

Downtown Tucson Partnership

2007-08 Annual Report



September 2008

@ Downtown Tucson Partnership
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The Downtown Tucson Partnership is pleased to present its first annual report. The Partnership represents a new approach to Tucson's downtown revitalization efforts. The Partnership is a collaborative effort between the public, private and non-profit sectors. It involves not only those organizations with an immediate stake in the Downtown, but also individuals and organizations who see downtown revitalization as a vital component of Tucson's future.

The Partnership held its first Board of Directors meeting in September 2007. Since that time it has: created a governance structure; assumed the assets and liabilities of its predecessor, the Tucson Downtown Alliance; taken over the Business Improvement District contract with the City of Tucson; appointed a Chief Executive Officer; and commenced operations.

The Downtown Tucson Partnership's mission is to promote and improve Downtown Tucson. It sees itself as an organization that facilitates public and private sector investment in the Downtown. The Partnership works in collaboration with many parties, including the City of Tucson, Pima County, numerous non-profit associations, and countless private companies and individuals, to achieve its tasks.

The Partnership faced many challenges in its first year of operation, ranging from the 'exploration' that every new organization faces to the assimilation of the Tucson Downtown Alliance staff and activities. By far the greatest challenge, however, has been the declining economy and its effect upon our funding base. This challenge is expected to remain with us in the coming year. We are committed, however, to not only survive but to find ways to prosper in the face of this adversity. Downtown Tucson's potential is unlimited and we have only just begun to scratch the surface.

Sincerely,

Steve Lynn, Chairman

Glenn Lyons, CEO

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Appendix 1: Consolidated Financial Statements

1. The Organization

1.1 Corporate Status

The *Downtown Tucson Partnership* is a 501(c) (6) corporation that was originally formed in 1998 as the *Tucson Downtown Alliance*.

The Downtown Tucson Partnership also controls a subsidiary 501(c) (6) corporation named *It's Happening Downtown*.

1.2 Fiscal Year

The Partnership's fiscal year is from July 1 to June 30. This report, therefore, summarizes operations between July 1, 2007, and June 30, 2008.

It's Happening Downtown (IHD) has the same fiscal year and reports of IHD operations for the year are integrated into this report.

1.3 Board of Directors

The Partnership Board of Directors consists of over thirty individuals. While the Board always seeks to recruit strong individuals to its membership, it also works to ensure that a diversity of interests are represented. In 2007-2008, Board Membership consisted of the following individuals:

Chair: Steve Lynn, Tucson Electric Power Co. and UniSource Energy Corp.

Vice-chair: Carlotta Flores, El Charro Cafe

Secretary: Jeff D'Gregorio, Royal Elizabeth Bed & Breakfast

Treasurer: John O'Dowd, Keegan Linscott & Kenon PC

Don Bourn, Bourn Partners

Michael Chihak, Tucson Citizen

Kanella Conklin, Kanella's Now & Then Clothing

Michael Crawford, Mesch, Clark & Rothschild P.C.

Beth Dell, Beowulf Alley Theatre Company

Jerry Dixon, Rio Development, Mercado District at Menlo Park

Larry Finuf, Wells Fargo Bank

Susan Gamble, Santa Theresa Tile Works, WAMO

Lawrence M. Hecker, TREO, Hecker & Muehlebach

Mike Hein, City of Tucson Manager

Chuck Huckelberry, Pima County Administrator

Mac Hudson, Menlo Park Neighborhood

John Humenik, Arizona Daily Star

Roger Karber, Diamond Rock Ventures

Mike Kasser, Holualoa Company

Michael Keith, Contemporary West Development

Doug Kennedy, Downtown Development Corporation

Nancy Lutz, Tucson Pima Arts Council

Rick Luytes, El Presidio Neighborhood / August Investments

Renee Morton, Home Style Galleries
 Rick Myers, Southern Arizona Leadership Council
 Colleen Niccum, Raytheon
 Richard Oseran, Hotel Congress
 William Ponder, Arizona Historical Society
 Steve Quinlan, Long Reality
 Ron Schwabe, Peach Properties
 Leslie Tolbert, University of Arizona
 Bob Vint, Vint & Associates Architects
 Robert Wadlow, Subway Restaurant

