

Attachment A

Downtown Phoenix Inc. 2025 EMSD Work Plan

Administration, Finance, and Information Technology

Goal: To manage shared resources and maximize efficiencies while supporting initiatives and projects organization-wide.

Proposed Objectives to Achieve Goal

1. Provide technical assistance for customer relationship management (CRM) platform
2. Continue to identify process improvements, training, budget saving opportunities, and ways to help staff across all DPI departments and affiliates work more efficiently and effectively
3. Support the work of all DPI departments and affiliates through finance, administrative, HR and IT services
4. Manage DPI employee benefits and payroll compliance
5. Utilize and maximize resources within Emfluent program, a local Predictive Insights firm that specializes in talent optimization, office culture development, career pathing and hiring best practices
6. Prioritize employee development and retention throughout the year
7. Oversee the implementation and completion of mid-year and end-of-year assessments
8. Help create an experience for both employees and visitors, making it an increasingly magnetic nexus of city building activity
9. Manage inventory and spending of Downtown Phoenix Inc. branded merchandise and uniforms

Marketing & Events

Goal: Sustaining our neighborhood's positive momentum through mission-driven programming and events, relentless business support, rich, human interest-driven storytelling, and user-friendly resources that reinforce our live/work/play/learn/create identity.

Proposed Objectives to Achieve Goal

1. Continue to develop and expand potential of new dtphx.org web site, which migrated away from WordPress and Google to an industry leading firm GeoCentric, a company that specializes in building web sites for place managing organizations like ours
2. Continue to share more human interest stories through the DTPHX blog and social media, similar to Phoenix Community Alliance's (PCA) City Shapers series that spotlights legacy Members and other Downtown leaders; in addition to highlighting those stakeholders, investors and Members who have impacted our Downtown it's also important that we raise the profile of the work we do to propel the neighborhood forward (Clean + Green Team, DTPHX Ambassadors, event support, business support, etc.)
3. Develop targeted PR campaigns to amplify the organization's initiatives. This includes reports on economic growth, DPI produced events, and other newsworthy announcements
 - a. Track media results through a media monitoring program that showcases reach, impressions, and publicity value
 - b. Track events results to show growth and impact

4. Cultivate strategic partnerships with City of Phoenix, Visit Phoenix, and Arizona Office of Tourism to streamline marketing efforts and increase awareness about Downtown stakeholders, events, and special announcements
5. Raise public awareness to work DPI is doing to support individuals experiencing homelessness:
 - a. Promoting the work of our Outreach Navigators
 - b. Promoting We're In This Together v2.0 campaign
 - c. Promoting work being done in DTPHX Community Resources Hub, a new facility opening in Q4 2024 that will serve as a coordination headquarters for several Downtown partners who are working collaboratively to support homelessness services, including the DTPHX Ambassadors, the City's Community Assistance Program (CAP), DPI's contracted Outreach Navigators, Valley Metro, the Phoenix Police Department's Downtown Operations Unit (DOU), plus Upward and Onward, a team that provides learning challenged graduating Phoenix Union seniors with work experience in Downtown
6. Continue to curate an events portfolio that checks multiple mission-driven boxes:
 - a. Family Friendly
 - b. Activating Public Spaces
 - c. Inclusive
 - d. Promoting Downtown Businesses
 - e. Budget Friendly
 - f. Multi-Cultural
 - g. Arts-Centric
7. Continue to identify new creative event spaces to expand our portfolio, positively impact other areas of Downtown and to help relieve stress on our Downtown parks
8. Increasing event attendance through increased outreach to Downtown employees, students and residents
 - a. Continue collaboration with ASU leadership to activate Civic Space Park
 - b. Work with Community Engagement department to target property managers and help attract more Downtown residents to our events
9. Continue celebration of cultural events like Can I Kick It (Black History Month) and Loteria (Hispanic Heritage Month)
10. Advance our event recruitment strategy by creating a trusted network of Downtown event producers and convene those producers annually while connecting them to important City administrators in Parks and Recreation, Public Safety, Permitting, etc.
11. Create a Downtown focus group made up of residents, students, employees and business owners that will provide important feedback and direction to our staff
12. Continue to grow sponsorship opportunities, focusing on providing opportunities to our investors and stakeholders
13. Continue to work with Visit Phoenix, Phoenix Convention Center, and hospitality partners to sell Downtown to convention clients and event producers, including assisting on site visits, executing golf cart tours and leveraging our constantly improving amenity package

DTPHX Ambassadors and Clean & Green Team

Goal: To curate a distinguishing sidewalk experience that is clean, safe, welcoming, and inclusive.

