

2022 to 2025

# Downtown Boise Strategic Plan



Adopted by the Downtown Boise Association Board of  
Directors at its October 19, 2021 Meeting.



## Downtown Boise Association – Strategic Plan

Downtown Boise Association (DBA) launched its Strategic Planning process in June 2021 at a pivotal moment. The past year and a half of pandemic operations were behind us and the upcoming 35<sup>th</sup> anniversary of the organization was just months before us in 2022. Through our facilitator, downtown firm Agnew::Beck, we utilized a focused project team, DBA staff, DBA Board, and a multitude of stakeholders throughout this process. These stakeholders were engaged by all members noted above and also through a survey launched in July 2021 in which over 2,600 respondents supplied their feedback.

We would like to thank everyone involved in this process, especially the project team who gave of their time and voice over the three-month period, DBA staff who jumped in and contributed throughout this process, and the DBA Board who was engaged and excited to look toward the future especially with an all-day board retreat executed on September 1, 2021. All members of the project team, staff, and Board are listed on the final page of this document.

The following plan is a result of the work this group completed and adopted in October 2021 and is in place for the three-year period: **Strategic Plan 2022 to 2025**.

### Our Vision

Downtown Boise is a place to explore. Find a new adventure, spark creativity, make connections, and be a part of Boise's vibrant culture where all are welcome.

### Our Values

Downtown Boise is a place to...

- celebrate
- find an adventure
- boost your business
- spark your next big idea
- listen to every voice
- honor our cultural heritage
- play
- work for a healthy and inclusive home

## Our Downtown Focus Areas

1. Downtown identity (who, what, why, where, and how)
2. Activate downtown
3. Expand the boundaries of downtown (BID expansion)
4. DBA awareness and communication
5. Events and entertainment
6. Cultural vibrancy
7. Engagement with expanded audience (arts; youth; downtown residents; service workers)
8. Growing smart and staying unique
9. Resources (identifying new resources to support downtown)
10. Affordability (from housing to space to activities)
11. Transportation

## Our Key Stakeholder Groups

- General public
  - Treasure Valley Residents
  - Tourists
- Members/Potential Members – Business Owners, Property Owners, & Developers
- Downtown Workforce
  - Service Workers
  - “Upper Floor”
  - Government Workers
- Downtown Residents
- Partner Agencies
- Cultural Community

## Our Mission Screen

### All Our Decisions are Made Through the Lens of:

Equity and Inclusion. Accessibility. Safety. Relationships with Stakeholders.

### Strategic Focus:

1. Does the activity align with our vision, values, and goals?
2. Will it activate downtown in a unique and creative way?
3. Will it engage one of our key stakeholders? Will it engage a stakeholder that is currently underserved by downtown activities?
4. Is the activity inclusive and accessible? Is it beneficial to the community?
5. Do we trust the activity to be high quality?

### DBA Capacity

1. What is DBA’s investment into this activity? Staff time? Finances?

### Mission Screen

*This is our tool to decide if an activity, action, event, or program fits with our vision and strategy.*

2. Does the potential impact justify the investment?
3. Will this increase awareness of DBA and its mission? Is that important for this?
4. Is this activity supported by partners? Are members engaged?

## Our Goals

**Goal Area 1 – Downtown Ecosystem** Downtown Boise is the center of Boise’s personality and vibrancy, supported by unique placemaking, active gathering spaces, and a wide array of events and activities where everyone is welcome.

**Goal Area 2 – Financial Sustainability** Downtown Boise Association is financially supported through a diversity of revenue streams and sustainably manages its financial performance to meet the needs of a growing Downtown Boise.

**Goal Area 3 – Community Engagement** Downtown Boise Association creates meaningful engagement with all who interact with downtown, with a renewed and special focus on marginalized communities, service workers, and business owners. DBA regularly and consistently communicates about events and activities taking place in Downtown Boise, creates feedback loops with members, stakeholders and partners and regularly evaluates activities to be equitable and inclusive.

**Goal Area 4 – Partnership** Downtown Boise Association is a key partner in the happenings of downtown (development, advocacy, public space activation, and business development.)

