



WORK  
PLAN  
—  
**2016-17**





# Introduction

The only way  
to do great work  
**is to love  
what you do.**

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# Organization

*Consistently ranked as one of the most livable and vibrant destinations in the US, Downtown Tempe boasts a round-the-clock list of things to do and places to live. Where can you hike a mountain at sunrise, paddle across an urban lake, sip a glass of wine on a patio, earn a first-class education, rock out to a pop up concert, find a high-paying career and watch a thrilling football game all within a few blocks of each other? Nowhere else -- but Downtown Tempe.*

## OUR VISION

Downtown Tempe will be a vibrant, livable, walkable community that exceeds expectations while promoting the best uses of our public spaces.

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## OUR MISSION

The Downtown Tempe Authority shall act as a vehicle to positively impact and drive the future of our city's urban center, and be a steward of the existing assets and resources.

## ABOUT US



We're you're dedicated team of dreamers and doers, buzz builders, business boomers and overall urban advocates who are leading the thrilling rise of Downtown Tempe. Since 1993, the award-winning Downtown Tempe Authority has been the private, non-profit organization that works in partnership with various downtown stakeholders to increase the vitality of Downtown Tempe through enhanced management, safety, and marketing and promotional services on behalf of DTA members.



## SAFE-T-PATROL

As goodwill ambassadors for Downtown Tempe, the Safe-T-Patrol Guides are here to welcome and enhance the experiences for residents, visitors and employees in Downtown Tempe. They provide an enhanced security presence on the streets, and patrol both on foot and bicycle, seven days a week, and by boat on Tempe Town Lake.



## GROUND SUPPORT

A clean and safe Downtown Tempe is our top priority. Downtown Tempe's very own custodial team is responsible for keeping the public right-of-way looking clean and pristine. Day and night, the Ground Support crew works diligently to remove graffiti, pick up litter, powerwash sidewalks and maintain flowers.



## PARKING

Downtown Tempe Authority manages more than 10,000 parking spaces to make visiting Downtown Tempe easier. Easily accessible parking spaces are located conveniently close to most businesses in the downtown district and the ParkIt app makes paying for parking from your mobile device super simple.



# Director Statement

**KATE BORDERS**

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THE INTENTIONAL FOCUS MOVING INTO THIS YEAR WILL BE TOWARD OPEN SPACE ACTIVATION, NEW CULTURAL OPPORTUNITIES, COMMUNITY INVOLVEMENT AND STRENGTHENING OUR VOICE.



What a great year we have ahead of us. Last year we did the work to be deliberate and tactical in our role of urban management. Meaning, we created marketing plans, developed personas for our target markets, and created a Strategic Plan. This has put us in high speed with a refined vision of what Downtown Tempe should become and an ability to clearly articulate that vision. The intentional focus moving into this year will be toward open space activation, new cultural opportunities, community involvement and strengthening our voice.

This year you will see Downtown Tempe Authority continue to drive positive changes within the district, but with greater exactitude. Operationally, we will raise the bar on the technology that enables efficiency in downtown parking management. To bring global perspective to local issues, we will present researched position papers on subjects currently impacting Downtown Tempe. We will collaborate with the local business community on events and activations as well as a district-wide campaign to bring needed resources to social challenges. We will expand our tent, and therefore our capacity, by creating a robust volunteer program. But that's not all -- this document gives a detailed look into our objectives for this fiscal year, so dig in!

As we begin one year, we close another. Please join us at our annual State of Downtown on October 18th at 5:30pm to celebrate successes. Finally, our doors are always open if you have any questions, fabulous ideas or simply want to chat about our favorite subject -- Downtown Tempe!

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# OBJECTIVE I



Downtown Tempe will be the preferred destination of employers, employees, residents and visitors for working, shopping, dining, events, culture and leisure.

STRATEGY | Create **unique experiences** within the district to constantly attract and retain visitors, consumers and residents.



## TACTICS

- Continue an annual installation of one (1) Tempe Music plaque to highlight the music history of Downtown Tempe.
- Launch a regular Tempe Music series to showcase local musicians, create an alternative to going straight home after the work day and build up to a music festival.
- Continue the Lunchtime Trolley and Spring Training Trolleys to provide transit options for downtown workers, visitors and residents to enjoy amenities.