Proposed Objectives to Achieve Goal

Ambassador Program

1. Continue to serve as eyes and ears for Downtown by maintaining up to 24 full-time positions
 - a. Includes funding to financially support two (2) City of Phoenix Civic Space Park Rangers
2. Continue to participate in the City's coordinated efforts to reducing homelessness by connecting individuals in need to services
 - a. Continue to provide services to EMSD and Greater Downtown through two (2) dedicated dehp Integrative Services Outreach Navigators who office with DPI and coordinate with DTPHX Ambassadors and Downtown stakeholders directly
3. Continue to develop Ambassadors through monthly training programs beyond 30/60/90-day onboarding
 - a. Provide street-level business tours and walking familiarization tours to Ambassadors to keep up with the rapid growth and development of Downtown
 - b. Schedule ongoing field trainings such as CPR and self-defense
 - c. Offer professional development opportunities through Emfluent partnership
4. Manage the front lobby of both the DPI main office and the new Community Resources Hub at Central and Washington, which acts as a coordination headquarters for several Downtown partners who are working collaboratively to support homelessness services, including the DTPHX Ambassadors, the City's Community Assistance Program (CAP), DPI's contracted Outreach Navigators, the Phoenix Police Department's Downtown Operations Unit (DOU) and Valley Metro, plus Upward and Onward, a Phoenix Union High School program that provides work experiences for learning-challenged graduating seniors at CityScape businesses
5. Continue to track daily and report monthly Ambassador interactions and services through Eponic hand held devices
 - a. Increase stakeholder awareness and usage of the Eponic app, which allows stakeholders to request services digitally
6. Maintain inventory of DTPHX-branded merchandise for visitors and incentives for interactions with info tables and other Ambassador activations
7. As Downtown development continues to deliver new residential and commercial offerings, evolve deployment to best serve entire EMSD
 - a. For example, thousands of apartment units have recently opened or will open in 2024/2025 in the northwest portion of the EMSD
 - b. Starting January 1, 2025, the northern portion of the Phoenix Bioscience Core (PBC) will be included in the EMSD and allow for Ambassador presence

Clean & Green Team

1. Continue to clean and disinfect high-touch, high-traffic public spaces and infrastructure with pressure washing equipment
2. Improve walkability of Downtown's corridors and enhance the street level experience through landscaping
 - a. Increase shade through tree plantings and identify potential grant funding to purchase and install manufactured shade structures for high traffic sidewalks where trees cannot be planted
 - b. Continue adding planters with flowering plants to beautify building exteriors near main intersections throughout the EMSD
 - c. Focus on west/northwest portions of EMSD where thousands of apartment units have recently opened or will open in 2024/25
 - d. Starting January 1, 2025, the northern portion of the Phoenix Bioscience Core (PBC) will be included in the EMSD and will be a new area of focus for landscaping services

- e. Continue to design, install and maintain dog stations throughout the EMSD
3. Continue to assess and improve public amenities throughout the Streetscape Improvement District, such as:
 - a. Site furnishings like artistic benches and chess/checkers tables
 - b. Outdoor string lights across pedestrian corridors and other decorative lighting
4. Continue to assess existing vehicular and pedestrian wayfinding signage throughout the EMSD and provide recommendations for updating or sunsetting existing signage
5. Continue to support Downtown's bike culture and pedestrian experience with an emphasis on improving the safety of sidewalks, crosswalks and bike lanes
 - a. Support stakeholders, such as ASU, working with the City of Phoenix to create pedestrian malls/corridors
6. Update branding on Clean & Green trucks and equipment to align with corporate marks

Community Engagement

Goal: To inform and engage Downtown Stakeholders in Downtown Phoenix Inc.'s events, resources, and services by building and supporting avenues of communication.

Proposed Objectives to Achieve Goal:

1. Continue staff's familiarization and proficiency in the utilization of Client Relationship Management (CRM) platform Virtuoso, and refine stakeholder lists to maximize performance and allow for more targeted communications and stronger historical data
2. Continue to work with Valley Metro and Kiewit to strategize around Light Rail construction mitigation, working collaboratively toward completion of the South Central extension and assisting with "Launch Day" information campaign
3. Ensure proper communication channels are in place with property management, security teams, and parking teams to support Downtown's high volume event days
4. Work with City of Phoenix Street Transportation Department to continue to monitor and assess the use and efficacy of the co-branded 15-minute metered parking spaces
5. Raise awareness of our services with property managers and ownership of new and recent apartment developments within the EMSD, with the ultimate goal of reaching the residents inside of them
6. Continue placemaking efforts throughout EMSD by partnering with stakeholders on a variety of projects
 - a. Continue Family Friendly infrastructure initiative by continuing to update Story Walk at Arizona Center, expanding Family Friendly Hotel Award, building out musical instrument activation at Regency Garage, etc.
 - b. Establish partnerships with local sustainability experts for greening projects and redevelopment of green space
7. In partnership with Marketing + Events department, support community efforts to resurrect Downtown Neighborhood Association (DNA), including stakeholder outreach, Member recruitment, business matchmaking and marketing services
8. Evolve street pole banner program to be increasingly process oriented and cost efficient to improve value proposition and increase non-assessment revenue
9. Continue stakeholder engagement through monthly meetings (Open House, Events, Streets + Transportation), email communications (SOE, Stakeholder Alerts) and individual visits and events

10. Host a series of amenity familiarization + heat mitigation walks to determine where priority areas are for a variety of different stakeholders (i.e. residents, families, office tenants, etc.) Use findings to influence our work in the public realm

Business Development

Goal: To foster Downtown as a sustainable, inclusive, family-friendly and economically-viable business, education, entertainment and residential center of our city and region.

Proposed Objectives to Achieve Goal:

1. Assist the City of Phoenix's Community and Economic Development Department with the attraction of new businesses and companies while also targeting retail gaps in Downtown, with emphasis on non-F&B businesses
2. Assist the City of Phoenix's Community and Economic Development Department with prioritizing office retention efforts
 - a. Continue to support companies' employee retention + attraction efforts through employee engagement initiatives
3. Continue to serve as "one-stop" information + data resource for developers, brokers, and companies interested in locating/expanding Downtown, including access to a new digital twin platform specifically for Downtown Phoenix
4. Improve collection, organization and presentation of data, including but not limited to GIS mapping tools, to develop a strong understanding and visualization of Downtown trends
5. Continue to promote, organize and facilitate curated golf cart tours of Downtown for brokers, potential tenants, developers and other stakeholders to showcase the area and foster valuable new business connections
6. Improve connectivity to commercial property management teams and increase their awareness of business development services and economic development data and collateral available to them through DPI