

**DOWN
AUSTIN TOWN
ALLIANCE**

DOWNTOWN AUSTIN ALLIANCE

STRATEGIC PLAN 2023-2028

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INTRODUCTION & BACKGROUND

The work of the Downtown Austin Alliance is guided by a strategic plan that prioritizes downtown's most critical and impactful needs over the next five years. We're responding to the forecasted demands of our growing city center while working towards our community's vision for downtown.

We confronted several complex issues throughout the strategic planning process. Ongoing challenges faced by cities across the country – like affordability and public safety – raise questions that require thoughtful consideration as we work through them with our own community. Our 2023–2028 strategic plan focuses on the experience and vibe of downtown to keep downtown a place for everyone.

Our strategic plan begins with the public space experience by ensuring a clean, safe and welcoming downtown. Building on this foundation, we'll elevate local talent to ignite downtown with arts, culture, music and more. At the same time,

we will work to improve mobility and make it easier and more enjoyable to access and move around downtown. We will ensure downtown continues to grow its built environment in balance with beautiful public spaces, authentic places and historic character. Lastly, to keep downtown a place everyone can enjoy, we will take an active role in addressing affordability challenges downtown.

The result is a bold strategic plan that will guide our organization and its leadership to create, preserve and enhance the vibe, vitality and value of downtown for everyone. We will achieve our objectives with increased involvement from the Austin community in building a downtown by and for everyone.