## TACTICS

- Launch a new series of weekly markets to create a base of recurring event attendees that look to Downtown Tempe to meet their social interaction needs.
- Improve our holiday destination experience with more superior Fantasy of Lights events and a downtown ice rink marketed regionally.
- Improve upon the Tempe Festival of the Arts and refresh this historic event to attract new markets and a more diverse audience.



## TACTICS

- Create cultural enhancements and opportunities throughout Downtown Tempe to create a sense of art creation and art being welcome in this community.
- Continue to engage merchants with street level enhancements that they take ownership of, such as the merchant holiday tree program and window decorating contests.
- Program first phase of the strategic plan prepared by our recent consulting team; implement in partnerships with City of Tempe and private property owners.
- Add a competitive public art program to the backs of the existing 14 newsracks.



**STRATEGY**

Continue efforts to tackle **quality of life issues** such as vagrancy, disruptive behavior and homelessness.

**TACTICS**

- Continue to adjust and redeploy Safe-T-Patrol personnel based on actual needs of the district versus the use of static routes only.
- Continue to work with the City of Tempe Homeless Outreach team and Tempe PD in an effort to constantly offer services to those in need.
- Continue to work with Tempe Homeless Coalition to ensure we stay abreast of all resources available to homeless and can accurately relay information on a daily basis.
- Continue to provide training to Safe-T-Patrol to better understand challenges and needs of homeless population.

**STRATEGY**

Advocate for appropriate **infrastructure and amenities** in the district to continue to improve upon the guest and resident experience.

**TACTICS**

- Continue to provide the Lunchtime Trolley and enhance service offerings regularly.
- Advocate for improvements to transit, including the streetcar, and serve as a communication conduit between project management and downtown stakeholders.
- Advocate for improved bike infrastructure such as bike racks and lanes, in addition to sound policy to allow for an active multi-modal system including bike-sharing programs.

**STRATEGY**

Promote the **residential opportunities** in Downtown Tempe to ensure a growing residential base.

**TACTICS**

- Expand upon the existing Urban Living Tour to highlight all the possible residential options and attract new residents.
- Create residential engagement opportunities on a quarterly basis with district residents to better connect them to one another and the district offerings.
- Invite residents to participate in our volunteer opportunities to instill a sense of ownership in the success of downtown and to help create a neighborhood mentality.



# OBJECTIVE I continued



Downtown Tempe will be the preferred destination of employers, employees, residents and visitors for working, shopping, dining, events, culture and leisure.

STRATEGY | Assist development departments, brokers and others, to ensure a **diverse economy** is present in the district.



## TACTICS

- Advocate on behalf of merchants to ensure their voices are heard and needs are met, therefore retaining our existing stakeholders.

- Create a database of ideal businesses to fill upcoming vacancies and assist with retail recruitment, becoming an active participant in the street level curation.

- Launch an employee appreciation program to highlight the existing employee base and encourage them to get more involved with Downtown Tempe businesses.



## TACTICS

- Establish a partnership with City of Tempe’s INTempe program, a new business incubator.

- Maintain Tempe Young Professionals networking group to create a diversified audience for Downtown Tempe businesses and entertainment options for downtown employees.

- Actively recruit members into the Neighborhood Business Partnership program (within 1 mile radius of 5th & Mill) to better understand the needs of all downtown businesses.



## TACTICS

- Advocate for an increase in cultural amenities and venues to create a robust cultural offering and an ability to attract followers of such.

- Launch “Work Downtown Tempe” section on website with resources to encourage working and business ownership in the district and house development tools to attract businesses.





# OBJECTIVE II

*Downtown Tempe will be recognized nationally as a progressive urban center that leads downtown trends and technology.*



## STRATEGY

Conduct timely **research** and accurate **reporting**.

