

## **Attachment A**

### **2024 Downtown Phoenix Enhanced Municipal Services District Proposed Work Plan**

Developed by staff for Advisory Board and City Council approval, the following goals and objectives are guided by the priorities of Enhanced Municipal Service District (EMSD) stakeholders and the mission of DPI.

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. Manage newly implemented customer relationship management (CRM) platform for stakeholder contacts and engagement as well as PCA membership
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, and IT services
4. 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
5. Prioritize employee development and retention throughout the year
6. Oversee the implementation and completion of mid-year and end-of-year assessments
7. Enhance the office experience for both employees and visitors, making it an increasingly magnetic nexus of city building activity
8. Manage inventory and spending of Downtown Phoenix Inc. branded merchandise and supplies

## Marketing + Events

Goal: Promoting our organization's brand of mission-driven service and advancing the narrative of our evolving neighborhood through inclusive events, dynamic digital storytelling, in-demand visitor resources and strategic media campaigns

### Proposed Objectives to Achieve Goal

1. Complete buildout and open new Community Resources Hub
2. Continue to create content that strengthens dtphx.org and DPI's social media platforms as invaluable resources for Downtown news and event information, while also capturing the spirit that makes our neighborhood great
3. Continue to enlist artists, community contributors, and social media influencers to help elevate our events and tell diverse, inclusive, and authentic Downtown stories
4. Continue to strengthen our events portfolio, with special attention paid to inclusive events, cultural events, family friendly events and those events that activate public spaces and benefit our street level businesses
  - a. Similar to programs executed during Super Bowl, use large events like Final Four as megaphones for telling Downtown's story
5. Continue to reimagine dtphx.org, including improving the events calendar and overall navigation site-wide, streamlining business information and putting the enhanced municipal services our organization provides front and center
6. Continue to advocate for local artists, bring new pieces of public art to the neighborhood, and create new ways to promote Downtown's thriving art scene
7. Continue to promote and raise awareness of family-friendly infrastructure, amenities and events

8. Continue to work with Visit Phoenix, Phoenix Convention Center, and hospitality partners in booking new business, securing return business and ushering Phoenix's rise up the convention city rankings

## Community Engagement

Goal: To ensure stakeholders are engaged, informed, and excited about being a part of an authentic, hyper-local and experiential Downtown for all

### Proposed Objectives to Achieve Goal

1. Continue to engage and inform stakeholders via monthly Open House meetings, monthly Events, Streets and Transportation meetings, monthly Schedule of Events (SOE) email communications as well as high impact stakeholder alerts
2. Fully migrate to and utilize new Client Relationship Management Platform (CRM), Virtuous, to dive deeper into data organization and consolidation, so that stakeholder records can be accessed cross- departmentally and eventually be transitioned to being managed by Administration, Finance, and Information Technology
3. Continue to work with Valley Metro and Kiewit to strategize around light rail construction mitigation as well as next steps for the future of light rail ridership including but not limited to: preparing the public for active track use, safety and best practices, mobile fares, wayfinding and rechargeable passes
4. Ensure proper communication channels are in place with property management and security teams leading into Final Four 2024 and other major events
5. Advance multi-modal transportation initiatives and act on parking study recommendations
  - a. Work with City of Phoenix Street Transportation Department to implement additional co-branded 15-minute metered parking spaces near new high-rise residential and street level retail

- b. Work with City of Phoenix Police Department and City of Phoenix Street Transportation Department and City of Phoenix special event staff to reimagine the Sunburst Traffic Plan
- 6. Continue placemaking efforts by commissioning public art and creating cross-collaborative pop-up activations with stakeholders in public spaces
- 7. In partnership with Marketing + Events department (Events Manager), continue to grow and evolve “The Flock” volunteer program utilizing Virtuous Volunteer Management Software
- 8. Continue to fine tune street pole banner program processes to be more cost-efficient and generate higher non-assessment revenues

### DTPHX Ambassadors | Clean + Green Team

Goal: To continue building on our reputation as one of the cleanest and most welcoming downtowns in the country

