

Downtown Tempe Authority ~ WorkPlan 2022.2023

About Us ...

We are a 501(c)6 enhanced services district formed in 1993 to create a clean and safe space and to actively curate the downtown experience. We work daily to make Downtown Tempe the best urban experience in the Valley with an inclusive approach to partnerships and outcomes. A new five-year strategic plan was created in January 2020. This annual workplan is derived from the overarching goals within that plan.

MISSION: The DTA shall act as a vehicle to positively impact and drive the future of our city's urban center and to be a steward of the existing assets and resources.

VISION: Downtown Tempe will maintain its character, charm and history while embracing our growth.

PURPOSE: We set the stage to create connections and strengthen community.

CORE VALUES: Resilience, Integrity, Authenticity, Creativity, Inclusivity

GUIDING LENSES: DEI, Education, Technology, Health & Wellness

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OBJECTIVE ONE:

Downtown Tempe Authority will be fiscally sound and managed responsibly and equitably with a trained professional staff and an engaged Board of Directors.



Internal Improvements

OBJECTIVE TWO:

Downtown Tempe Authority will be a trusted, engaged and invaluable industry expert with all local partners, agencies, government officials, business owners, landowners, donors and their representatives.



External Partnerships

OBJECTIVE THREE:

Downtown Tempe Authority will drive positive changes to the public spaces and ensure excellent consumer experiences in the urban environment.



The Place

OBJECTIVE FOUR: Downtown Tempe Authority will program, market and promote inclusive events and activations in the downtown and execute marketing/communications campaigns that support the district.



The Story

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OBJECTIVE ONE: Internal Improvements

STRATEGY – Improve employee engagement, purpose, and sense of belonging.

TACTICS:

- Secure a DEI consultant to review our practices and policies and enact changes
- Reactivate our staff inclusion committee and seek tangible results
- Create a library of resources for team members to check out
- Hold another employee survey to assess workplace satisfaction
- Improve our training for all employees, furthering job performance, achievements and satisfaction leading to less turnover
- Provide a variety of social engagements and retreat experiences
- Provide educational opportunities and development for all employees to better themselves and instill a belief in growth
- Conduct “Stay” interviews

STRATEGY – Execute technology advancements and sustainability efforts

TACTICS:

- Execute the transition to a cloud based server allowing for secure access from external locations
- Transition to mobile work stations allowing employees to work remotely more successfully
- Streamline all software used within the organization and transition to more cloud based subscription software
- Implement sustainable solutions in all programs and initiatives, from the daily office operations to the management of the downtown to the production of large-scale events.
- Achieve Local First Green Business Certification for our office

STRATEGY – Improve financial sustainability of the organization

TACTICS:

- Reduce costs by eliminating outdated services, reducing paper usage and reviewing all expenses for better solutions
- Grow volunteer program and appreciation mechanisms and provide regular volunteer incentive gifts
- Increase financial acumen of staff; train on financial procedures and details of budget, making each accountable for their individual programmatic areas
- Continue to research new donors, grants, sponsorships and funding models, and secure additional funding

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OBJECTIVE TWO: External Partnerships

STRATEGY – Leverage our existing partnerships to achieve even greater results and demonstrate increased value.

TACTICS:

- Reassess Team Tempe and execute planning efforts for 2022.2023 with the group
- Partner with property owners to improve their locations in alignment with our goals
- Improve our partnership with Arizona State University and identify access points for joint accomplishments
- Nurture the current City of Tempe partnership and provide results that demonstrate value
 - Work with designated consultants and city staff to execute complete streetscape redesign along Mill Avenue and 5th Street
 - Continue to produce free community events that support the vitality of the district and increase visitors
 - Coordinate efforts with the City's HOPE Team and Care 7 to achieve better outcomes for those experiencing homelessness and mental illness in our downtown
 - Establish Water conservation pilot program utilizing COT water rebate program to roll-out district wide in an effort to decrease merchant water usage by at least 20%
 - Establish a Transportation Management Association charged with promoting Transportation Demand Management initiatives such as mass transit, carpooling, bicycle and pedestrian encouragement and park and ride options
 - Utilize a consultant to complete a curb lane management study to identify the highest and best uses for this asset finding the best solutions for integrating parking, delivery zones, rideshare, scooters, and carry out
 - Establish Water conservation pilot program utilizing COT Indoor Fixtures Water Rebate program to roll-out district wide in an effort to decrease merchant water usage by at least 15%