## TACTICS

- Improve pedestrian reporting methodology, collection points and reporting.
- Conduct point in time counts of open spaces and collect data.
- Report on all Safe-T-Patrol and Clean Team data through branded brag sheet.
- Produce annual State of Downtown event to report on achievements of prior fiscal year.
- Produce annual Downtown Tempe economic impact report to identify strength of the businesses, properties and residents within the .42 square mile district.
- Gather and report on downtown statistics such as office workers, residents and visitors.
- Generate metrics for reporting on economic impact of Downtown Tempe events.
- Research and produce Position Papers on various topics to be approved by Board of Directors.



## STRATEGY

Be a leader in downtown trends and industry events by researching best practices and implementing **exceptional programming**.

## TACTICS

- Create state-wide BID connections to ensure that all AZ districts are coordinating efforts and collaborating where appropriate.
- Host the first “College Downtowns” conference in spring of 2017 in conjunction with IDA to showcase Downtown Tempe as a top 10 college downtown.



## STRATEGY

Be a leader in downtown applications of **transient/panhandling/homeless solutions**.

## TACTICS

- Create and execute large scale Mission Campaign for transient/homelessness programming and fundraising that is inclusive of all stakeholders.
- Relaunch credit card enabled Mission Meters as a component of the Mission Campaign that includes its own marketing and promotion.
- Establish a district souvenir outlet with a portion of sales benefitting the downtown Mission Campaign.
- Ensure proper execution of “no-sit” ordinance to ensure that no demographic is unfairly targeted.
- Advocate for greater homeless resources through the City of Tempe.
- Partner with all agencies that provide services to Tempe’s homeless and stay abreast of services provided.



**STRATEGY**

Create and maintain quality/effective **public relations plan** to highlight the district as a whole, individual events, campaigns and promotions, and the strength of the organization.

**TACTICS**

- Seek opportunities for presentations and speaking engagements for leadership of the organization around the country.
- Create marketing tools to differentiate our services, such as marketing the parking program, the Safe-T-Patrol and Clean Team.
- Utilize influencer marketing to tap into a broader audience and strategically engage consumers on targeted offerings.
- Creatively pitch content to appropriate media outlets on a consistent basis.
- Position Downtown Tempe Authority as industry experts by crafting award-worthy marketing campaigns, events and programs with measures of success.
- Create branded report templates for all sponsorship fulfillment, research and marketing reporting.
- Regular production and use of video and motion graphics for visual storytelling.



**STRATEGY**

Strengthen the **website/digital presence** to communicate with all existing and new audiences.

**TACTICS**

- Produce seasonally fresh and captivating content that inspires deeper connections with Downtown Tempe, including blogs, social media, photos and videos.
- Engage community partners for contests and sweepstakes to highlight uniqueness of Downtown Tempe.
- Become the preferred source for Downtown Tempe news/events/information.
- Establish and maintain visual standards for all digital marketing initiatives.
- Create cohesive and appealing ever-green campaigns for segmented populations.
- Increase social media content to include year around engagement for each of the major events to retain attendee connections 12 months a year.



**STRATEGY**

Enhance the overall experience of visitors to downtown by maintaining a user-friendly and technologically advanced parking system.

**TACTICS**

- Roll out new parking wayfinding app.
- Implement dynamic pricing for on street meters that will properly align parking rates with occupancy levels.
- Continue moving toward a centralized command center for off street parking operations through the use of appropriate technology, including cameras and intercoms at all locations.
- Enhance website to allow customers to manage their monthly parking online.
- Introduce space availability tracking software and signage that will allow customers to know how many spaces are available prior to entering garage facilities.
- Introduce motorcycle only parking spaces at strategic sections along Mill Avenue at a reduced rate.



# OBJECTIVE III

*Downtown Tempe Authority will drive positive changes to the public/open spaces and the pedestrian experience of the urban environment within and surrounding the downtown.*



## STRATEGY

Continue to improve the overall **appearance of downtown** by building on successful programs and seeking out successful examples and best practices from around the country.

## TACTICS

- Replace 12 standalone flower pots on Mill Avenue with new pots and redeploy old pots to other areas of the district.
- Prep and paint all existing informational kiosks and bike racks throughout entire district.
- In conjunction with Tempe Public Works, identify, purchase and install new trash and recycling containers on Mill Avenue that will match the newsracks, and refurbish old containers for relocation in other areas of downtown.
- Replace/repair all street light pole banners and replace existing Downtown Tempe branded banners.