1.4 Board Committees

The Partnership has a number of committees assist in day to day operations. The active committees in 2007-8 included:

- Executive Committee
- Finance Committee
- Governance Committee
- Merchants Council
- Neighborhood & Residents Council
- Arts, Culture & History Council

1.5 Staff

The Partnership had approximately 22 staff positions in 2007-08. Staff were engaged in the following activities:

- Economic Development
- Public and Government Relations
- Marketing
- Events
- Maintenance
- Security
- Administration

Senior staff in 2007-08 included:

Glenn Lyons, Interim CEO
 Donovan Durband, Executive Director
 David Olsen, Marketing Director
 Brandi Haga, Administrator
 Jamie Manser, Special Events Coordinator
 Andre Cunningham, Security Supervisor
 Harry Snow, Maintenance Supervisor

2. Financial Performance

2.1 2007-08 Fiscal Year

Consolidated financial statements for the Downtown Tucson Partnership and It's Happening Downtown are included in Appendix 1. The Partnership reported a loss of \$110,933 from operations. The loss is largely the result of a decline in BID and City of Tucson grant in-lieu funds and declining event sponsorship revenues. Essentially, the revenue base declined in 2007-08 and off-setting reductions in spending did not occur.

2.2 The 2008-09 Budget

Clearly the losses of the three previous years must be reversed in the new fiscal year. New budget control and cash flow management systems have been introduced for the fiscal year 2008-09. The Partnership must achieve a net surplus in the new fiscal year to improve its working capital position; and it must do so in the face of further potential declines in its revenue base.

In 2007-08, the Partnership hired a CEO and added an economic development program to its mandate. In 2007-08, this additional expenses was covered through fundraising. For 2008-09, this expense was to have been off-set by new contributions from Pima County, which are no longer forthcoming. This will lead to dramatic program changes in 2008-09 and future years as the Partnership seeks new ways of accomplishing its objectives.

3. Economic Development Activities

The Downtown Tucson Partnership began its economic development activities in February 2008, with the arrival of its new CEO. The Partnership has been assigned a facilitating role in a number of City of Tucson and Pima County projects. It has also endeavored to assist other similar private and non-profit sector initiatives. Its principal activities have included:

3.1 The MacArthur Building

The Partnership is assisting the City of Tucson in the sale of the historic MacArthur Building, which became surplus with the relocation of the City's Planning Department in June 2008. Glenn Lyons and Board Member Steve Quinlan served on the City's Selection Committee; and the Partnership's Board of Directors and Executive Committee reviewed the Selection Committee's recommendations to sell the building to Madden Media, which was subsequently endorsed in principal by City Council in July 2008. Lyons continues to work on the final sales agreement which is expected to be approved by City Council in September 2008.

3.2 The Montgomery Ward / Roy Place Building

The Partnership is assisting Pima County in the sale of the former Montgomery Ward building, which was designed by Roy Place, a prominent local architect. After work on a draft RFP, the project team has chosen to use some of the \$740,000 remaining bond funds to restore the second floor of the building's façade prior to going to sale. This decision was made in order to reduce the risks associated with the façade renovation and "buy additional time" in a poor real estate market.

3.3 301 Paseo Redondo

The Partnership is assisting The City of Tucson in the sale for development of the 1.1 acre site, formerly known as Presidio Terrace. Glenn Lyons has conducted an economic analysis which suggests that the site can be expected to attract developers wishing to build three to four storey multi-residential project when the real estate market returns. One level of underground parking accommodating 40 private and 80 public parking spaces is anticipated. A draft RFQ and RFP have been prepared in consultation with the El Presidio Neighborhood Association and the Tucson Museum of Art, which include community-sensitive development guidelines. Authorization to proceed with the sales process is expected to go City Council in the fall of 2008.

