FY 18/19 ANNUAL REPORT
DOWNTOWN TUCSON
BUSINESS IMPROVEMENT DISTRICT
DOWNTOWN TUCSON IS A DOWNTOWN FOR EVERYONE – an eclectic, beautiful, fun, accessible, pedestrian- and bike-friendly district that embraces diversity. It is the Southwest’s premier urban hub for living, dining, retail, business, art, entertainment, and both historic and contemporary architecture.

Downtown Tucson Partnership strives to be the catalyst for making Downtown Tucson the place people want to live, work, and play; where new ideas happen; and that is the economic development and cultural epicenter of the region.
About the BID

7 Sun Link Streetcar Stops

54 Block Area

6 TUGO Bike Share Stations

392 Properties

8 Theater & Performance Venues

BID PROPERTIES

73 Food & Drink Establishments

BID BOUNDARY

70 Shops & Entertainment Establishments
The Downtown Tucson Partnership is a nonprofit, 501 (c)(6) corporation created in 1998 to implement enhanced municipal services for the Downtown Business Improvement District (BID). As the primary advocate for Downtown Tucson, our top priority is to provide core services through the Enhanced Services Agreement (ESA) with the City of Tucson. Those services include maintenance and cleaning, security, marketing and promotions, advocacy and relationship building, and economic development.
## Clean & Safe

Increase sanitation, maintenance and safety standards downtown.

### FY 18/19 Accomplishments

- Modified safety and maintenance schedules to increase evening and overnight coverage
- 24/7 maintenance and safety coverage downtown
- 21 maintenance and safety ambassadors
- Enhanced trash and graffiti removal services
- Initiated specific strategies to address chronic problems
- Standardized power washing and maintenance procedures to ensure consistent levels of cleanliness
- Implemented the use of trackers for all maintenance and safety ambassadors and body cams for safety ambassadors
- Worked with Tucson Police Department (TPD) to enforce ordinances downtown relating to urban camping, trespassing on private property, panhandling and excessive belongings
- Updated the security reference card and created a public safety resource magnet for businesses and property owners
- Equipped all staff with communication devices (e.g. radios and cell phones)
- Provided enhanced maintenance and safety to special downtown events

| 21 | Maintenance & Safety Ambassadors |
| 2,004 | Graffiti Tags & Stickers Removed |
| 36,394 | Trash Bags Discarded |
FY 19/20 Objectives

- Rebrand the Desert Survivors crew to the Clean and Green Team and provide new uniforms
- Provide comprehensive customer service training for all ambassadors
- Provide de-escalation and time and distance training for safety ambassadors
- Deploy 16 solar-powered trash and recycling compactors to Congress Street, Stone Avenue and Jácome Plaza
- Create business resource guide with contact information for specific maintenance, safety and sanitation concerns
- Advocate for enhanced infrastructure maintenance and sanitation (e.g., broken sidewalks, curbs, streetlights, trees, graffiti removal, human fecal matter)
- Purchase and deploy two police-grade bikes for safety patrol
- Purchase new company truck
Beautification & Greenscape

Enhance downtown’s overall physical appearance through buildings, parks, streetscape, sidewalks, landscaping, parking lots, alleys and roadways. Create an environment that is welcoming, safe and attractive - where people want to be.