## STRATEGY

Continue to improve the overall **cleanliness of downtown** by continuing to focus efforts on sidewalks, curbs and graffiti removal.

## TACTICS

- Finalize new Baseline Services Agreement with Tempe Public Works that will allow for better deployment of services and resources through new scheduling component.
- Deploy concentrated pressure washing of brick sidewalks an average of four (4) hours daily Monday through Friday.
- Introduce walk behind push sweepers that will clean curb lanes and sidewalks quickly and more effectively.



## STRATEGY

Strive to be industry experts on **open space management and placemaking**, and activate open spaces on a daily basis with a robust schedule of diverse activities.

## TACTICS

- Execute the first phase of the open/public spaces Strategic Plan produced by consultants.
- Engage with community groups to provide a richer experience through placemaking.
- Engage ASU students, faculty and leadership to provide programming in addition to opportunities for growth.
- Partner with City of Tempe for public spaces and private property owners for spaces located on private property.
- Maintain spaces with a standard of excellence.
- Launch Tempe Tales campaign and create programming around jackrabbit sculptures.
- Reproduce chalkboard success through other offerings in different spaces.
- Create a tiered calendar of daily, weekly, monthly and annual events and programs.



## STRATEGY

**Partner with City of Tempe** on streetscape, public park and infrastructure improvements in Downtown Tempe.

## TACTICS

- Actively serve as a resource to downtown RFPs being issued and serve on various relevant committees and stakeholder groups.
- Work with the City of Tempe Public Works to determine and guide projects within the downtown CIP, such as streetscapes, shade programs, sidewalk treatments and street furniture.
- Continue to promote and enforce new delivery zone ordinance.
- Work with City of Tempe on 5th Street realignment, including placemaking opportunities, multi-modal priorities and parking.

# OBJECTIVE IV

Downtown Tempe Authority will be a trusted, engaged and invaluable resource with all local partners, agencies, government officials, business owners, land owners and their representatives.





**STRATEGY**

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Build **strong relationships with stakeholders** and advocate on their behalf.

**TACTICS**

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- Create committees that will engage stakeholders with purpose and action driven initiatives.
- Build, maintain and nurture all constituent groups through regular networking and appreciation.
- Recognize outstanding stakeholders at the annual State of Downtown event.
- Engage brokers and developers as a resource and hold biannual brokers meetings to showcase the work being done in Downtown Tempe.
- Increase partnerships with ASU including volunteers, collaborations, student work demonstrations, development updates and streetscapes.
- Improve existing relationship with Tempe Tourism and define ways to pool resources for increased downtown tourism.
- Continue to train staff through familiarization tours to strengthen the message they give to the public and to encourage business patronage.
- Integrate residential and artists communities into Downtown Tempe's branding/marketing initiatives.
- Gain trust and build rapport with dissenting segments through events, advocacy and position papers.

**STRATEGY**

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Improve consistency and quality of **communications with stakeholders**.

**TACTICS**

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- Conduct focus groups of various target groups during the slower months, including workers, owners, residents, customers and visitors.
- Attend home owner meetings in surrounding neighborhoods to educate them about upcoming initiatives and offer specific ways to be involved.
- Continuously improve the quality and reach of regular newsletter to merchants, employees and general public.
- Produce and distribute quarterly document for property owners to keep them informed on productivity and achievements of the organization.
- Continue to reinvent welcome packets that go to new businesses as well as packets going to new employees.

**STRATEGY**

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Create opportunities for **stakeholders to grow, thrive and showcase their offerings**.

**TACTICS**

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- Assist American Express with the annual Shop Small Saturday event and encourage participation with all local merchants.
- Produce regular concierge and destination marketing tours to showcase new and existing Downtown Tempe venues.
- Produce recurring marketing classes connecting experts to local merchants to strengthen their entrepreneurial and marketing skills.
- Showcase restaurants with grab-and-go lunch options by producing pop up lunches at office complexes.
- Increase opportunities for merchants to engage with existing events.
- Create a grant funded program offering matching funds to downtown businesses for façade improvements.



