URBAN DESIGN AND PLACEMAKING RECOMMENDATIONS

SMALL PUBLIC SPACE NETWORK

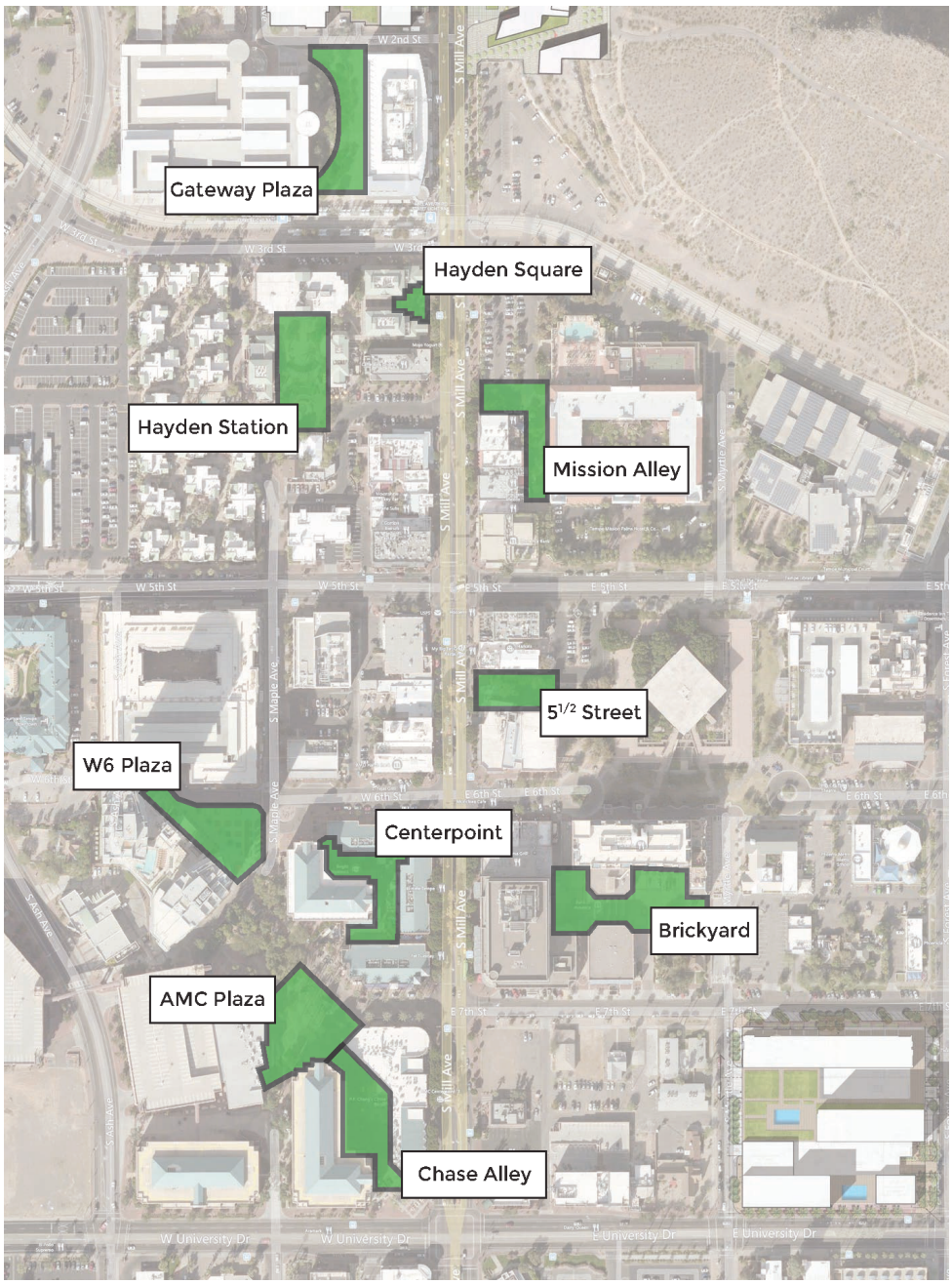

Figure 4.1.1- A map of the ten small public spaces.