Dewitt Peart
President and CEO



Jeff Howard
Board Chair



Whitney Knight
Board Vice-Chair



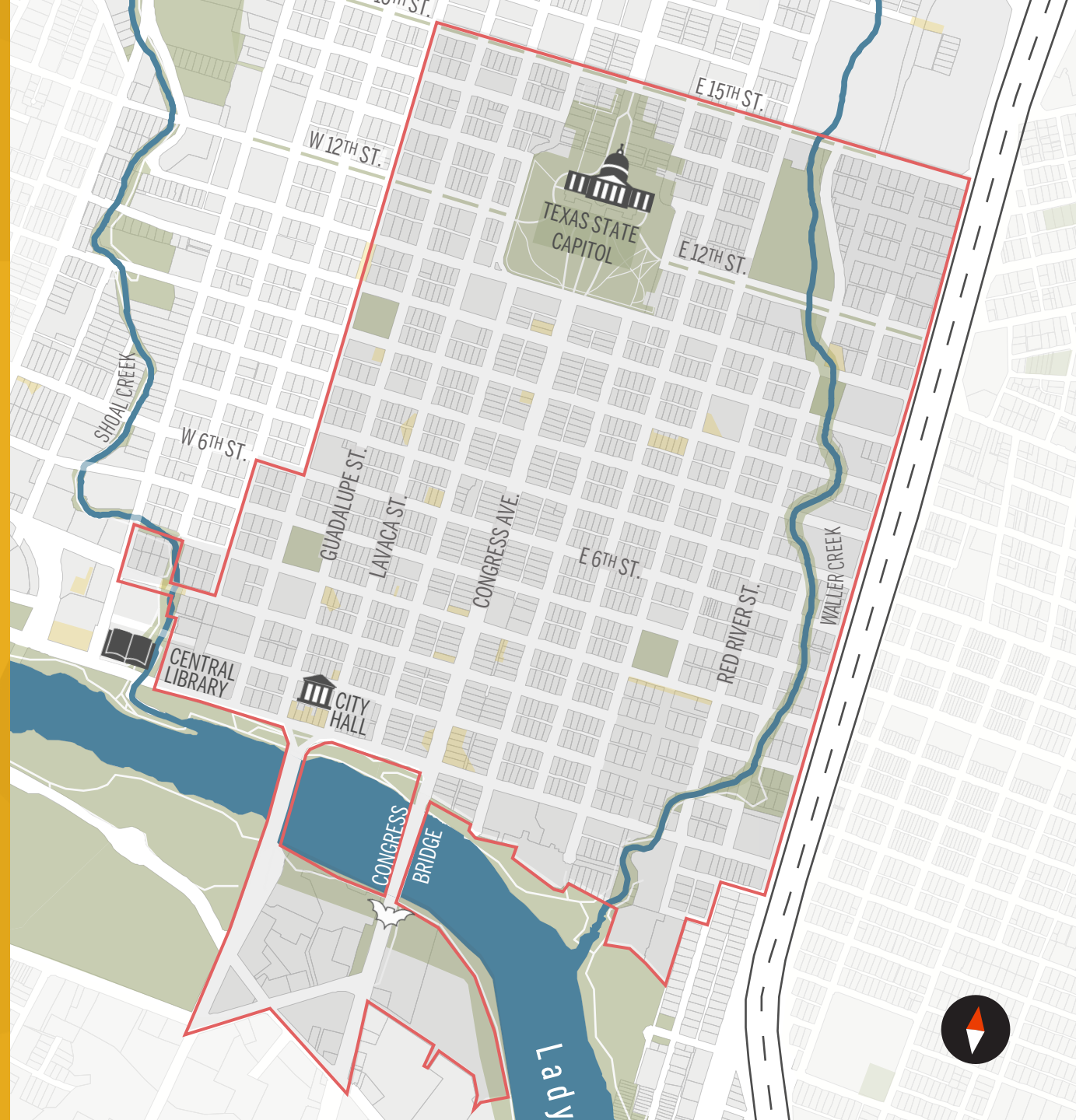
Nick Moulinet
Foundation Board Chair

THE DOWNTOWN AUSTIN PID

In 1993, the Austin City Council created a downtown Public Improvement District (PID) to augment funding to implement downtown initiatives and contracted with the Downtown Austin Alliance to manage the PID. The PID is renewed by downtown property owners every 10 years through a petitioning process. Over the past year, the Downtown Alliance successfully petitioned for renewal of the PID and City Council reauthorized the PID for 2023–2032. The new term starts in May 2023.

MAP LEGEND

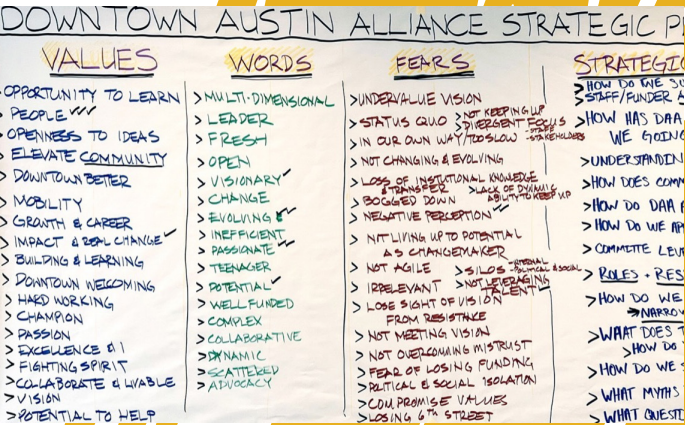
 PID BOUNDARY 2023-2032





Strategic Plan 2023-2028

PROCESS



3 BOARD OPEN HOUSES 75 INTERVIEWS 7 LEADERSHIP TEAM MEETINGS 8 WORK GROUP MEETINGS

MISSION, VISION, VALUES

Mission

To create, preserve and enhance the vibe, vitality and value of downtown Austin *for everyone.*

Values

- Lead with relentless vision
- Earn trust
- Inspire passion
- Foster collaboration
- Mindfully impact
- Cultivate inclusivity



Vision

Thriving center; growing neighborhoods; welcoming places; leading mobility.

In the fall of 2017, more than 3,000 Austinites helped shape The Downtown Austin Vision (Vision), identifying four priorities that work together to create and sustain the downtown you will always love. The Vision is the north star to guide the future of downtown toward community values and aspirations for a thriving, welcoming, vibrant and connected downtown.

This Vision serves as catalyst for the Downtown Austin Alliance, along with other Austin leaders and citizens, to leverage downtown's prosperity and enhance its value for the entire community.

Guided by the Downtown Vision put forth by the Austin community, we created our 2023-2028 Strategic Plan.