# OBJECTIVE V

*Downtown Tempe Authority will be fiscally sound and managed responsibly with a healthy reserve and trained professional staff.*



## STRATEGY

Add revenue sources and reduce expenses to further **leverage property owner assessments.**

## TACTICS

- Research and create a corporate sponsorship process.
- Research and create a grant strategy.
- Generate marketing materials to support fundraising efforts.
- Diversify funding for costly programs, such as the Lunchtime Trolley.
- Increase advertising revenue gained through programming.
- Review current financial software and other technology utilized by the organization, including parking, in order to assess and possibly make cost efficient changes that will drive greater accuracy and efficiency.



## STRATEGY

Continue to attract, retain and employ **quality team members.**

## TACTICS

- Offer professional continued training and industry association learning opportunities to all full time staff.
- Conduct 360 degree reviews of all full time administrative staff annually.
- Maintain and manage an accounting team that strives for accuracy and efficiency, and actively works with other team members to provide greater budget and cost analysis support and understanding.



## STRATEGY

Create a robust **volunteer program** to offset program costs and better engage individuals in the community.

## TACTICS

- Recruit and retain a base of 500 volunteers.
- Strengthen connections with ASU and all local corporations to become a source for Volunteer Time Off hours and other existing programs.
- Build stronger relationships with local community organizations to recruit volunteers.
- Maintain best use of technology to stay in regular contact with volunteers for events and ongoing operations.
- Produce regular appreciation programs for volunteers.
- Recognize outstanding volunteers at annual State of Downtown.



### STRATEGY

Streamline communications and workflow across multi-disciplinary teams for greater efficiencies.

### TACTICS

- Integrate project management software for better collaboration with defined requirements.
- Establish and maintain division of responsibilities between out-sourced agencies and internal staff for optimal performance and resource utilization.



### STRATEGY

Implementation of Wells Fargo Bank for the organizations' banking needs to reduce fees and increase efficiencies.

### TACTICS

- Utilize Wells Fargo Commercial Card Service to set up credit card accounts for Downtown Tempe Authority, Downtown Tempe Foundation and the various parking locations.
- Configure vendor list to pay expenses with credit cards totaling at least \$1.5 million over the course of the next year in order to claim a \$20K rebate.
- Streamline AP process with QuickBooks using Wells Fargo services.
- Reduce financial service expenses for all parking locations for at least \$65K combined over the course of the year.



# Budget

Our **budget** tells our money where to go instead of wondering where it went.



<b>ORDINARY INCOME/EXPENSE</b>		
<b>INCOME</b>		
4000 - Administrative/Accounting Fee	\$	150,000
4002 - District Assessments	\$	904,258
4004 - Distict In-Lieu Fees	\$	10,000
4006 - GOS Expense Sharing	\$	214,470
4008 - Grants & Contributions	\$	366,000
4010 - Management Fees (6%)	\$	375,000
4012 - Partnerships	\$	272,158
4014 - Special Program Revenue	\$	29,000
<b>TOAL INCOME</b>	<b>\$</b>	<b>2,320,886</b>
<b>EXPENSE</b>		
6000 - Salary & Wages	\$	550,534
6004 - Business Development	\$	100,838
6006 - Clean & Beautification	\$	263,087
6008 - Conference & Meetings	\$	26,000
6016 - Marketing	\$	313,970
6020 - Professional Fees	\$	7,510
6022 - Programming	\$	290,731
6024 - Rent & Leases	\$	87,300
6028 - Safety Patrol	\$	550,616
6030 - Administration	\$	25,300
6038 - Utilities	\$	17,000
6044 - Insurance	\$	87,500
6095 - Miscellaneous	\$	500
<b>TOTAL EXPENSE</b>	<b>\$</b>	<b>2,320,886</b>
<b>NET ORDINARY INCOME</b>	<b>\$</b>	<b>0</b>
<b>NET GAIN (LOSS)</b>	<b>\$</b>	<b>(0)</b>

## CONTACT US

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