3.4 77 E. Broadway

The Partnership is assisting Pima County in the sale of 0.7 acre parcel for development on Broadway Avenue. While discussions with a number of developers have occurred, insufficient interest exists to date to proceed with the sale process. The Partnership continues to seek out interested developers for the site.

3.5 Façade Improvement Program

The Partnership is assisting the City of Tucson in the formulation and administration of a façade improvement program in Downtown Tucson. The program offers interest-free, forgivable matching loans to owners of pre-1948 buildings in exchange of façade renovations that are backed by 10 year protective easements. Twenty five building owners/tenants representing more than thirty buildings applied for funding in the May 2008 Phase I call. The Selection Committee chaired by Glenn Lyons and assisted by Donovan Durband, selected 8 applicants for the Phase II process in August. Phase II applicants receive \$7,500 in architectural services to assist them in developing a renovation concept and cost estimates. The Selection Committee expects to select four finalists for City Council's approval in November of this year.

3.6 Downtown Infrastructure Project

The Partnership has taken a lead role in working with local merchants and property owners, and the City of Tucson and its consultants, on the streetscape/infrastructure replacement projects for Scott Avenue and Congress Street. Work is proceeding on the streetscape designs at an accelerated pace with a construction start anticipated on Scott Avenue in November 2008.

3.7 Other Projects

The Partnership has provided assistance to a number of other development projects, including the following:

- The Warehouse Arts District Urban Design Study (Williams & Dame)
- The Downtown LINKS Route Evaluation (The City of Tucson)
- Plaza San Agustin (Citizen-led)
- Appointment of a Manager for the proposed New Civic Arena

4. Marketing and Special Events

4.1 The Downtown Tucsonan

The Partnership publishes the *Downtown Tucsonan*, a monthly magazine that focuses specifically on Downtown, 4th Avenue, and University topics. This magazine, plus DTP's website, and its special events programs, serve as the primary marketing programs. DTP's Marketing Department is headed by Director of Marketing David Olsen. David also serves as the publisher of the *Downtown Tucsonan*.

The *Downtown Tucsonan* is the primary source for all the latest happenings in Downtown Tucson. The magazine covers news, arts, entertainment, events, living, business, and redevelopment projects. Average monthly circulation of the *Downtown Tucsonan* is 13,000. The magazine can be picked-up for free at over 175 locations city-wide.

Approximately 660 subscribers from 24 states, plus the District of Columbia, receive the publication via U.S. Mail on a monthly basis. A paid subscription is \$10/year for 12 issues mailed.

In the Fall of 2007, the DTP's marketing staff implemented a new internet-based version of the magazine. This new "web version" displays the *Downtown Tucsonan* exactly as it appears in print, advertisements included. The *Downtown Tucsonan* can now provide advertisers more exposure and allow readers to directly access advertisers and content. The *Downtown Tucsonan* web version receives approximately 1,000 visits per month, with approximately 16,000 pages being viewed.

In mid 2008, the *Downtown Tucsonan* continued to examine ways to increase its circulation and reach. Once such program included a planned partnership with Tucson Newspapers in the Fall of 2008, having the *Downtown Tucsonan* inserted into local daily newspapers for expanded and targeted distribution.

4.2 Website

The DTP website, www.downtowntucson.org, is the most comprehensive source of information on Downtown Tucson. It features the following pages:

- Things to Do: Entertainment & Events; Dining & Nightlife, Shopping
- Culture: Arts, History & Architecture, Museums
- Visiting: Getting Here & Parking, Lodging, Conveniences and Services
- Living: Housing Projects, Rent/Purchase Lists
- The Alliance: Staff, Board of Directors, Forum
- Investment: Rio Nuevo, Economy & Demographics, Opportunities
- Downtown Tucsonan*: A new web-based version of the print magazine

The Entertainment and Events calendar is based on a TucsonStyle.com database structure. The events calendar, along with "Galleries" and "*Downtown Tucsonan*" are the most-visited pages on the site.