▶▶▶ THE DOWNTOWN
YOU WILL ALWAYS LOVE

STRATEGIC PRIORITIES 2023-2028

PUBLIC SPACE EXPERIENCE

Goal

Downtown is clean, safe and welcoming for everyone

ACTIVE URBANISM

Goal

Downtown ignites, attracts and cultivates authentic arts, culture, music, nature and sense of place

BUILT ENVIRONMENT

Goal

Downtown grows with a delightful and eclectic mix of modern investment and beautiful public spaces, while preserving historic character and funky weirdness

MOBILITY

Goal

Downtown is easier and more enjoyable to access and move within, has enhanced pedestrian and transportation facilities, and improved connections to neighboring communities

LEADERSHIP & INFLUENCE

Goal

The Downtown Austin Alliance is entrusted with the responsibility to effectively lead, influence and visibly steward a downtown for all

PUBLIC SPACE EXPERIENCE

Goal

Downtown is clean, safe and welcoming for everyone

A consistently clean and safe environment is the foundation of a vibrant downtown experience. Downtown's expansive growth offers opportunities to enhance the area's public spaces and establish more inspiring places, such as spaces for co-creation and public gathering areas that welcome diverse populations and add to downtown's vibrancy.





Bart Sasam, MiniatureATX

PUBLIC SPACE EXPERIENCE

Objectives

- **Homelessness:** The number of people living unsheltered downtown is decreased by 75% and everyone experiencing homelessness has increased access to facilities and services.
- **Safety:** Crime is reduced, specifically violent crime is the lowest this century.
- **Vibrancy & Diversity:** More people and more diverse populations use downtown.
- **Welcoming:** A majority of the community perceives downtown as clean, safe and welcoming.
- **Cleanliness:** Downtown sidewalks and public areas are free of litter, debris and vandalism at all times.



Cody Ross Cowan

ACTIVE URBANISM

Goal

Downtown ignites, attracts and cultivates authentic arts, culture, music, nature and sense of place

Live music, parks, cultural and historical places, and iconic businesses bring downtown streets to life with character and vibrancy. Preserving, enhancing and activating these places will require comprehensive, collaborative and strategic approaches including funding and other implementation tools. Placemaking requires more than just planning or designing a space – it requires people as active participants to create vibrant and engaging places where everyone feels welcome and invited.





ACTIVE URBANISM

Objectives

- **Public Space:** Public spaces are thoughtfully designed and actively and effectively programmed.
- **Streets & Storefronts:** 90% of ground level storefronts are active to promote an 18-hour downtown.
- **Arts, Music & Cultural Venues:** There is a variety of affordable venues and creative spaces downtown.
- **Parks & Green Spaces:** All downtown park spaces are actively and effectively programmed and managed.
- **Artists & Creatives:** Artists and creatives thrive downtown.

BUILT ENVIRONMENT

Goal

Downtown grows with a delightful and eclectic mix of modern investment and beautiful public spaces, while preserving historic character and funky weirdness

A healthy city has many centers of activity, large and small, but only one downtown. As Austin continues to grow, it is essential to maintain and promote downtown's critical, one-of-a-kind role as the region's primary center of business and culture. It is important to plan for growth while intentionally preserving, celebrating and leveraging downtown's unique assets including arts, culture, nature, historic sites, music venues, theaters and local business.





BUILT ENVIRONMENT

Objectives

- **Development Policy:** Policies and codes are adopted to further strategic priorities, goals, and objectives.
- **Diverse Residential:** Downtown's residential population grows with more thoughtfully planned, attainable, and diverse housing types and prices.
- **Tree Canopy:** Increase the downtown tree canopy by 10%.
- **Neighborhoods & Districts:** Neighborhood & district plans are advanced, managed and funded.
- **Preservation:** There is a meaningful increase in protected live music venues and historic assets in downtown.

MOBILITY

Goal

Downtown is easier and more enjoyable to access and move within, has enhanced pedestrian and transportation facilities, and improved connections to neighboring communities

Downtown Austin's long-term success requires people have a variety of alternatives to the single-occupancy vehicle for getting downtown safely, conveniently, reliably and enjoyably. Lowering and capping I-35's lanes through downtown is a once-in-a-lifetime opportunity to enhance downtown's vitality by reconnecting the city's east and west sides, creating new parks while adding lane capacity for north south traffic below grade. Also, a robust, multi-modal central city transit network, like Project Connect, is needed, and will require public support and investment to make it happen.