**Goal Area 5 – Internal Processes** Downtown Boise Association is committed to evaluating and improving its internal processes and business decisions to continuously enhance its operations and ability to deliver on its mission.



## DBA Goals and Implementation Tables

### Goal Area 1: Downtown Ecosystem

**Downtown Boise is the center of Boise’s personality and vibrancy, supported by unique placemaking, active gathering spaces, and a wide array of events and activities where everyone is welcome.**

1. Develop, operate, and enhance events downtown that are fun, well attended, and serve a variety of groups, demographics, days and times, and specific interests.
2. Convene, assist, and promote programming that addresses and recognizes the cultural vibrancy and rich history of downtown.
3. Increase the number of associate members of DBA by 25% by 2025, with the intention of these businesses becoming full members under an expanded business improvement district.
4. Serve a broader group of downtown stakeholders, especially service workers and members of the cultural community, by developing and supporting targeted events and activations at a variety of scales and times within DBA and with other organization and partner events.
5. Identify and connect with different “zones” of the downtown area, create or catalyze one new annual touchpoint, one annual activity/event, and dedicated marketing assets to highlight the uniqueness of each zone by 2024.

## Downtown Ecosystem Implementation Tables

**Downtown Ecosystem Goal 1: Develop, operate, and enhance events downtown that are fun, well attended, and serve a variety of groups, demographics, days and times, and specific interests.**

Project or Action	Primary Actor	Resource Requirements	Timeframe (season/year or regular interval)
Support and market key events that are developed and operated by other organizations and align with DBA goals.	DBA Staff	<i>To be addressed by working groups.</i>	<i>To be addressed by working groups, informed by capacity.</i>
Evaluate the quality of current activities and events and adjust programming to address stakeholder feedback. Evaluation metrics to include attendance, revenue (if not a free event or includes item sales), and public/stakeholder awareness and support.	DBA Staff		
Create post-event survey process applicable to each event or activity and a formal internal post-event reporting process. Continually evaluate all events and activities.	DBA Staff and Board		
Ensure that there are family friendly events and activities happening regularly throughout all seasons.	DBA Staff		
Create “How-to” guides for existing businesses to host their own events (alone or in conjunction with larger community events.)	DBA Staff		

**Downtown Ecosystem Goal 2: Convene, assist, and promote programming that addresses and recognizes the cultural vibrancy and rich history of downtown.**

<b>Project or Action</b>	<b>Primary Actor</b>	<b>Resource Requirements</b>	<b>Timeframe</b> (season/year or regular interval)
Utilize DBA's 35th anniversary as a platform for audience engagement.	DBA Staff	<i>To be addressed by working groups.</i>	<i>To be addressed by working groups, informed by capacity.</i>
Support/sponsor/host a variety of cultural related events and activities, including art contests, live music and entertainment, history/cultural appreciation events.	DBA Staff		
Assist or lead in the creation and implementation of additional public art, permanent and temporary, in key downtown locations.	DBA and Partners		
Hold sector meetings with artists and cultural institutions to look for partnerships and learn what their long-term goals and plans are.	DBA Staff		
Evaluate the range of cultural diversity that exists in current downtown programming and events. Identify which communities (if any) are underrepresented and reach out to explore potential opportunities for events and programming in Downtown Boise.	DBA Staff and Members		

**Downtown Ecosystem Goal 3: Increase DBA membership and associated members by 25% by 2025, with the intention of associate members becoming full members under an expanded business improvement district.**

<b>Project or Action</b>	<b>Primary Actor</b>	<b>Resource Requirements</b>	<b>Timeframe</b> (season/year or regular interval)
Complete the research and necessary outreach around expanding the boundaries of the business improvement district to potentially coincide with Downtown Boise Neighborhood Association boundaries by 2025.	DBA Staff	<i>To be addressed by working groups.</i>	<i>To be addressed by working groups, informed by capacity.</i>
Evaluate current membership and participation rates, encourage members and their employees to become more involved.	DBA Staff		
Refine the informational packets, both BID members and associate members, to be distributed to new or potential members that outlines the benefits of membership.	DBA Staff		
Create a communications plan regarding BID expansion and member recruitment.	DBA Staff and Board		
Establish a BID Expansion Working Group with DBA Board Members, partners.	DBA Board and Partners		