The website's event calendar and its companion calendar in the printed *Downtown Tucsonan* are the most comprehensive calendars anywhere for Downtown Tucson events and activities.

The most common way for visitors to find the site are through direct requests for www.downtowntucson.org, and the top referrers are self-initiated searches on google.com ("googling" "Downtown Tucson" yields the DTP site as the top choice, as is logical), followed by msn.com's search engine. The City's website is also a major referrer. The three most popular search queries are "Downtown Tucson", "*Downtown Tucsonan*" and "Downtown Tucson Partnership".

In 2007, DTP's website had approximately 520,000 pages viewed, a 43% increase from 2006.

DTP also controls the domain www.downtowntucson.com. Would-be visitors to that site are forwarded to the downtowntucson.org site.

In conjunction with its website, the DTP's marketing department also produces and distributes E-newsletters on a monthly basis. These were sent out generally in advance of DTP-sponsored special events, but they also highlighted other downtown special events, news, and the *Downtown Tucsonan* magazine. DTP's E-newsletters have approximately 1,600 subscribers. Subscribers are generated through the website (sign-in opportunity on home page), and are solicited at special events.

4.3 Special Events

The Partnership produces a number of events each year. In 2007-08, these included:

- September 22, 2007 - Downtown Saturdays. 1,200 people in attendance.
- October 20, 2007 - Fools' Hollow. 1,500 people in attendance.
- November 17, 2007 - El Tour Downtown Fiesta. 1,200 in attendance.
- December 8, 2007 - Downtown Parade of Lights. 30,000 in attendance.
- January 19, 2008 - Dillinger Days. 2,500 in attendance.
- March 15, 2008 - Downtown Saturdays. 1,300 people in attendance
- April 26, 2008 - Chalk Art Festival. 4,000 people in attendance
- May 3, 2008 - Tucson Thunder/Arizona State HOG Rally. 4,000 people in attendance

4.4 Other Events

The Partnership also assists in various ways other producers of Downtown events. In 2007-08, the following events received financial, marketing, security or maintenance assistance:

- All Souls Procession
- Cinema La Placita
- Chili Cook-off
- Family Arts Festival
- First Fridays
- Get Fit Tucson
- Tucson Weekly's Club Crawl
- Lunch time in La Placita
- Meet Me Downtown 5k Run
- Nuestras Raices
- Open Studio Tour
- Presidio Festival
- St. Patrick's Day Parade
- Tucson Meet Yourself

5. Maintenance and Security

The Partnership operates auxiliary street maintenance and security functions under the Business Improvement District contract with the City of Tucson. In 2007-08, the Partnership employed 9 maintenance and 8 security personnel. Operations are summarized as follows:

5.1 Maintenance Activities

The maintenance team is responsible for providing their services for the Business Improvement District (BID) area. The staff works from midnight to mid-afternoon on weekdays and more limited hours on the weekends.

Staff are responsible for maintaining the sidewalks, flower pots, trees, trash cans and ashtrays, watering plants, painting and/or cleaning traffic signals, walls, business fronts and doors daily. The staff maintains and paints curbs within the BID area whenever the City's Transportation Department requests their assistance. Additionally, staff assist downtown visitors by handing out maps or brochures as needed.

An average of 11 graffiti 'tags' per day were reported for this year, a decrease of 45% from the previous year. Concentrated areas within the downtown BID were alleys, tunnels, businesses along Congress Street and Pennington Street, Zee's Warehouse and south Fourth Avenue. From July 2007-June 2008 Downtown Tucson Partnership maintenance crew have taken 624 hours to remove graffiti, which is usually removed within 24 to 36 hours. Staff also power-washes several streets once or twice a week.