2nd Street District



MOBILITY



Objectives

- **Multi-modal Access:** Improve capacity to access downtown businesses, residences, parks, and cultural spaces by all forms of mobility.
- **Parking:** Maximize the availability, usability, and use of parking downtown.
- **Access During Construction:** Ensure that a comprehensive mitigation plan is developed, implemented, and communicated to minimize the impacts of construction on downtown businesses, residences, parks, and cultural spaces.
- **Circulation:** More people move around downtown and adjacent districts without using single-occupancy vehicles.

LEADERSHIP & INFLUENCE

Goal

The Downtown Austin Alliance is entrusted with the responsibility to effectively lead, influence and visibly steward a downtown for all

Our Strategic Plan is ambitious and no one entity can create the future of a city center on its own. It will take the collaboration and commitment of many entities across the public, private and nonprofit sectors to make this plan a reality. We will collaboratively engage a broad population of Austinites and a variety of civic partners to ensure adoption and integration into public policy and decision making. We will also establish baseline metrics to track and communicate progress to the community.

Downtown belongs to everyone. Cultivating ongoing public support and engagement will be essential to making the vision and plan come to life.





LEADERSHIP & INFLUENCE

Objectives

- **Governance:** Phased transformation of the governance of the organization is achieved by 2026.
- **Advocacy & Research:** Annual advocacy and research agendas aligned with strategic priorities, goals and objectives are developed, communicated, and executed.
- **Communication:** Brand, visibility, and impact are elevated through deliberate and targeted communication to stakeholders, members, and the public.
- **Engagement:** Strategic relationships are developed and expanded to cultivate champions for downtown's improvement.
- **Affordability:** Downtown Austin Alliance plays an active role in addressing challenges of accessibility and affordability.



David Castaneda

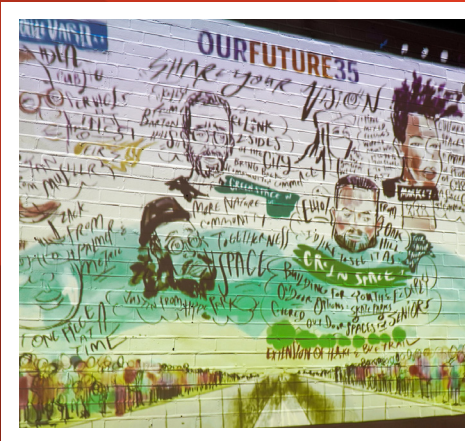
MEASURING SUCCESS

These key questions will guide in establishing baseline metrics for tracking progress toward the 2023–2028 Strategic Plan. This will enable us to monitor advancement, course correct as needed, and will provide consistent, transparent format for communicating success to the community.

1. Is downtown clean, safe and welcoming?
2. Is downtown growing?
3. Is downtown known for being weird?
4. Is the arts, culture and music scene thriving?
5. Is downtown multi-modal?
6. Is downtown more affordable to live, work, shop and play?
7. Do Austinites love downtown?
8. Is Downtown Austin Alliance's funding sufficient and broad?

TRANSFORMATIVE OPPORTUNITIES

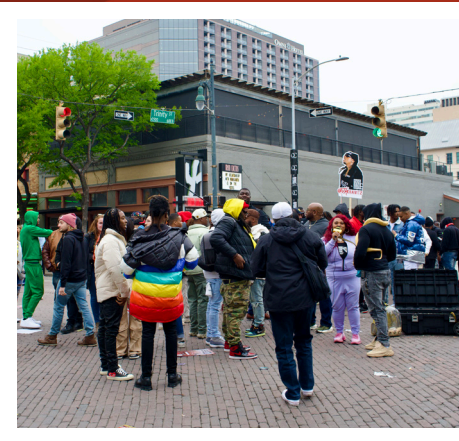
These transformative opportunities will create positive, lasting impact for downtown and for our city as a whole for generations to come. Transformative initiatives are cross-cutting, each helping advance multiple strategic plan goals. It is imperative to downtown's future for each of these important projects to be completed thoughtfully and correctly.



