



2026 EMSD Work Plan

****DRAFT****

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, affiliates and facilities through finance, administrative, HR and IT services
4. Manage DPI employee benefits and payroll compliance
5. Utilize and maximize resources within Emfluent platform, 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. Curate a desirable in-office experience for both employees and visitors, making our HQ an increasingly magnetic nexus of city building activity
9. Working with Marketing, Ambassadors and Clean + Green Team, manage inventory and spending of Downtown Phoenix Inc. branded merchandise and uniforms
10. Manage compliance with City contract, including annual audit

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. With Community Engagement and street teams, provide support to City of Phoenix and Local Organizing Committee in hosting 2026 NCAA Women's Final Four; use opportunity of hosting Women's Final Four to elevate and amplify Downtown's increasingly compelling story
2. Continue to develop and expand potential of new dtphx.org web site, which debuted in 2025
3. Continue to leverage the Downtown Insider, which experienced 40 percent subscriber growth in the first five months of 2025
4. Continue to share human interest stories (business owners, students, residents, employees, community leaders etc.) through the DTPHX blog, Insider and social media while also using our platforms to promote the important work we do to propel the neighborhood forward (Clean + Green Team, DTPHX Ambassadors, convention and mega event support, homeless outreach, volunteering, event support, business support, etc.)
5. Develop targeted PR strategies to amplify the organization's initiatives, including reports on economic growth, seasonal campaigns, 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 event results to show growth and community impact
6. Bolster strategic partnerships with City of Phoenix, Visit Phoenix, and Arizona Office of Tourism to streamline marketing efforts and increase awareness of Downtown businesses, cultural institutions, events and amenities
7. 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 collaborative work being done in DTPHX Community Resource Hub, a new facility managed by DPI that provides office space for key partners like Valley Metro, City of Phoenix Community

Assistance Program (CAP), Upward and Onward, Phoenix PD's Downtown Operations Unit (DOU) and our contracted Outreach Navigators

8. Continue to curate an events portfolio and inclusive placemaking pop-ups that check 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
9. Continue to identify new creative event spaces to expand our Venue Menu, positively impacting other areas of Downtown while relieving stress on Downtown parks
10. Increase event attendance through outreach to Downtown employees, students and residents
 - a. Continue working with ASU leadership to activate Civic Space Park
 - b. Work with Community Engagement and residential property managers to attract more Downtown residents to events
11. Continue celebration of cultural months, including DPI campaigns, produced and sponsored events, stakeholder engagement and community feedback (social media, surveys)
12. Continue to advance our event recruitment and curation strategies by growing our trusted network of Downtown event producers and convening those producers, in partnership with the City, twice yearly
13. Continue to grow sponsorship opportunities, focusing on providing opportunities to our investors and stakeholders
14. 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 reduce homelessness by connecting individuals in need to services and shelter
 - a. Continue to provide services to EMSD and Greater Downtown through two (2) dedicated dehp Integrative Services Outreach Navigators, who office out of the DTPHX Community Resource Hub and coordinate with DTPHX Ambassadors and Downtown stakeholders directly
3. Continue to professionally 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 and other professional development opportunities
4. Manage the front lobby of DPI's main office
5. Continue to track daily (and report monthly) Ambassador interactions and services delivered through Eponic handheld devices; continue to explore viability capabilities of Eponic's web-based app, which would give stakeholders direct access for services requests
6. As Downtown development continues to deliver new residential and commercial offerings, evolve deployment to best serve entire EMSD, including newly added northern portion of Phoenix Bioscience Core

Clean & Green Team

1. Continue to clean 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 pedestrian friendliness through tree plantings and potentially, with the help of grant funding, manufactured shade installations
 - b. Continue adding planters with flowering plants to beautify building exteriors near intersections throughout the EMSD
 - c. Continue to focus on west/northwest portions of EMSD, where thousands of apartment units have recently opened
 - d. 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. Additional trash/recycling receptacles
4. Assist City of Phoenix with implantation of Downtown Parking Plan recommendations regarding 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
6. Continue to work with City of Phoenix Streets Department to address signaling improvements throughout EMSD
7. Support stakeholders, such as ASU, working with the City of Phoenix to create pedestrian malls/corridors

Community Engagement

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

Proposed Objectives to Achieve Goal:

1. Continue staff's familiarization and proficiency in the utilization of Client Relationship Management (CRM) platform Virtuous, and refine stakeholder

lists to maximize performance and allow for more targeted communications and stronger historical data

2. Ensure proper communication channels are in place with property management teams, security teams, and parking management teams to support Downtown's high volume event days; implement tech systems that will streamline these communications
3. Raise awareness of our services with residential property managers and ownership of new and recent apartment communities within the EMSD, with the ultimate goal of seeing our welcome kits and printed collateral reaching residents who live in those towers
4. Continue placemaking efforts throughout EMSD by partnering with stakeholders on a variety of projects
 - a. Continue Family Friendly infrastructure initiatives, like Story Walk, and create a guide to family friendly amenities Downtown
 - b. Establish partnerships with local sustainability experts for greening projects and redevelopment of green space
5. Continue to partner with Downtown neighborhood groups like Downtown Core Community and Evans Churchill Community Association (Ex: Group bike rides, volunteer cleanups, etc.)
6. Strategically utilize streetpole banners for evergreen marketing and placemaking initiatives
7. Continue stakeholder engagement through monthly meetings (Open House, Events, Streets + Transportation), email communications (SOE, Stakeholder Alerts), events and one-on-one touchpoints
8. Leverage Downtown focus groups—made up of residents, students, event producers, employees, business owners, etc.—to help inform staff direction; formalize structure and cadence to maximize feedback
9. Continue to grow The Flock volunteer program:
 - a. Host a wide variety of volunteer opportunities that increase engagement with Downtown students, employees and residents
 - b. Continue to deploy The Flock as an additional value to event producers
 - c. Partner with local non-profit organizations to host satellite volunteer opportunities in public spaces and residential + office towers
 - d. Continue to build the database of volunteers
 - e. Pilot a community impact program that engages local businesses

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 in prioritizing office retention efforts; enhance employee retention and attraction by leading strategic engagement initiatives, such as regular employer/employee surveys and proactive relationship-building with company leaders
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
4. Maintain and regularly update Downtown Business Core data resources, including but not limited to: monthly Facts & Figures one sheet, demographic reports and development tracking; this data ensures accurate reporting by DPI and its partners and helps 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. Maintain 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
7. Conduct regular business retention + expansion visits with Downtown street-level businesses to build relationships, identify challenges, connect to resources, and provide direct technical assistance where needed
8. Support the Downtown Phoenix Community Development Corporation [DP CDC] in advancing affordable housing development in/adjacent to the EMSD
9. Continue to manage and curate the Downtown Phoenix Digital Twin, including providing user support, coordinating with technical partners, maintaining existing data, and identifying new data sources