5.2 Security Patrols

Downtown Security personnel are the eyes and ears of the Tucson Police. They assist the Tucson Police Department by responding to lower priority calls from members of the BID. As a result, Tucson Police officers are free to answer the more serious and emergency calls. The Security staff provides a quick response to call for service and deterrence to criminal activity within the BID area.

Staff patrols on foot, on bicycle, and on an electric motorcar. Security Officers often keep business access and city sidewalks free of pan-handlers and those who try to disrupt or degrade the smooth and free flow of pedestrian traffic. The security patrol staff have several key responsibilities: to provide a visible deterrent to inappropriate or illegal behavior, to report dangerous or illegal behavior to the police, to interact with merchants, to identify and report problems or concerns, and to provide a feeling of safety and support to the general community. Security is also responsible for maintaining a presence during outside performance venues on downtown show nights and special events.

The security staff provide escorts to citizens and merchants working downtown, or anyone who feels unsafe, to or from their cars. This year, security provided 537 escorts and/or public assistance. For the second year in a row, the highest number of reported incidents was related to Trespassing. Skateboarding incidents followed with 711 reports, which are 22% less than the previous year. Sleeping and drinking in public were the next two most common incidents reported by the security staff this year, both significantly more than last year.

6. Looking Forward to 2008-09

The Partnership looks forward to its second year of operation, recognizing that the building blocks of a revitalized downtown are just now beginning to be put in place. The City of Tucson has made great strides in the revitalization

process, since the renewal of the Rio Nuevo TIF district in 2006. Single family homes and a commercial development are now under construction in the Mercado district, while work is proceeding on its neighboring higher-density, mixed-use and museum districts. The initial work associated with the modern street car is now underway, including the 4th Street underpass, the Downtown Infrastructure Project, as well as Cushing Street connections under the I-10 and over the Santa Cruz River. The City is also working in earnest on the new arena, Convention Center expansion, and the new downtown hotel project. Rio Nuevo bonding is anticipated in the coming year; which will permit the initiation of even more work in 2009 and 2010.

The Partnership recognizes the special role that it must play in the downtown revitalization process. This effort must take many forms including:

- Leading an on-going public discussion regarding the merits of downtown, its prospects, opportunities for development, and the forms that it may take;
- Engaging in marketing and promotional activities designed to increase or improve the public's awareness, attitude, and use of downtown;
- Assisting downtown public institutions and non-profit agencies in efforts to offer arts, cultural, entertainment, and social activities within the downtown;
- Assisting the City of Tucson in its efforts to invest in public infrastructure necessary to support downtown revitalization;
- Working with the City of Tucson to ensure that its entitlement processes encourage innovation and are responsive to the special needs of downtown developments;
- Assisting the City of Tucson and Pima County in the disposition of surplus downtown land and buildings;
- Working with the private sector to explore investment opportunities in downtown; and
- Generally assisting private sector downtown developers in their dealings with government, adjacent communities, and the general public.

To this end, the Downtown Tucson Partnership will be offering a number of new initiatives in 2008-09 to fulfill its roles and responsibilities, including: the formulation of a private investment strategy for the downtown and an associated business strategy for the Partnership, as well as enhanced economic development and marketing activities that will be designed to increase downtown's interaction with Tucsonans.

Appendix 1: Consolidated Financial Statements

Tucson Downtown Alliance/Downtown Tucson Partnership and Affiliate It's Happening Downtown Combining Schedule of Revenues, Expenses and Net Assets for 2004-2008.