### Proposed Objectives to Achieve Goal Ambassador

#### Program

- 1. Continue to serve as eyes and ears for Downtown by maintaining 24 full-time Ambassadors
- 2. Continue to develop Ambassadors through ongoing series of monthly trainings beyond 30/60/90-day onboarding program
  - a. Provide familiarization tours to Ambassadors to keep up with the rapid growth and development of Downtown
  - b. Ongoing trainings such as nonviolent crisis intervention, CPR, stop the bleed, self-defense and active shooter, plus increased engagement with Downtown Operations Unit
- 3. Continue to participate in the City’s coordinated efforts to reducing homelessness by connecting individuals experiencing homelessness to services

- a. Continue partnership with Community Bridges and two (2) full- time Outreach Navigators while expanding coordination with Arizona State University's CBI Navigator and security team
- 4. Modify "hydration station" to be battery powered for easier mobility and to use as a mobile collateral kiosk by Ambassadors
- 5. Increased bike training allowing for more coverage and speedy response
- 6. Increase pop-up park activations
- 7. Increase info tables (not just at events)
- 8. Continue to work with ASU to activate Civic Space Park
- 9. Grow inventory of promotional giveaways

#### Clean & Green Team

- 1. Continue to clean and disinfect high-touch, high-traffic public spaces, and infrastructure with high pressure washing equipment
  - a. Invest in industrial grade equipment to better clean and disinfect public realm
- 2. Improve walkability of Downtown's corridors and enhance the street level experience through landscaping
  - a. Increase shade through tree plantings and, in partnership with the City of Phoenix and Valley Metro, install shade structures for high traffic sidewalks where trees can't be planted
  - b. Add planters with flowering plants to beautify building exteriors near main intersections throughout the EMSD
- 3. Assess and improve public amenities throughout the Streetscape Improvement District, such as:
  - a. Furnishings like benches and chess/checkers tables
  - b. Outdoor string lights and other decorative across pedestrian corridors and other decorative lighting
  - c. Interactive activations such as motion-detected street planter speakers
- 4. Continue to assess existing vehicular and pedestrian wayfinding signage throughout the EMSD and provide recommendations for updating and/or sunsetting
- 5. Continue sustainability efforts (i.e. restaurant mister sensors, waste diversion)

## Business Development

Goal: To foster Downtown as a thriving and sustainable business, education and urban living epicenter of our city and region

### Proposed Objectives to Achieve Goal

1. Promote and provide personalized tours of Downtown, in partnership with city's Community & Economic Development Department (CEDD), to developers, investors, companies, and brokers showcasing Downtown's growth and amenity package
  - a. Evolve & improve golf cart tours through new equipment and customized collateral
2. Attend all pre-development meetings at the City of Phoenix and offer support to developers and business owners looking for data or assistance to move their project forward
3. Continue to support the transition of the Phoenix Bioscience Core (PBC) into a major employment center in health, bio and life sciences
4. Focus on supporting current Downtown businesses, including restaurants and retailers, in partnership with CEDD
5. Act as the "one-stop" information resource for developers, brokers, investors, and companies interested in locating Downtown
  - a. Enhance information sharing capabilities with reimagined and more brand-aligned Business Development Collateral to forge even stronger partnerships with City and regional agencies
6. Continue to support co-working growth and the growing entrepreneurial/start-up ecosystem in Downtown
  - a. Rent desk space on a rotating basis at Downtown locations in order to establish relationships with businesses as they grow and scale
  - b. When appropriate, help maturing companies find permanent office space in Downtown

7. Assist CEDD's business attraction efforts with a focus on the following:
  - a. Non-food and beverage locally-owned retail concepts
  - b. Attracting businesses to locate, relocate or expand into Downtown's current commercial real estate vacancies
  - c. Support companies' post-Covid recovery efforts to return employees to the office
    - i. Create and manage programs that will help employers lure their employees back to the office
8. Focus on adding family-friendly infrastructure and programming to emphasize Downtown as a competitive place where families can live, work, play, and learn
9. Proactively seek opportunities to use GIS mapping, digital twin once completed, and other interactive visual storytelling platforms to promote Downtown and engage new audiences in its growth and development
10. Raise awareness of Downtown development outside of our local sphere by pursuing opportunities to participate on panels and engage in relevant industry conferences
11. Assess and implement sustainability programs and tool kits that positively impact Downtown businesses, streetscape and environment