Downtown Tempe's network of small public spaces are the best short-term opportunity to create activity in Tempe's public realm for a number of reasons:

1. They are located where the people are. Tempe Beach Park is far from downtown's urban core, and the suburban-style office buildings along Rio Salado Parkway are not as conducive to employees walking outside. The largest pool of potential public space users—downtown employees, downtown residents, and ASU staff and students—are already concentrated around Mill Avenue, and the small public spaces downtown are the ones they are most likely to populate during lunch hour and other times of day.

2. They are a manageable size. There aren't enough people in downtown Tempe to activate all of its public space, even if one excludes Tempe Beach Park. By intensively programming eight to twelve of the small parks and plazas scattered throughout downtown, the City and DTA can create a public space user density that feels urban and contributes to downtown's energy, building on Tempe's existing strengths.

3. They are downtown Tempe's most distinctive asset. While Tempe Town Lake is special, plenty of other cities (not in the desert, obviously) have attractive waterfront parks. We're not aware of any American city that has a network of small public spaces like downtown Tempe, and if there are any, they are few.

4. They enhance north-south connectivity. With the new mixed-use development at the southwest corner of Mill and Rio Salado, one will be able to walk from Tempe Beach Park to University Drive in a nearly contiguous network of alleys, walks, plazas, and small parks.

The programming plan for these spaces was created by combining the findings from the placemaking workshops, conversations with other stakeholders, and an analysis of real estate data. The plan attempts to

- Match programming concepts and specific activities with the workers, residents, and students who are in the immediate area of each space
- Complement the abutting real estate
- Build on the reputation, existing usage patterns, and strengths of each space
- Create distinct identities for each space to differentiate them for different users and uses

The goal of the plan is to draw the downtown population into the spaces. Much of this activation will be during lunch hour and immediately after work. Over time, off-hours and weekend programming will increase. Engaging downtown's population will better exploit Tempe's urbanity, its chief attraction to key demographics. It will also address downtown's high ratio of homeless to non-homeless pedestrians. In the long run, it will help downtown businesses and create asset value for downtown real estate, which will in turn create more jobs and increase the City's tax base. Finally, it will help Tempe capture its share of future development and its long-term competitiveness in the region.

IMPLEMENTATION OF RECOMMENDATIONS

SMALL PUBLIC SPACE NETWORK

Implementation Process

Identifying and Recruiting Programming Partners

Programming is key to the success of this small public space network. In order to create a top-notch urban environment in downtown Tempe, the spaces need to feel active and vibrant. The goal of programming is to get people to come to the space, to extend their stays in the space, and to give them reasons to return again and again. A dense schedule of programming with a wide array of activities that appeal to different groups of people will help to bring people to the spaces who otherwise may not spend time there.

A dense programming schedule can be achieved through developing programming partnerships with local businesses and organizations. Programming partnerships benefit the public space by providing free or low-cost programming, while the business or organization benefits from marketing exposure or furthering the mission of their nonprofit.

The steps for identifying and recruiting programming partners are

1. Create a list of potential programs for the public space. This list is just a baseline of where to start; some programming ideas may change and more options will most likely develop from meeting with programming partners and discussing their ideas.
    a. Include a wide range of programs that will appeal to different groups of people.
    b. Not all programs have to be large; creating nodes of activity, even if they are small, help create vibrancy in a space. *We have provided lists of programs for each of the ten public spaces in the Urban Design and Placemaking Recommendations section.*

2. Develop a matrix that pairs all of the potential programs with several potential programming partners.

3. Reach out to potential programming partners via phone or email to set up informational meetings in order to learn about their business/organization and discuss programming for the public space(s).
    a. Identify how you can make programming in the public space beneficial to them. What is their incentive (free marketing or furthering the mission of their nonprofit)?