FY 18/19 Accomplishments

- Activated Jácome Plaza with over 225 events, tournaments, classes, workshops, and exhibits including: Health at Jácome; Friday Food, Fun and Flix; Food Truck Tuesday and Thursday; Live at Lunchtime; Holidays at Jácome; Mayor’s Tree Lighting Ceremony; Parade of Lights Festival; Old Pueblo Poems; and downtown school events
- Acted as liaison between event coordinators and the Parks and Recreation (P&R) department for permitted use of Jácome Plaza
- Expanded the Building Illumination Program, detailing the roof lines of over 55 downtown buildings visible from I-10 and the Foothills
- Tight-wrapped 162 street trees with white LED lights
- Planted 243 poinsettias in City and merchant planters
- 22 businesses participated in the Window Decorating Contest
- Installed holiday decorations earlier on Black Friday
- Expanded Merchant Planter Program to include 31 planters
- Provided seasonal replacement plants to participating businesses as part of the Merchant Planter Program
- Worked with P&R to implement reseeding, fertilizing and watering schedule, resulting in beautiful lush grass areas in North and South lawns of Jácome Plaza
- Planted eight new trees downtown with Tucson Clean & Beautiful
- Created Hummingbird Hollow bird sanctuary in Jácome Plaza
- Added eight planters with trellises and climbing bougainvillea on Broadway
- Maintained 202 City planters through a partnership with Desert Survivors (DS):
  - Expanded the scope of the DS program
  - Increased the number of DS staff from four to ten
  - Expanded the days of the program from two to four days per week
  - Expanded the scope of work to include maintenance in addition to watering and caring for planters
  - Adjusted plant materials according to season and incorporated more color and flowers
  - Plant materials are drought-tolerant, native to the Sonoran Desert and grown from seed at the DS nursery
  - Implemented structured schedule for watering, sweeping gutters and weed removal
  - Realigned City planters by planter type and location
  - Designed and installed new plaques in all City planters
Objectives

• Submit park management proposal to the City and get approval of MOU for Jácome Plaza
• Advocate for replacement of damaged, dying and missing street trees downtown
• Work with City on park improvements (repaint sculpture, new pathways, trees)
• Create new signage/awning program
• Create design guidelines for signage and awnings to encourage higher design standards
• Perform alley audits and prioritize alleys for maintenance, safety, and creative activation and beautification
• Work with City to address the variety of styles/colors of street furnishings and agree to a short-term design standard for streetscape amenities to be implemented immediately
• Work with City to create a dog park downtown
DTP Connects
Homeless Outreach Efforts

FY 18/19 Accomplishments

• Expanded the DTP Connects homeless outreach program to include mobile service unit

• Mobile service unit made rounds throughout downtown every weekday searching for those in need to provide service and housing opportunities

• Connected an additional 27 individuals with housing, raising our total placement count to 111 in a two-year time period

• Earned the Pinnacle Award, the highest achievement award possible from the International Downtown Association, for the DTP Connects program

• Maintained single-digit nightly average for chronically homeless individuals sleeping on the streets and in the parks downtown – down from 104 in 2017

• CEO served on a panel at the annual International Downtown Association conference regarding homelessness

FY 19/20 Objectives

• Hire in-house, part-time homeless outreach specialist to be trained through Old Pueblo Community Services

• Require all staff to obtain online training through the Academy for Homelessness to learn how to reduce problems and conflicts, while still being inclusive

• Create active partnerships with mental- and behavioral-health specialists to address mental illness and drug addiction issues

• Continue to work with the International Downtown Association to address complex issues surrounding homelessness, mental health and drug addiction

• Develop a DTP Connects educational campaign with video testimonials
Downtown Accessibility

Make it easier to get into and around downtown.

**FY 18/19 Accomplishments**

- Hosted Downtown Transportation Forum featuring the pilot scooter program, changes to the downtown parking meters, Downtown Links, MainStreet Business Assistance and Living Streets Alliance
- Conducted research and provided recommendations for the pilot scooter program downtown
- Promoted bike share program, the streetcar and other alternative transportation modes
- Sponsored free Sun Link streetcar rides on Small Business Saturday and the 24th Annual Parade of Lights & Festival
- CEO served on the Park Tucson Commission
- Communicated road and parking lot closures to affected property, business owners, visitors and employees
- Created “Info on the Go” mobile visitor center and hydration station
- Worked with Park Tucson Commission and staff to ensure there is adequate parking at high volume times and areas through effective parking management practices

**FY 19/20 Objectives**

- Work with partners to increase lighting in downtown parks, plazas and alleyways
- Advocate for safe sidewalks and other pedestrian improvements
- Work with partners to encourage “drive less” campaign downtown
- Continue downtown ambassador program to help direct and assist visitors
- Advocate for additional protected bike lanes leading to and around downtown
- Work with partners to acquire and install digital wayfinding kiosks and advocate for projecting signage for parking structures
Marketing & Promotions

Market existing businesses, events, parks, available spaces, and business opportunities; promote an enhanced, vibrant image of downtown.