STRATEGY – Continue to raise the bar with respect to our merchant support efforts

- Return to Quality of Life meetings to address any and all concerns of the downtown residents/workers/visitors
- Plan and execute an annual merchant Marketing campaign highlighting their events, milestones and telling their stories
- Partner with merchants to create a Holiday downtown-wide programming effort as a model for participation in our events
- Create a more robust virtual toolbox for merchants to access on their own time
- Work with the City of Tempe's secured consultant to find tenants for any vacant locations and ensure the onboarding experience is seamless and thorough

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OBJECTIVE THREE: The Place

STRATEGY – Produce high quality, inclusive community events that retain our existing guests and continuously draw new participants

TACTICS:

- Retool and rethink all components of the longstanding events for programming improvements, educational opportunities, partnerships with local schools and arts organizations, cost reductions and new sponsorship opportunities
- Execute the second season of all new events (Park After Dark, Second Sundays, Foodie Friyays and Juneteenth) with a reflective review and thoughtful improvements
- Reintroduce the Kickball League to reengage the office workers as they return to more regular schedules in downtown offices
- Incorporate a land acknowledgement in our programming regularly

STRATEGY – Constantly improve upon our cleaning, safety and parking operations to incorporate new advancements and leverage partnerships

TACTICS:

- Update the existing single space credit card enabled meters with newest models that will accept coin, credit, Apple and Google wallets and mobile phone payments
- Introduce camera based space counting and electronic signage that will show available spaces in controlled parking structures
- Replace existing monthly parking hangtag permits used in surface lots with a new digital platform using license plate recognition
- Continue to expand the Flash Parking access control system to the remainder of our off street managed garages
- Work with all property owners to continue expanding EV charges to all parking facilities in the downtown
- Create new monthly parking rate structures that encourage part time or shared parking opportunities

STRATEGY – Incorporate art and local artists into the landscape of our downtown through concerted placemaking efforts throughout the year

TACTICS:

- Create an Artist In Residence program that allows a local artist to use our downtown as a blank canvas to express themselves in the urban landscape
- Refresh all existing placemaking assets, the Chair, the newsracks, the TEMPE sign, etc.
- Create new placemaking opportunities through street painting, murals, etc.
- Create an annual banner/flag schedule for all utilizations of light poles in downtown, including the Military Banner Program

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OBJECTIVE FOUR: The Story

STRATEGY – Build a comprehensive annual marketing strategy that incorporates all our existing tools, our seasonal programs, and our stakeholders

TACTICS:

- Create marketing campaigns for each component of our work plan
 - Create an annual merchant marketing campaign that highlights various businesses throughout the year based on their specials, events, milestones and personal stories
 - Create event specific marketing plans
 - Execute thoughtful seasonal campaigns that wrap all events, merchants, holidays into a promotion piece
 - After we launch Streetcar in spring 2022, implement a Streetcar campaign that extends through summer promoting this transit system
- Reevaluate all our existing resources and make necessary improvements
 - Launch a new website in late 2022 that incorporate all software updates and new web tools and analytics
- Redesign the newsletter and blogs
- Reevaluate our social content and the strategy around it
- Be braggy! Promote our internal achievements, such as awards, certifications, sustainability measures, water conservation, etc.

STRATEGY – Utilize data to execute more impactful and succinct reports

TACTICS:

- Utilize Placer.ai to promote data on a regular basis rather than waiting for large reports to be produced
- Share data with our merchants and stakeholders to help their businesses be more successful
- Reproduce the State of Downtown bi-annual report
- Seek data sharing from our partners that result in shared costs and greater information

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	22-23 Budget
Ordinary Income/Expense	
Income	
Accounting/Liability Recovery	260,000
District Assessments	1,480,851
District In-Lieu Fees	10,000
Retained Earning (21.22)	200,000
GOS Expense Sharing	130,000
Grants & Contributions	75,000
Management Fees	375,000
Partnerships	602,000
Special Program Revenue	65,000
Total Income	<u>3,197,851</u>
Expense	
Employee Wages & Benefits	466,213
Business Development	220,653
Clean & Beautification	224,623
Conference & Meetings	44,000
Marketing	272,420
Professional Fees	203,000
Programming	711,037
Rent & Leases	87,600
Operations (Security & Parking)	664,292
Administration	113,100
Utilities/Services	37,400
Bank Fees	16,000
Insurance	130,000
Miscellaneous	5,000
Total Expense	<u>3,195,338</u>
Net Ordinary Income	<u><u>2,513</u></u>