Fiscal Year	Alliance 2004-2005	Alliance 2005-2006	Alliance 2006-2007	Partnership 2007-2008
<u>Revenues and Support</u>				
Base Revenues City and BID	\$ 745,889.00	\$ 771,987.00	\$ 755,844.00	\$ 696,896.14
GSA Federal Contract	\$ 47,485.00	\$ 45,894.00	\$ 46,690.00	\$ 53,036.00
In lieu Agreements	\$ 16,526.00	\$ 33,058.00	\$ 33,052.00	\$ 33,053.86
In Kind Rent/Advertising	\$ 114,354.00	\$ 16,500.00	\$ 23,125.00	\$ 30,834.00
Advertising	\$ 76,331.00	\$ 76,700.00	\$ 87,976.00	\$ 83,735.00
Event Income	\$ 17,158.00	\$ 88,005.00	\$ 164,372.00	\$ 96,238.12
Lobbing Income		\$ 30,025.00	\$ -	
Economic Development				\$ 55,000.00
Gain on Sale of Asset		\$ 12,315.00	\$ -	\$ -
Other	\$ 6,376.00	\$ 16,935.00	\$ 3,782.00	\$ 19,976.00
Total Income	<u>\$1,024,119.00</u>	<u>\$1,091,419.00</u>	<u>\$1,114,841.00</u>	<u>\$1,068,769.12</u>
<u>Expenses</u>				
Administration	\$ 103,275.00	\$ 175,770.00	\$ 138,650.00	\$ 106,548.42
Maintenance/ GSA	\$ 280,898.00	\$ 293,304.00	\$ 305,880.00	\$ 319,044.00
Security	\$ 217,034.00	\$ 277,102.00	\$ 225,416.00	\$ 258,511.87
Marketing/Downtown Tucsonan	\$ 311,141.00	\$ 243,105.00	\$ 247,564.00	\$ 229,618.00
Lobbing	\$ -	\$ 30,687.00	\$ -	\$ -
Economic Development	\$ -	\$ -	\$ -	\$ 56,242.00
Loss on Disposal of Equipment	\$ 2,307.00	\$ -	\$ -	\$ -
Special Events	\$ 94,809.00	\$ 96,827.00	\$ 247,431.00	\$ 209,738.00
Total Expense	<u>\$1,009,464.00</u>	<u>\$1,116,795.00</u>	<u>\$1,164,941.00</u>	<u>\$1,179,702.29</u>
Net Income	<u>\$ 14,655.00</u>	<u>\$ (25,376.00)</u>	<u>\$ (50,100.00)</u>	<u>\$ (110,933.17)</u>
Net Assets at Beginning of year	<u>\$ 318,539.00</u>	<u>\$ 333,194.00</u>	<u>\$ 307,818.00</u>	<u>\$ 257,718.00</u>
Net Assets at End of year	<u><u>\$ 333,194.00</u></u>	<u><u>\$ 307,818.00</u></u>	<u><u>\$ 257,718.00</u></u>	<u><u>\$ 146,784.83</u></u>

**It's Happening Downtown
Balance Sheet as of June 30, 2008**

ASSETS

Current Assets

Checking/Savings

Bank One-2443 508.95

Total Checking/Savings 508.95

Accounts Receivable

Accounts Receivable 6,325.51

Total Accounts Receivable 6,325.51

Total Current Assets 6,834.46

Other Assets

Petty Cash 100.00

Total Other Assets 100.00

TOTAL ASSETS **6,934.46**

LIABILITIES & EQUITY

Liabilities

Current Liabilities

Accounts Payable

Accounts Payable 6,853.02

Total Accounts Payable 6,853.02

Other Current Liabilities

Deferred Revenue For BAM 9,238.11

Loan from TDA for cash flow 67,768.61

Total Other Current Liabilities 77,006.72

Total Current Liabilities 83,859.74

Total Liabilities 83,859.74

Equity

Retained Earnings 7,575.04

Net Income (84,500.32)

Total Equity (76,925.28)