**Downtown Ecosystem Goal 4: Serve a broader group of downtown stakeholders, especially service workers and members of the cultural community, by developing and supporting targeted events and activations at a variety of scales and times.**

<b>Project or Action</b>	<b>Primary Actor</b>	<b>Resource Requirements</b>	<b>Timeframe</b> (season/year or regular interval)
Utilize DBA's 35th anniversary as a platform for outreach.	DBA Staff	<i>To be addressed by working groups.</i>	<i>To be addressed by working groups, informed by capacity.</i>
Continue to advocate for programming that supports tourism in Downtown Boise.	DBA Staff and Partners		
Create public education materials/programming to inform interested individuals as to what downtown has to offer, what options there are for transportation, and what programming/activities take place regularly.	DBA Staff and Partners (Arts and History)		
Create materials to shift the perception of parking in Downtown Boise – highlight all options and educate consumers on parking options, especially usage of the garages.	DBA Staff		
Conduct a regular downtown user survey (every three years) to better understand how individuals from a variety of stakeholder groups interact with downtown currently and what they would like to see improved.	DBA Staff		

**Downtown Ecosystem Goal 5: Identify and connect with different “zones” of the downtown area, create or catalyze one new annual touchpoint, one annual activity/event, and dedicated marketing assets to highlight the uniqueness of each zone by 2024**

<b>Project or Action</b>	<b>Primary Actor</b>	<b>Resource Requirements</b>	<b>Timeframe</b> (season/year or regular interval)
Activate the DBA board with volunteers focused on making connections within the different geographic zones then coordinate with existing activities and/or plan specific activities within those zones.	DBA Board	<i>To be addressed by working groups.</i>	<i>To be addressed by working groups, informed by capacity.</i>
Work with representatives and/or board members within each downtown zone to create a map of each zone and marketing/branding materials to share each sector’s unique identity.	DBA Staff and Members		
Host branded events or activities in different zones of downtown.	DBA Staff and Members		
Work to intentionally create a “flow” of Downtown Boise that directs people to stay in downtown and explore all that downtown has to offer.	DBA Staff and Partners		

## Goal Area 2 – Financial Sustainability

**Downtown Boise Association is financially supported through a diversity of revenue streams and sustainably manages its financial performance to meet the needs of a growing Downtown Boise.**

1. Increase the financial sustainability of DBA by increasing annual non-assessment revenue of DBA by 15% by 2025 (about \$65k) and by realizing an annual net income of at least 5% utilizing Downtown Boise Foundation (DBF) in this effort.
2. DBA/DBF will continue to build sustainable revenue streams that are less reliant on partners and sponsorship with a target goal of 25% of non-assessment revenues coming from revenue sources independent from partners by 2025.

## Financial Sustainability Implementation Tables

Financial Sustainability Goal 1: Increase the financial sustainability of DBA by increasing annual non-assessment revenue of DBA by 15% by 2025 (about \$65k) and by realizing an annual net income of at least 5% utilizing Downtown Boise Foundation (DBF) in this effort.			
Project or Action	Primary Actor	Resource Requirements	Timeframe (season/year or regular interval)
DBA annually reviews the budget and programming expenditure and creates a budget that supports the development and maintenance of the goals listed in this framework.	DBA Board	To be addressed by working groups.	To be addressed by working groups, informed by capacity.
Seed and support the successful development of Downtown Boise Foundation.	DBA Board		
Increase the number of revenue possibilities within events or events with fee-based entry (Capitol Table, etc.), adjust events between DBA and DBF as applicable.	DBA Staff		
Investigate and apply for additional grant funding from local and national sources.	DBA Staff		

**Financial Sustainability Goal 2: DBA will continue to build sustainable revenue streams that are less reliant on partners and sponsorship with a target goal of 25% of non-assessment revenues coming from revenue sources independent from partners by 2025.**