FY 18/19 Accomplishments

- Promoted 2,881 downtown events on the Weekend Report email blast
- Gained over 11,000 followers on all social media accounts for a combined 85,700 followers across Facebook, Instagram, Twitter and LinkedIn
- Created new logo for Jácome Plaza inspired by original Jácome’s Department Store logo
- Developed and implemented marketing strategies for Jácome Plaza including consistent usage of logo, a dedicated website page, a dedicated Facebook page, signage and printed materials
- Promoted Desert Nights Downtown Lights, five weeks of festivities in Downtown Tucson, centered around DTP-organized holiday events and programs including Small Business Saturday, the Holiday Window Decorating Competition, the Mayor’s Tree Lighting Ceremony, the Parade of Lights & Festival, Building Illumination Program and holiday streetscape enhancements while cross-promoting other downtown holiday-related events and business specials
- Coordinated and managed the 24th Annual Parade of Lights & Festival on December 16 that featured over 800 parade participants, over 85 float and walking entries, free streetcar rides, 35 tons of snow and a sledding hill in Jácome Plaza, seven culturally diverse musical acts and 40,500+ parade attendees
- Coordinated and managed the Mayor’s Tree Lighting Ceremony on Black Friday in Jácome Plaza. In its first year as a stand-alone event, the ceremony featured eight youth mariachi groups and the unveiling of a larger holiday tree in front of over 800 attendees
- Coordinated and managed the first annual Old Pueblo Poems literary competition that featured 20 haiku poems printed on acrylic signage and placed in downtown planters from March through June. The competition received 977 entries from 12 different states and five countries
- Increased on-street branding through park signage, planter signage, uniformed staff and branded maintenance and safety equipment
- Developed and implemented a purple parasol program to shade employees, residents and visitors from the desert sun as they move around downtown
- Maintained press schedule to promote positive news coverage on downtown
- Sponsored downtown events through monetary and in-kind contributions (e.g., The Presidio District Experience, Tucson Meet Yourself, and many more)
- Created and distributed DTP swag items such as Downtown Tucson tote bags, water bottles, pens, and cooling towels at downtown events
FY 19/20 Objectives

- Implement a new Downtown Tucson Gift Card program
- Redesign DowntownTucson.org website and improve functionality
- Create robust contact and data management system
- Create video promotion explaining the Business Improvement District and the work of DTP
- Refine email marketing to increase open rates and better inform stakeholders and the public through targeted messaging
- Expand and refine contact lists and email subscribers
- Continue to promote downtown events and businesses through the Weekend Report email blast
- Continue to promote an enhanced, vibrant image of downtown through social media
- Continue to market Desert Nights Downtown Lights, five weeks of festivities in Downtown Tucson, including cross-promoting other downtown holiday-related events and business specials
- Continue to coordinate and manage DTP-organized events (e.g., holiday events, Old Pueblo Poems and Jácome Plaza events)
- Create and distribute a downtown core map (tear sheet) to area hotels and visitor centers
- Create “We were here ...” door hanger for Maintenance and Safety services at downtown BID businesses
- Continue to coordinate co-op advertising campaigns (Uniquely Tucson Destination Downtown, Downtown Desert Deals, UA Lecture Series, Desert Nights Downtown Lights)
- Update Downtown Tucson Food + Drink Guide

85,700 Followers
1,260 Purple Parasols Distributed Downtown
5 Weeks of Holiday Festivities
Economic Development

Business recruitment and retention; residential and mixed-use development support.