4. If the business or organization is interested, ask them to create an informal proposal that includes:
    a. The type of program they will want to hold in the space.
    b. A realistic programming schedule (day, time, and date range). We have found that both the programming partner and the public space benefit from consistency of programs. Consistency grows the audience for the program and improves brand recognition.
    c. The equipment they will need for the program.

5. Follow up with the business or organization about their proposal, asking any questions you may have.

6. Make sure that there is a mutual understanding of what they are committing to and what the DTA will offer them in terms of marketing, equipment, and payment, if applicable.

7. Create a working document with all of the programs that will take place in the spaces, working towards a final programming schedule to be released to the public.

8. Have ongoing communication with partners, even after they have committed to programming in the public spaces.

Agreements with Property Owners

In general, the Downtown Tempe Authority should keep agreements with property owners as informal as possible. In the cases where DTA is providing programming and furniture for a space but not generating any revenue, we recommend no legal agreement at all—a handshake and a schedule agreed to by DTA and the property owner should be enough.

In the cases where DTA is generating revenue on private property, owners may want to have a license agreement that formally grants DTA the right to operate or sublease a concession or organize an event, and make sure DTA is responsible for any burdens associated with that concession or event. DTA may also want protection.

In general, the longer the term DTA can get, the better. Because any agreement with a concessionaire would be subordinate to DTA's agreement with a property owner, short-term agreements may prevent great operators from signing on because they wouldn't have time to recoup a capital investment and turn a profit. Carts and kiosks are not terribly expensive, but the ability to enter into a three to five year agreement with a concessionaire would be a big plus.

In cases where DTA managers think they will be able to sell a sponsorship for a given program, event, or feature, it is probably important for DTA to explicitly have the rights to any revenues associated with its programming.

Procurement and Pre-opening

A well-organized and managed procurement and pre-opening plan is critical to successfully launch a programming scheme. It's important not only to make a strong first impression, but also because launching several programs in a single space at once will have a larger impact and increase the chances of success for each individual program.

Several important factors to take into account during procurement are

1. Good outdoor furniture has a lead time of several months. As a rule of thumb, the DTA should allow a minimum of three months between ordering furniture and having it arrive. To be safe, it's best to allow four or even five months.

2. Lots of programming equipment is not available "off the shelf." There is not enough of a market for things like reading room racks and park pianos for a manufacturer to produce a large number of them. Identifying a good fabricator and pairing that company with a good industrial designer will produce the best results; using a fabricator alone is next best; trying to adapt a standard product will be possible in some cases, but will usually be less aesthetically pleasing and could create operational headaches (especially when those products are designed for indoor use).

3. Order replacement parts. Make sure you have replacements for any specialty hardware for things like foosball tables, and make sure you have extra fitness and game equipment like yoga mats and ping pong paddles.

4. Arrange for convenient temporary storage. It sounds obvious, but make sure there is a dedicated area to store equipment as it arrives so programming is launched as scheduled. Because it's not needed permanently, a few parking spaces in a surface lot work well.

Pre-opening is everything that has to get done in the weeks before launching programming, and can be surprisingly time-consuming. It includes

- Designing and ordering uniforms for programming coordinators.
- Stocking any additional routine maintenance supplies for things like cleaning new furnishings and painting fixtures.
- Recruiting and training programming coordinators.
- Executing any promotional efforts.
- Assembling and installing fixtures and furnishings.

Movable furniture and umbrellas can take a long time to set up. Simply unloading, unpacking, and placing about 200 chairs can take a crew of four to six employees an entire day, depending on the type and brand of furniture. Be sure to allow two or three days to launch each space.

Revenue Development in Small Public Spaces

The Downtown Tempe Authority should develop four revenue streams to offset the costs of programming downtown's small public spaces: concessions, events, experiential marketing, and sponsorships. Developing multiple revenue streams simultaneously is critical for any public space manager because it will create more stable funding over the long term. For example, if experiential marketing money becomes scarce, as it often does during a down economy, concessions and sponsorships can help fill the gap.