<b>Project or Action</b>	<b>Primary Actor</b>	<b>Resource Requirements</b>	<b>Timeframe</b> (season/year or regular interval)
Research the possibility of reusable DBA gift cards, upgrades to existing gift card program.	DBA Staff and Partners	<i>To be addressed by working groups.</i>	<i>To be addressed by working groups, informed by capacity.</i>
Research “Downtown Ambassador” memberships.	DBA Staff		
Evaluate current sponsorship offerings and item sale prices, identify new or increased sources of funds; reevaluate on a regular basis.	DBA Staff and Board		
Promote current revenue sources like the banner program and stage rentals to increase usage and income.	DBA Staff		
Build sponsorship packets to be hosted online, promote these opportunities.	DBA Staff		

## Goal Area 3 – Community Engagement

**Downtown Boise Association creates meaningful engagement with all who interact with downtown, with a renewed and special focus on marginalized communities, service workers, and business owners. DBA regularly and consistently communicates about events and activities taking place in Downtown Boise, creates feedback loops with members, stakeholders and partners and regularly evaluates activities to be equitable and inclusive.**

1. Evaluate all DBA communications, events and activities using a framework of equity, inclusion, and identity.
2. Create a communications and marketing plan that is updated annually to reflect new goals and strategies with measurable performance metrics that are evaluated every 2-4 years.
3. Increase the number of touchpoints with DBA members by 25% annually, including email communication, business visits, and other relationship management tactics. Assess what is working and what could be done better to support the member base.
4. Increase DBA board participation in engagement efforts with targeted work groups, volunteerism, and programming.

## Community Engagement Implementation Tables

Community Engagement Goal 1: Evaluate all DBA communications, events and activities using a framework of equity, inclusion, and identity.			
Project or Action	Primary Actor	Resource Requirements	Timeframe (season/year or regular interval)
Evaluate and rework the DBA website to improve useability and an intentional focus on equity.	DBA Staff, Board, and Partners	To be addressed by working groups.	To be addressed by working groups, informed by capacity.
Regularly evaluate marketing materials to make sure they are inclusive and feel “fresh or hip.”	DBA Staff		
Evaluate communications and marketing outreach channels to ensure that DBA is adapting to new trends in technology such as new social media platforms, QR codes, etc.	DBA Staff		
Conduct “End of Event” participant surveys (could include public, business sponsors, etc.) to assess the overall perception and inclusivity of events.	DBA Staff		

**Community Engagement Goal 2: Create a communications and marketing plan that is updated annually to reflect new goals and strategies with measurable performance metrics that are evaluated every 2-4 years.**

<b>Project or Action</b>	<b>Primary Actor</b>	<b>Resource Requirements</b>	<b>Timeframe</b> (season/year or regular interval)
Annually update and refocus a DBA communications plan with measurable performance metrics.	DBA Staff	<i>To be addressed by working groups.</i>	<i>To be addressed by working groups, informed by capacity.</i>
Create DBA marketing materials that better introduce people to the role of DBA in creating an active and vibrant downtown.	DBA Staff		
Create a communications and marketing plan.	DBA Staff and Board		
Work with a downtown firm to rebrand DBA and its activities, create brand guidelines, and evaluate all aspects of outreach and communications.	DBA Staff and Board		

**Community Engagement Goal 3: Increase the number of touchpoints with DBA members by 25% annually, including email communication, business visits, and other relationship management tactics. Assess what is working and what could be done to better support the member base.**