FY 18/19 Accomplishments

- Downtown Tucson was one of 12 cities nationwide to be included in the Value of U.S. Downtowns and Center Cities Report: Second Edition report. This groundbreaking report articulates the inherent value a downtown provides to the greater city and highlights downtown’s unique and impactful contributions while accounting for over 100 key data points based on economy, inclusion, vibrancy, identity and resilience.

- Organized eight Merchants and Retail Council meetings with area businesses and stakeholders.

- Organized three Merchant Mixers to informally connect area businesses and stakeholders.

- Created a new Merchants and Retail Council website page with meeting dates, agendas, meeting recaps and additional resources for merchants and retailers.

- Met with developers and assisted with market research and other information on downtown.

- Published the Downtown Tucson Development Report Summer 2018 with detailed statistics on business and development projects in and around the downtown area.

- Updated the monthly Economic Development Blog comprised of detailed information on 49 under-construction, completed and proposed development projects.

- Updated and maintained Downtown Business Trends, Downtown Pulse and Downtown Housing Forecast reports.

- Created a new Rent a Home Downtown website page to include rental details on 20 multifamily buildings downtown including a description, neighborhood, square feet range of units, rate range of units and range of bedrooms per unit offered.

A strong downtown is critical for a successful city and region. Downtowns, with their relatively small share of land mass, provide significant economic and community impacts, with multiple benefits for both the city and region. The Downtown Tucson Partnership, with support from Rio Nuevo and the Southern Arizona Leadership Council (SALC), partnered with the International Downtown Association (IDA) to provide a comprehensive report on Downtown Tucson’s value to the city and the region.
FY 19/20 Objectives

- Publish the Downtown Tucson Development Report 2019
- Integrate available commercial properties downtown into the new website
- Continue to organize monthly meetings and seasonal mixers for the Merchants and Retail Council
- Continue to update the Economic Development Blog monthly
- Work with Rio Nuevo to address Congress Street vacancies
- Identify downtown market needs and implement recruitment efforts through the retail recruitment program
- Assist and facilitate discussions with downtown developers and new businesses. Aid, support and streamline approvals, and remove obstacles for permitting and approval processes
- Create business recruitment packet utilizing new folders and marketing materials such as, welcome letter from Mayor and DTP President & CEO, list of incentives, available commercial properties, Strategic Plan and event/promo info
- Assist with market research and other information on downtown
Resource Development & Financing

Strengthen the organization’s financing, staff and board structure, and organizational development and growth.

**FY 18/19 Accomplishments**

- Raised $177,000 through sponsorships, grants and contributions
- Provided monthly training opportunities for staff
- Provided annual review and bonuses based on merit for entire staff
- Increased wages and benefits for all staff
- Celebrated the 20th anniversary of the BID with an anniversary party following the Annual Meeting
- CEO was appointed to the International Downtown Association board
- Created and implemented transition plan for human resources and bookkeeping
- Implemented new accounting software
- Implemented new planning and project management software
- Hired new office manager/bookkeeper
- Established monthly and weekly objectives for organization and staff
- Met weekly with staff individually and monthly as a group
- Solidified new home base for DTP Maintenance & Safety, including storage in the Pima County Public Service Center
- Confirmed financial commitment of City and County to meet (in lieu of) BID assessment
- Hired NBS Government Finance Group to more efficiently and accurately manage all aspects of BID assessments
- Implemented board meeting recap email blasts to make it easier for board members to review past meeting materials and presentations
- Standardized board member and officer evaluations

**FY 19/20 Objectives**

- Continue to seek additional funding through sponsorships, grants and contributions
- Provide additional benefits for ambassadors including foot screening by podiatrist, new work boots, budgeting and financial advice, staff training and team-building activities
- Continue to provide annual performance reviews and incentive program to include benchmarks and deliverables for staff
- Reach out to all non-contributing property owners located within the geographic boundaries or adjacent to the BID and request in lieu of payment in exchange for benefits received
- Create a nonprofit division of the Downtown Tucson Partnership
- Continue to send board meeting recap email blasts
- Standardize board member and officer applications
## FY 18/19 Financial Summary