It is important that DTA's board and executive leadership is patient in developing these income streams. They will all start slowly and grow over time; it is unusual for sponsors to sign on until the spaces have a demonstrated track record of attracting crowds or media attention. (DTA's extensive experience in selling sponsorships for its events will probably jump start this process compared to other cities.) But over time, Tempe's strong demographics, as well as its established reputation for large, successful events should allow DTA to recover most of its expenses in programming downtown's small public spaces.

Concessions

Concessions in downtown's small public spaces will start small and mostly center around food and beverages at first. Many of the programs that DTA will implement will be good venues to try out complementary concessions, such as

- A juice or smoothie cart before, during, and after fitness classes.
- Ice cream and candy carts around children's and family events, and outside the movie theater.
- Gourmet snack concessions during movies or other screened entertainment at Hayden Amphitheater, as well as in Centerpoint (if the City chooses to pass an entertainment district ordinance).
- Outdoor bars at Hayden Station during movies or screened entertainment.

As time goes on and more people populate downtown Tempe's streets and public spaces, demand for coffee carts or kiosks and newsstands may develop.

Complicating the development of concessions is that DTA does not own any of the property to be programmed. Concessions will likely require license agreements between the DTA and the concessionaire, meaning that the DTA may need formal "master license" agreements with individual property owners. Further, DTA will either have to pay for any of the costs associated with the concessions imposed on the property owner (such as electricity or additional janitorial service), or pass those along to the concessionaire. Of course, property owners will benefit through higher rents in the short term and increased asset values in the long term as a result of DTA's efforts.

Events

Certain spaces—probably the Hayden Station, AMC Plaza, and ASU Brickyard—will become attractive venues for private events after DTA brings attention to them through programming. Company picnics, commercial photography and film shoots, and other events can bring in modest amounts of money, but given the low cost of a lot of programming, they can make a healthy contribution toward the overall budget. However, they can also be resource intensive, in terms of staff time. DTA should field requests as they come in and determine whether the money is worth the effort.

Importantly, DTA should not create a "rate card" that standardizes prices for events. This approach leaves a lot of money on the table when dealing with large corporations and others who can afford higher fees, and gives DTA the flexibility to lower fees (or waive them completely) for smaller nonprofits. Instead, DTA should price events according to the following criteria:

1. Size of the event. The footprint of an event within a space and the number of expected people help determine how much an event should cost. Large events put more strain on a space's amenities, can damage lawns and gardens, and require more management and staff time in order to keep the space at its usual standards.

2. Length of the event. The duration of an event, including the time needed for setup and breakdown, should also be considered. DTA should strongly prefer overnight or early morning setups to those that affect a public space for multiple days, and should require all equipment to be removed from the park promptly.

3. Disruption of normal programming. Events that disrupt a space's normal operations by interrupting regular activities should be charged more than events that don't interfere with programming.

4. Degree of interruption of regular public use. Events that can be held outside of a space's peak usage times or during slower months should generally be charged less than ones that affect a space during a busy lunchtime or weekday summer evening. Events restricting walkways, requiring many chairs, or needing furniture to move have a much smaller impact when a space does not have hundreds of lunchtime or after work visitors. Events booked during times when the space is normally empty tend to be charged less, as do those that are open to the public.

5. Staff required. The amount of staff and management time for events should be taken into account. Events that require multiple managers to be present or that require a lot of assistance with planning in order to be successful should be charged a higher rate than simpler, easier to execute events.

6. Mission alignment. Events that complement the DTA's mission to provide an active, well-maintained downtown for Tempe residents and workers should be charged less than private events.

7. Commercialism. Events that generate revenue or serve primarily commercial marketing purposes for their organizers should be charged more than events that are aimed at community engagement or non-commercial outreach.

8. Ability to pay. Large corporations and national non-profits have larger budgets than small local businesses and organizations and should be charged more to reflect this.

Experiential Marketing

Increasingly, consumer-facing brands seek opportunities to engage directly with their target audiences and give them memorable experiences in spaces with which their audiences have positive associations—like a park or plaza. For example, the movie series in Bryant Park in New York and the concert series at Canalside in Buffalo are popular and beloved by their respective cities, and consumer brands are eager to tie themselves to those events. Brands want to give free samples away, get feedback from their customers, and integrate their logos and colors into these events, and will pay substantial sums of money to do so.