<b>Project or Action</b>	<b>Primary Actor</b>	<b>Resource Requirements</b>	<b>Timeframe</b> (season/year or regular interval)
Create and promote surveys to specific targeted groups that DBA would like to better understand.	DBA Staff	<i>To be addressed by working groups.</i>	<i>To be addressed by working groups, informed by capacity.</i>
Host DBA open house events for the community and DBA Members to learn about DBA, Downtown Boise, and how to get involved.	DBA Staff		
Refine standard onboarding toolkits for BID members and associate memberships.	DBA Staff		
Send out a weekly social media post in partnership with local agencies (City, CVB, CCDC, ACHD, VRT, etc.) to help build awareness and partner relations.	DBA Staff		
Share a quarterly report with members that highlights expected ROI and member benefits.	DBA Staff and Board		
Conduct regular surveys of businesses and member organizations.	DBA Staff		
Regularly schedule “educational” posts or newsletter items showing public/members what we do i.e., how to find the events calendar, what it takes to plant/maintain flowerpots, how to park in downtown overnight.	DBA Staff		
Work with Boise State class to create sector-specific reports from the survey responses and hold meetings to share these findings with each sector.	DBA Staff		

**Community Engagement Goal 4: Increase DBA board participation in community engagement efforts with targeted work groups, volunteerism, and programming.**

<b>Project or Action</b>	<b>Primary Actor</b>	<b>Resource Requirements</b>	<b>Timeframe</b> (season/year or regular interval)
Engage board members in the promotion of surveys and outreach.	DBA Staff	<i>To be addressed by working groups.</i>	<i>To be addressed by working groups, informed by capacity.</i>
Create standardized materials for onboarding new board members.	DBA Staff		
Have DBA Board members bring non-board members to DBA events and activities to learn about the processes and roles of DBA.	DBA Board		
Create targeted outreach/communications showing a diversity of individuals interacting with events and activities downtown.	DBA Staff		
Host industry specific networking events.	DBA Staff		
Create events and activities that celebrate and highlight specific aspects of cultural diversity in Boise – Soul Food festivals, etc. or integrate elements into existing activities.	DBA Staff		
Outreach to BIPOC and LGBTQ organizations to help build events focused on inclusivity.	DBA Staff		



## Goal Area 4 – Partnership

**Downtown Boise Association is a key partner in the happenings of downtown (development, advocacy, public space activation, and business development.)**

1. Work with partners to encourage and develop a wider breadth of placemaking and passive activation, including events, promotions, murals, artwork, seating, enhanced alleyways, parklets, green space, cultural assets and more.
2. Serve as an information hub for DBA members and partner organizations and be a voice in planning and development activities including cultural planning and economic development in Downtown Boise.
3. Identify opportunities for expanded partnership with businesses and organizations that have not empirically been involved with DBA.

## Partnership Implementation Tables

Partnership Goal 1: Work with partners to encourage and develop a wider breadth of placemaking and passive activation, including events, promotions, murals, artwork, seating, enhanced alleyways, parklets, green space, cultural assets and more.			
Project or Action	Primary Actor	Resource Requirements	Timeframe (season/year or regular interval)
Create a network of shared promotion for events downtown.	DBA Staff and Partners	To be addressed by working groups.	To be addressed by working groups, informed by capacity.
Leverage partner events to coalesce and coordinate various activities that build and support a greater downtown theme.	DBA Staff and Partners		
Advocate for increased transportation options to downtown – rideshare promotion codes, public transportation funding, increase the range and rate of existing bus infrastructure, etc.	DBA Staff and Partners		

**Partnership Goal 2: Serve as an information hub for DBA members and partner organizations and be a voice planning and development activities including cultural planning and economic development in Downtown Boise.**

<b>Project or Action</b>	<b>Primary Actor</b>	<b>Resource Requirements</b>	<b>Timeframe</b> (season/year or regular interval)
Work with partners to promote policies that ensure the long-term health and sustainability of Downtown Boise.	DBA Staff and Partners	<i>To be addressed by working groups.</i>	<i>To be addressed by working groups, informed by capacity.</i>
Host an industry sector meeting with DBA support, ask about partnership and development opportunities.	DBA Staff		
Attend and be an active participant in partner meetings, vision groups, governmental meetings, and stakeholder groups on a regular basis.	DBA Staff		

**Partnership Goal 3: Identify opportunities for expanded partnership with businesses and organizations that have not empirically been involved with DBA.**