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<thead>
<tr>
<th>DESCRIPTION</th>
<th>ACTUAL</th>
<th>%</th>
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<tbody>
<tr>
<td><strong>Revenue</strong></td>
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<tr>
<td>Private Properties</td>
<td>$539,073</td>
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<tr>
<td>Enhanced Service Agreement</td>
<td>$365,000</td>
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<tr>
<td>Park Tucson Contract</td>
<td>$213,128</td>
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<tr>
<td>Sponsorships, Grants &amp; Other</td>
<td>$204,357</td>
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<tr>
<td>Rio Nuevo Properties</td>
<td>$189,550</td>
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<td>Pima County Properties</td>
<td>$180,000</td>
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<tr>
<td><strong>Total</strong></td>
<td>$1,691,108</td>
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<table>
<thead>
<tr>
<th><strong>Expenses</strong></th>
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<tr>
<td>Maintenance &amp; Safety</td>
<td>$865,415</td>
<td>51%</td>
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<tr>
<td>Park Tucson Contract</td>
<td>$228,799</td>
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<td>Marketing</td>
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<td>Administration</td>
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<td>Economic Development</td>
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<tr>
<td><strong>Total</strong></td>
<td>$1,681,483</td>
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**Net Surplus before Depreciation**

$9,625
### Admin Staff as of June 30, 2019

<table>
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<tr>
<th>Name</th>
<th>Position</th>
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<tbody>
<tr>
<td>Kathleen Eriksen</td>
<td>President &amp; CEO</td>
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<tr>
<td>Russ Stone</td>
<td>Safety &amp; Maintenance Manager</td>
</tr>
<tr>
<td>Zachary Baker</td>
<td>Marketing &amp; Communications Manager</td>
</tr>
<tr>
<td>Whitney Nesbitt</td>
<td>Office Manager</td>
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### Safety & Maintenance Ambassadors as of June 30, 2019

<table>
<thead>
<tr>
<th>Name</th>
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<tbody>
<tr>
<td>Alvin Burkey</td>
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<tr>
<td>Lazaro Cabrera</td>
</tr>
<tr>
<td>Eric Christenson</td>
</tr>
<tr>
<td>Alfredo Cielo Jr.</td>
</tr>
<tr>
<td>Jose Dominguez</td>
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<tr>
<td>Eric Draper</td>
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<tr>
<td>Jorge Felix</td>
</tr>
<tr>
<td>Jose Garcia</td>
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<tr>
<td>Matthew Guzman</td>
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<tr>
<td>Nathan Guzman</td>
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<tr>
<td>Harold Harris</td>
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<tr>
<td>Arthur Manzano</td>
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<tr>
<td>Adrian Mercado</td>
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<tr>
<td>Daniel Romero</td>
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<tr>
<td>Antione Smith</td>
</tr>
<tr>
<td>Rashawn Smith</td>
</tr>
<tr>
<td>Timothy Steele</td>
</tr>
<tr>
<td>Tom Vanata</td>
</tr>
<tr>
<td>Edward Vasquez</td>
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<tr>
<td>Ryan Whitney</td>
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### Desert Survivors as of June 30, 2019

<table>
<thead>
<tr>
<th>Name</th>
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<tbody>
<tr>
<td>Jorge Arguayo</td>
</tr>
<tr>
<td>Alex Blatchford</td>
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<tr>
<td>Samuel Cabrera</td>
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<tr>
<td>Trevonn Clark</td>
</tr>
<tr>
<td>Jason Holland</td>
</tr>
<tr>
<td>Mathias Langoria</td>
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<tr>
<td>Henry Vargas</td>
</tr>
<tr>
<td>Anthony Molina</td>
</tr>
<tr>
<td>Daniel Ronquillo</td>
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<tr>
<td>Alex Sovocool</td>
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<tr>
<td>mentor</td>
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<td>mentor</td>
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# Board of Directors FY 18/19