The challenge in developing experiential marketing revenues will be to showcase downtown Tempe as a venue to brands and the marketing and public relations agencies that represent them. In order to do that, DTA will need to

- Develop a brief presentation or deck that highlights Tempe's strong demographics, high-profile corporate tenants, and huge student population.
- Research what brands are advertising at ASU football and basketball games, as well as nearby spring training facilities.
- Reach out its contacts at brands involved in Tempe's signature events to discuss what they are looking for in a marketing venue.
- Research and make contact with the marketing and public relations firms that represent brands in the Phoenix market area; some of these firms may have Phoenix offices, but a lot of them could be working out of Los Angeles or cities even further away.

Experiential marketing is subject to industry trends and not as predictable from year to year as other revenue streams. Right now, brands are emphasizing digital integration, so DTA may need to develop a "downtown app" as an activation opportunity (this could also help DTA land corporate sponsors). For example, Coca Cola recently spent a lot of money for placement in the Uber app, and in years past, that money would have gone to physical, and not digital, experiential marketing.

Sponsorships

While they take the longest time to develop, corporate sponsorships can be the most remunerative revenue stream for a public space. Sponsors are motivated by

- Corporate social responsibility, demonstrating a commitment to their hometowns
- Philanthropy, supporting a cause in line with the mission of a corporate foundation
- Marketing, reaching a target audience
- Some combination of the three

For this reason, it often makes sense to approach potential sponsors from multiple angles.

Sponsorships can take a number of forms

- Park element sponsorships, where sponsors adopt a permanent park feature like a kiosk or daily amenity (i.e. reading room, games cart, etc.)
- Event sponsorships, similar to the sponsorships DTA currently sells for its signature events
- Program sponsorships, where sponsors adopt a suite of programs (i.e. fitness programming, children's programming, etc.)

While the specifics differ on a case by case basis, they all include

- A limited term for the sponsorship—no permanent adoptions
- On-site activation, sometimes only during a program or event, but sometimes full-time, year-round brand integration through furniture for larger sponsors; this activation can include signage and/or sampling opportunities
- Pricing based on the sponsorship market—not based on the cost of the element, event, or program being sponsored

To pursue these sponsorships, DTA will need to develop a generic presentation or deck that can be adapted for each opportunity. This deck is very similar, if not identical, to the deck used to pursue experiential marketing.

In addition, DTA will need to research corporations that are headquartered in Tempe and the greater Phoenix area, those that have large regional offices, and those that advertise heavily in the Phoenix media market. DTA will need to understand the priorities of their foundations and social responsibility efforts, as well as their target markets. DTA should then figure out if any DTA board members know any board members or key executives at these corporations—leveraging an existing relationship is usually much more fruitful than making an unsolicited inquiry.

There are also sponsorship consultants willing to work on commission. Their normal clients are sports teams, event venues, and amusement parks, but the right salesperson could sell Tempe to potential sponsors.

<u>WiFi in Downtown Tempe</u>

WiFi is increasingly becoming an expectation in public spaces, and is no longer a surprising amenity. Most people now carry at least one WiFi-enabled device with them at all times, and free WiFi is only becoming a bigger attraction that dramatically lengthens the amount of time that people spend in public spaces (if it is free).

Tempe would benefit from free public WiFi more than most cities. A downtown network would prove extremely popular with the students, faculty, and staff who populate the largest public research university in the country. It would also be a valuable asset for attracting downtown residents, and an additional incentive for employers to locate in downtown Tempe—especially those in financial services, technology, and media, the exact companies that Tempe is looking to attract. Finally, it would enable the City of Tempe and the Downtown Tempe Authority to begin integrating emerging "smart city" technology into its streetscape. This could assist with parking management, sanitation, retail recruitment, and other areas of urban management.