<b>Project or Action</b>	<b>Primary Actor</b>	<b>Resource Requirements</b>	<b>Timeframe</b> (season/year or regular interval)
Actively seek out new partnership opportunities.	DBA Staff	<i>To be addressed by working groups.</i>	<i>To be addressed by working groups, informed by capacity.</i>
Actively focus on creating partnerships and communication channels with youth (high schools, colleges, Boise Young Professionals group, etc.) Possibly create a (non-voting) student position on the DBA Board.	DBA Staff and Partners		
Look outside of Boise to engage with advocates and potential new partners.	DBA Staff		
Create and participate in multi-organization subject-specific and staff position-specific groups for networking and resource/information sharing.	DBA Staff		

## Goal Area 5 – Internal Processes

**Downtown Boise Association is committed to evaluating and improving its internal processes and business decisions to continuously enhance its operations and ability to deliver on its mission.**

1. Continuously evaluate the success of programming, staff trainings and professional development, and community engagement/stakeholder engagement efforts.
2. Recruit a board and staff membership that more accurately represents the community we support. This includes maintaining a balanced representation of sectors while also increasing diversity and equity.
3. Increase staff capacity by 25% to achieve the goals stated in this document.

### Internal Processes Implementation Tables

Internal Process Goal 1: Continuously evaluate the success of programming, staff trainings and professional development, and community engagement/stakeholder engagement efforts.			
Project or Action	Primary Actor	Resource Requirements	Timeframe (season/year or regular interval)
Create an easy-to-use portal for volunteers to sign-up and register to volunteer at events/activities. Utilize a volunteer database and automatic emails to notify interested individuals of opportunities to volunteer; send out regular communication to keep volunteers engaged.	DBA Staff	To be addressed by working groups.	To be addressed by working groups, informed by capacity.
DBA staff engage directly with partner events/activities (volunteer for events, participate in programs, general attendance); expand who we engage with and show up for; set budgets and formalize staff professional development with access for all staff members.	DBA Staff		
Create 'standard operating procedures' for each of DBA's functions and continue to update and refine documentation.	DBA Staff and Board		
Create a post-event/activity reporting process for staff use and board reporting capturing follow-up requirements, appreciation, and ideas to improve.	DBA Staff and Board		

**Internal Process Goal 2: Recruit a board and staff membership that more accurately represents the community we support. This includes maintaining a balanced representation of sectors while also increasing diversity and equity.**

<b>Project or Action</b>	<b>Primary Actor</b>	<b>Resource Requirements</b>	<b>Timeframe</b> (season/year or regular interval)
Incorporate annual Diversity, Equity, Inclusion training for all DBA Staff and Board members.	DBA Staff and Board	<i>To be addressed by working groups.</i>	<i>To be addressed by working groups, informed by capacity.</i>
Recruit a board membership that represents all aspects of Boise's cultural diversity.	DBA Board		
Continue participation in city-wide Antiracism Coalition; develop and adopt an organization antiracism statement.	DBA Staff and Board		

**Internal Process Goal 3: Increase staff capacity by 25% to achieve the goals stated in this document.**

<b>Project or Action</b>	<b>Primary Actor</b>	<b>Resource Requirements</b>	<b>Timeframe</b> (season/year or regular interval)
Hire dedicated staff to ensure that community engagement and activation goals are achievable.	DBA Staff and Board	<i>To be addressed by working groups.</i>	<i>To be addressed by working groups, informed by capacity.</i>
Create and utilize more internship opportunities within DBA; research all area internship and workforce (i.e., AmeriCorps) opportunities we could utilize.	DBA Staff and Board		

## Evaluation and Continuous Improvement

### Strategic Planning Dashboard and Review

Upon implementing the strategic plan, the Board and DBA staff commit to regular tracking and review of the goals, activities, and outcomes to ensure that the plan remains adaptive to changing conditions. To be adaptive, DBA will implement these tracking and review mechanisms:

**Working Groups** – a dedicated taskforce of board members will meet at least quarterly to review the progress on their assigned goal area. Facilitated by DBA staff, the working groups will suggest continuous improvement ideas on how to adapt to changing circumstances. Updates to the strategic plan encouraged!