## EXECUTIVE COMMITTEE
- **Michael Crawford**, Chair  
  *Mesch Clark Rothschild*
- **Randi Dorman**  
  *R+R Develop*
- **Todd Hanley**  
  *Hotel Congress and Maynards Market & Kitchen*
- **Tom Heath**  
  *Heath Team - NOVA Home Loans*
- **Larry Hecker**  
  *Hecker & Pew PLLC*
- **Chuck Huckelberry**  
  *Pima County*
- **Lisa Josker**  
  *Pima County Representative*
- **Julie Katsel**  
  *University of Arizona*
- **Anne Lawrence**  
  *Holualoa Companies*
- **Fletcher McCusker**  
  *Rio Nuevo, UAVenture Capital*
- **Renée Morton**  
  *Home Style Galleries*
- **John O’Dowd**  
  *Amado and Associates*
- **Michael Ortega**  
  *City Manager*
- **Lane Mandle**  
  *City Manager Representative*
- **Les Pierce**  
  *DNaRC Chair*

## BOARD MEMBERS
- **Don Bourn**  
  *Bourn Companies LLC*
- **Carrie Brennan**  
  *City High School*
- **Demion Clinco**  
  *Tucson Historic Preservation Foundation*
- **Stacey Collins**  
  *Tucson Musicians Museum*
- **Anne Cooper**  
  *Armory Park*
- **Marcel Dabdoub**  
  *Dabdoub Acquisitions LLC*
- **Darryl Dobras**  
  *Downtown Development Corporation*
- **Zach Fenton**  
  *ZFI Holdings*
- **Glenn Grabski**  
  *Tucson Convention Center*
- **Ted Maxwell**  
  *Southern Arizona Leadership Council*
- **Jane McCollum**  
  *Marshall Foundation, Main Gate*
- **Matt Minder**  
  *Southwest Gas Corporation*
- **Gary Molenda**  
  *Business Development Finance Corporation*
- **Nancy Johnson**  
  *El Rio Community Health Center*
- **Stephanie Gorton**  
  *El Rio Community Health Center Representative*
- **Lee Klein**  
  *Cox Media*
- **Karl Zimmel**  
  *Tucson Electric Power*
- **Jeremy Mikolajczak**  
  *Tucson Museum of Art*
- **Cami Cotton**  
  *Tucson Museum of Art Representative*
- **Omar Mireles**  
  *HSL Properties*
- **Melanie Morrison**  
  *MEB Management Services*
- **Andrew Owens**  
  *Pueblo Vida Brewing Company*
- **Liz Pocock**  
  *StartUp Tucson*
- **Steve Ponzo**  
  *Wells Fargo Bank*
- **Ron Schwabe**  
  *Peach Properties*
- **Lucinda Smedley**  
  *Trend Report*
- **Craig Sumberg**  
  *Fox Tucson Theatre Foundation*
- **Cameron Taylor**  
  *Imago Dei Middle School*
- **Bob Vint**  
  *Vint & Associates Architects*
- **Art Wadlund**  
  *Berkadia Real Estate Advisors*
- **Dillon Walker**  
  *Tucson Young Professionals*
- **Kylie Walzak**  
  *Living Streets Alliance*
- **Tom Warne**  
  *JL Investments*
- **Adam Weinstein**  
  *Gadsden Company*
- **Zach Yentzer**  
  *DNaRC, Menlo Park*

## EX OFFICIOS
- **Brent DeRaad**  
  *Visit Tucson*
- **Donovan Durband**  
  *Park Tucson*
- **Richard Elías**  
  *Pima County Board of Supervisors, District 5*
- **Steve Kozachik**  
  *Tucson City Council, Ward 6*
- **Diana Amado**  
  *Tucson City Council, Ward 6 Representative*
- **Lea Marquez-Peterson**  
  *Tucson Hispanic Chamber of Commerce*
- **Fred Ronstadt**  
  *Fourth Avenue Merchants Association*
- **Amber Smith**  
  *Tucson Metro Chamber*
- **Michael Guymon**  
  *Tucson Metro Chamber Representative*