TOTAL LIABILITIES & EQUITY **6,934.46**

**It's Happening Downtown
Income Statement for July 2007 to June 2008**

Income

Event Raffle income	300.00
Mayor Ride Income	1,560.00
Cancelation of Debt payable to	0.00
Concessions Sales	15,062.10
BAM Income 2005	0.00
interest Income	0.00
BAM Income	0.00
TDA Base Revenue Contribution	29,000.00
City of Tucson Contract	50,000.00
Sponsorships	19,600.00
Sales	244.42
Vendor Fees	7,176.60
Entry Fees	2,145.00
Special Events Income	0.00
Miscellaneous Income	150.00

Total Income 125,238.12

Gross Profit 125,238.12

Expense

T-Shirt 2007 cost of goods	2,420.00
T-Shirt Purchase	530.40
Donation from BAM to TUSD	0.00
Concessions	3,603.72
Programming	60,966.68
Merchandise Purchase	0.00
Logistical/Operational Support	71,462.66
Marketing/ Promotional	36,587.99
Insurance	6,886.54
Contracted Labor	7,253.60
Office and Operating	1,472.81
Professional Fees	15,710.00
Marshal Foundation BAM	0.00
Sponsorship of other DT events	2,844.04

Total Expense 209,738.44

Net Income (84,500.32)

**Downtown Tucson Partnership
Balance Sheet as of June 30, 2008**

ASSETS

Current assets:

Cash and cash equivalents	4,550
Accounts Receivable:	
<i>Property Based Assessments</i>	195,449
<i>Downtown Tucsonan Advertising</i>	1,454
<i>Service Contracts</i>	38,431
<i>IHD</i>	61,443
Prepaid expenses	6,798
Deposits (State Fund only)	<u>3,235</u>
Total current assets	311,359

Leasehold Improvements	758
Property and equipment	168,265
Less accumulated depreciation	<u>(152,088)</u>
	16,176
	0
Total Assets	<u><u>328,293</u></u>

LIABILITIES

Current liabilities:

Accounts payable	19,828
Accrued expense (Accounting, Compilation)	0
Accrued wages	22,312
Payroll taxes payable	7,048
Current portion of Maintenance Equipment Capital Lease	0
Line of Credit	45,554
Deferred revenue (Back To Basic grants and City of Tucson payment)	<u>0</u>
Total current liabilities	94,742

Long-term liabilities

Maintenance Equipment Capital Lease	<u>9,841</u>
Total liabilities	104,583

Retained Earnings	250,143
Net Income	<u>(26,433)</u>

Total Liabilities and Net Assets	<u><u>328,293</u></u>
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Downtown Tucson Partnership
Income Statement for July 2007 to June 2008

Income		
% of Base Revenue	\$	729,950.49
Memberships	\$	45,000.00
Project Fees	\$	10,000.00
In Kind Rent La Placita	\$	30,833.52
Advocacy	\$	500.00
Advertising Income	\$	83,735.25
Maintenance Contracted Income	\$	68,518.56
Interest Income	\$	220.87
Other Income	\$	3,771.85
Total Income	\$	972,530.54
Gross Profit	\$	972,530.54
Expense		
Cancellation of IHD Debt	\$	-
Advocacy Expense	\$	-
Personnel Expense	\$	683,577.53
Professional Services	\$	17,172.68
Office and Operating and Misc.	\$	104,502.83
Uniform	\$	2,825.83
Other Event expense	\$	21,396.44
Interest Expense	\$	1,539.86
Fuel	\$	7,380.96
Repairs and Maintenance	\$	18,015.26
Landscaping	\$	6,611.40
Supplies	\$	19,783.96
Promotion/Joint Advertising	\$	11,932.62
Moving Expense	\$	3,497.32
Travel	\$	-
Production	\$	50,008.45
Editorial	\$	18,035.00
Circulation	\$	13,114.98
Website	\$	4,515.54
Brochures, Guides, Directories	\$	1,331.00
Depreciation Expense	\$	13,722.06
Total Expense	\$	998,963.72
Net Income	\$	(26,433.18)