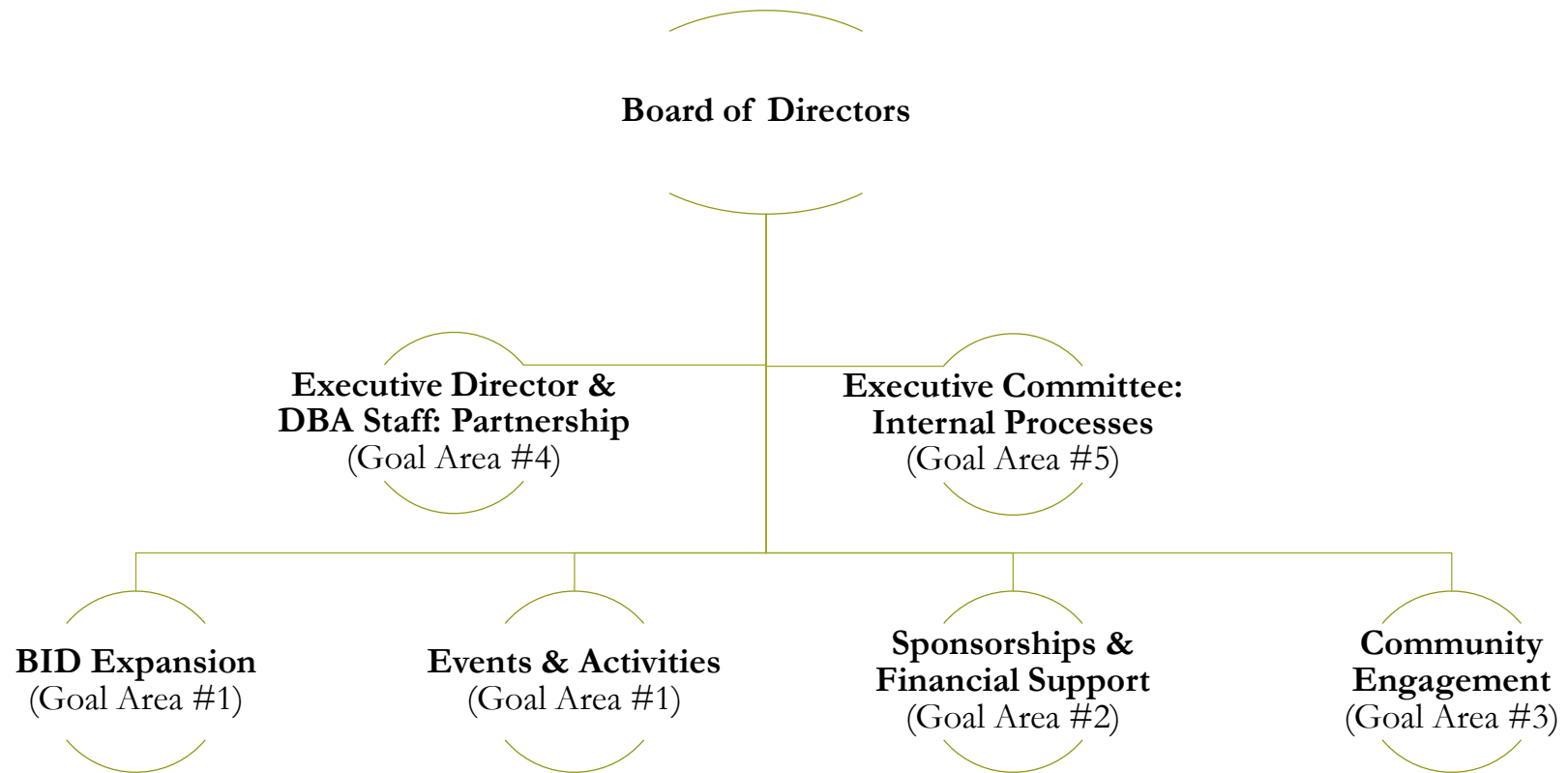
Feedback Tool	Function	Timing
<b>Strategic Dashboard</b>	<ul style="list-style-type: none"><li>Tracking sheet for progress on strategic goals and actions</li><li>Updated by DBA staff</li><li>Reviewed by Executive Committee of Board</li></ul>	As Needed
<b>Staff Reporting</b>	<ul style="list-style-type: none"><li>Reporting progress (using Strategic Dashboard) to DBA Board of Directors by working group quarterly</li><li>DBA staff reports out relevant updates at each DBA Board meeting</li></ul>	Monthly – progress; Quarterly - formal
<b>Board Continuous Improvement</b>	<ul style="list-style-type: none"><li>Board assigns a working group to be responsible for each strategic goal breakout area</li><li>Working groups drive progress forward and (facilitated by DBA staff) offer any improvements to the strategic plan and its goals</li></ul>	Quarterly
<b>Surveying</b>	<ul style="list-style-type: none"><li>Surveying of key stakeholder groups annually to gather input on needs, DBA goals, downtown activities, and perceptions</li><li>Every three years, conduct a robust stakeholder survey to understand the needs and improvements in Downtown Boise</li></ul>	Annually and Every 3 Years