I-35 / Cap & Stitch



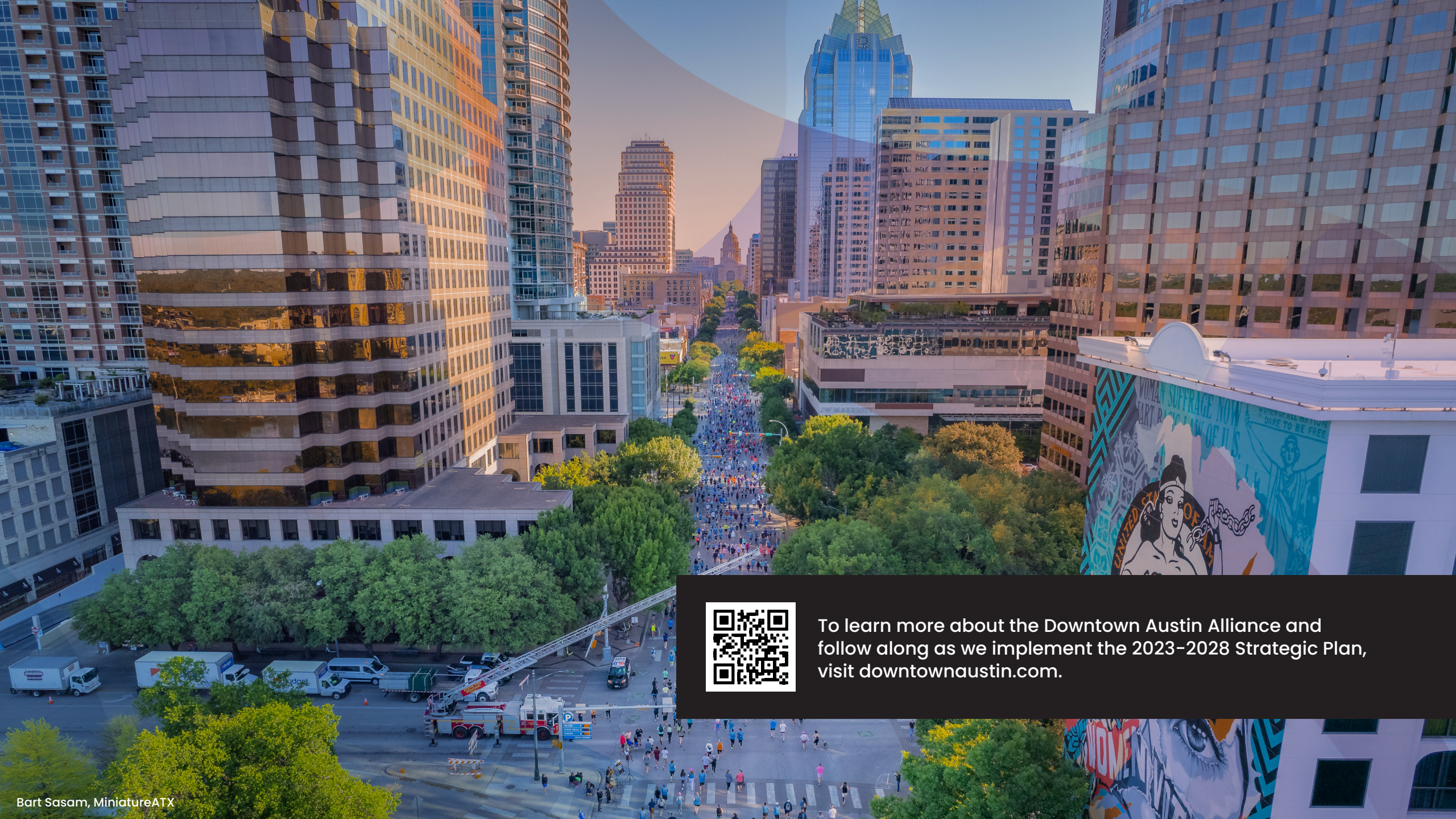
Project Connect



Historic Entertainment District



Convention Center



To learn more about the Downtown Austin Alliance and follow along as we implement the 2023–2028 Strategic Plan, visit downtownaustin.com.