**
Downtown Tucson is a downtown for everyone – the region’s eclectic urban hub where people come to connect, be authentically inspired, prosper, and celebrate diversity.

**Mission**
To be the catalyst to make Downtown Tucson the economic and cultural center of the region, an inclusive place people want to live, work, and play, and where new ideas flourish.
Goal 1: Provide high quality, enhanced services and outreach in downtown

Examples of year 1 tactics

- Support the Safety Summit with outreach to downtown merchants, property owners, and other stakeholders
- Re-activate DTP Connects, with participation from social service agencies, to connect individuals experiencing homelessness and/or those with mental health issues, with services
- Advocate for a higher frequency of cleaning and hours of operations at public restrooms

* In order of priority based on voting by the DTP Board of Directors Aug. 2021
Goal 2: Curate and support a vibrant storefront economy

Examples of year 1 tactics

- Encourage property owners to incubate new businesses in vacant spaces
- Create a window vinyl program to advertise available spaces
- Assist property owners with traditional office spaces to understand post-pandemic trends
- Per the Strategic Diversity Plan, work with partners to understand and remove barriers to recruiting diverse businesses to downtown

* In order of priority based on voting by the DTP Board of Directors Aug. 2021
Goal 3: Activate and maintain a physical environment that is beautiful, fun, accessible, and encourages people to spend time in and explore downtown

Examples of year 1 tactics

- Work with partners to enhance the downtown tree canopy
- Beyond trees, explore creative ways to add shade throughout downtown
- Support the City in creating a simplified ordinance for parklets and streateries; encourage utilization
- Partner with artists of diverse backgrounds for culturally responsive placemaking initiatives

* In order of priority based on voting by the DTP Board of Directors Aug. 2021
Goal 4: Market and promote downtown to Tucsonans

Examples of year 1 tactics

- Develop a membership program for businesses located in proximity to the BID
- Partner with Visit Tucson on a downtown marketing campaign
- Shift mentality of DTP as an event “producer” to an event “facilitator”; helping smaller, culturally diverse events to be successful
- Create and maintain a downtown residential database for targeted communications

* In order of priority based on voting by the DTP Board of Directors Aug. 2021
Goal 5: Be a thought leader and champion to guide the future of downtown

Examples of year 1 tactics

- Advocate for permanent supportive housing solutions
- Seek sponsorships for community benefit initiatives that could include public art, storytelling campaigns, pedestrian improvements, and outreach services
- Work with developers and property owners of catalytic sites to engage the downtown community on what they would like to see

*In order of priority based on voting by the DTP Board of Directors Aug. 2021
Key Partnerships

DTP does not operate in a silo and is part of a larger ecosystem that supports the vitality of downtown. DTP will work with its many partners in a collaborative fashion to achieve the goals outlined in the strategic plan.

<table>
<thead>
<tr>
<th>Goal 1</th>
<th>Goal 2</th>
<th>Goal 3</th>
<th>Goal 4</th>
<th>Goal 5</th>
</tr>
</thead>
</table>
| • Tucson Police Department  
• City of Tucson Environmental Services  
• Social service organizations  
• Downtown stakeholders  
• Other partners with relevant experience | • City of Tucson Office of Economic Initiatives  
• Pima County  
• Rio Nuevo  
• Downtown stakeholders  
• Other partners with relevant experience | • Desert Survivors  
• City of Tucson Parks and Recreation  
• City of Tucson Department of Transportation and Mobility  
• Pima County  
• Rio Nuevo  
• Downtown museums, events, event planners  
• Downtown stakeholders  
• Other partners with relevant experience | • Visit Tucson  
• City of Tucson  
• Pima County Attractions and Tourism  
• Downtown Residents Association and DNAR  
• Tucson Young Professionals  
• Downtown hotels  
• Downtown stakeholders  
• Other partners with relevant experience | • City of Tucson  
• Pima County  
• Rio Nuevo  
• Tucson Industrial Development Authority (IDA)  
• SunLink Streetcar  
• Downtown developers  
• Downtown stakeholders  
• Other partners with relevant experience |
Organizational Recommendations

• **Staffing**
  • Small but mighty; need for modest growth
  • Increase focus on storefront economy, backfill by hiring a Marketing and Communications Manager

• **Revenue diversification**
  • Develop an Affiliate Membership program for business outside the BID
  • Grow non-event based sponsorships
  • Fill gaps in the BID boundary
  • Consider formation of a 501 C3 affiliate
Spotlight on 501 C3 “Foundation” Affiliates

- Attractive for investments (grants, sponsorships, and donations)
- Staffed through umbrella organization (e.g. DTP), separate board of directors
- In Downtown Tucson this could support: greening initiatives, activating public gathering places, and/or work related to social justice
- Example: Downtown Austin Alliance Foundation oversees the operations, maintenance, programming, and fundraising for Republic Square, downtown’s central gathering place
Organizational Recommendations

DTP board adjustments

Intended to maximize board member participation, sense of purpose/satisfaction, and overall effectiveness of the organization.

Recommendations include:

• Implementing term limits, a best practice among BID-based organizations
• Explore ways to increase meaningful board engagement
• Increasing diversity on the board to reflect the Tucson community
• Requiring board member participation on a committee
• Aligning standing committees with strategic plan goals
Next Steps

• Board members review the Draft Strategic Plan Executive Summary and Presentation; provide comments back by end of October
• Executive Committee meets in November to tie up loose ends
• Adoption of the Final Strategic Plan by the full board in December 2021
Thank You!

Thank you to the DTP staff, Board of Directors & Working Group, and the many downtown stakeholders who provided input for this Strategic Plan!