## DBA Continuous Improvement Cycle



## Board of Directors Structure

To monitor the progress and continuous improvement of the DBA Strategic Plan, the Board will structure itself to review the plan and its implementation.



**Goal Areas** 1: Downtown Ecosystem; 2: Financial Sustainability; 3: Community Engagement; 4: Partnership; 5: Internal Processes

## Appreciation

This strategic plan, and the months of work that went into it, was supported by the following individuals and the team at Agnew::Beck. We wish to express our appreciation for their time, engagement, and enthusiasm for Downtown Boise.

### Project Team

Dean Bennett – DBF Board Member, Holland & Hart  
Norelle Bond – Downtown Events Manager, Meriwether Cider  
Karen Bubb – Artist and Boise City Department of Arts & History  
Tara Eiguren – DBA Board Member, Basque Market

Jennifer Hensley – DBA Executive Director  
Wes Jost – DBA Board President, Zions Bank  
Mel Khampha – DBA Program Manager  
Karl LeClair – Artist and Boise City Department of Arts & History

### DBA Staff

Heather Lile, Business Relations and Development Manager  
Blair Wilson, Communications Manager

Andre Womack, Downtown Experience Manager

### DBA Board

Sophie Sestero – President Elect, Fahlgren Mortine  
Jacob Zwygart – Secretary/Treasurer, Little-Morris CPAs  
Jessica Carter – Past President, Drake Cooper  
Kent Collins – Flying M Coffee House  
Moya Shatz Dolsby – Idaho Wine Commission  
Caleb Donegan – Vacasa  
Chris Dwyer – Cushing Terrell  
Rocci Johnson – Humpin' Hannah's  
Josh Jordan – J.R. Simplot Company

Molly Leadbetter – Meriwether Cider  
Remi McManus – KIN  
Kelsey Miller – SHIFT boutique / KEYSTONE station  
Pat Moloney – TMN Events  
Daniel Rockrohr – Cactus Bar  
Lana Roth – BANANA Ink / Compass Goods  
Jay Story – Story Commercial  
Lisa Tschampl – Boise Cascade  
Zach Zollinger – Holland & Hart

### Ex-Officio Directors

John Brunelle – Capital City Development Corporation  
Bill Connors – Boise Metro Chamber  
Clark Krause – Boise Valley Economic Partnership  
Nic Miller – Boise State University  
Kathy O'Neill – JUMP

Patrick Rice – Greater Boise Auditorium District  
Kati Stallings – Boise Young Professionals  
Eric Trapp – Idaho Steelheads  
Carrie Westergard – Boise Conv. & Visitors Bureau

### Advisory Members

Kent Goldthorpe – Ada County Highway District  
Marcia Gronsdaahl – St. Luke's Health System  
Ken Howell – Legal Counsel, Hawley Troxell

Sean Keithly – City of Boise Mayor's Office  
Officer Ed Moreno – Boise Police Department  
Holli Woodings – Boise City Council