There are two approaches to creating public WiFi: creating one contiguous downtown network or creating a series of "hotspots"—a separate network for each public space:

- Advantages of one contiguous network
    - Provides a better visitor experience because users don't lose WiFi connectivity as they walk around downtown.
    - Integrates well with smart city technology and allows data to be collected systematically.
    - Easier to monitor and maintain network quality and network equipment, with everything is on one control panel/maintenance/monitoring application.
    - Less expensive to build due to efficiencies in mesh networks (less construction required).
    - Less expensive to maintain because only one large data contract is needed with an internet service provider, and only one maintenance/service contract needed.
    - Easy to expand.
- Disadvantages of one contiguous network
    - Requires coordination between multiple property owners, the DTA, and the City, so it will take a longer time to implement.
    - Requires large upfront capital investment.
- Advantages of a series of hotspots
    - Can be implemented piecemeal if funds aren't available.
    - Can be installed more quickly because each property owner is acting independently.
- Disadvantages of a series of hotspots
    - If the networks aren't under common management, users will have to login to each one separately even in the same day, leading to a worse visitor experience and creating an additional barrier to using the WiFi.
    - Quality may vary from network to network, and one poorly maintained or low-bandwidth hotspot will damage the reputation of the entire WiFi effort (because visitors will perceive all of the networks as "downtown Tempe WiFi," no matter if multiple entities are responsible for various networks).
    - Can be difficult to integrate with smart city technology and precludes many smart city applications because the entire downtown won't be covered.
    - More difficult to maintain and monitor the network quality and equipment, and extremely difficult to do so if the networks aren't under common management.
    - In total, more expensive to install because more data connections are needed (more construction needed).
    - In total, more expensive to operate because more data subscriptions must be purchased from an internet service provider and each network would likely have its own service contract.
    - Can't be expanded without the construction of an additional network.

One large, contiguous downtown-wide network is the ideal solution for Tempe. This network should start with boundaries that are roughly Tempe Town Lake on the north, University Drive on the south, Farmer Avenue on the west, and College Avenue on the east. It could be expanded into the ASU campus and south to ASU Gammage.

The Downtown Tempe Authority is the appropriate entity to undertake this project. The DTA will need to coordinate permission from property owners and shepherd the project through network design and construction,

and then monitor the network from its offices. The DTA would hold the contract with the network maintenance contractor, who would be responsible for repairing and replacing network equipment.

Carrying Out Physical Upgrades Over Time

The Downtown Tempe Authority should work with private property owners and the City to coordinate physical improvements in downtown's small public spaces to support their programming. A few of these improvements are obvious and could be undertaken immediately—for example, removing the non-functioning fountain at Hayden Station—but most will be revealed as DTA activates the spaces.

Some of the spaces may need more comprehensive physical changes. In particular, AMC Plaza and Chase Alley may need substantial investments to realize their full potential, though for different reasons. However, it will take a couple years of DTA trying to activate those spaces to figure out what improvements will help support programming and draw people to the spaces. Ultimately, this approach will be less expensive and less risky for DTA, the City, and private property owners.

The guidelines for physical upgrades to downtown Tempe's small public spaces:

1. All design changes should have a functional reason for being done. They should support programs or events, help pedestrian circulation, or simplify operations or maintenance.

2. Any design changes should keep programming visible, and not hide activity through visual barriers or unnecessary grade changes. Events should be visible to Mill Avenue and other key pedestrian corridors as much as possible.

3. Physical improvements should aim to encourage spill out from adjacent retailers and restaurants. Surrounding businesses should be integrated into the plaza as much as possible, with as little delineation between public and private space as possible.

4. Seating should be movable. Seat walls are fine when they are also the edge of a permanent planter, but fixed seating should be avoided in all other cases. This flexibility will support programs and encourage more people to use the spaces.

5. When there are two good choices for upgrading a space, options with lower capital expenses should prevail. Spaces like Gateway Plaza and the AMC Plaza could be completely re-designed, but the goals of a redesign might also be achieved with systems of large, movable planters and furnishings at a much lower cost. These solutions will also be quicker, allowing the DTA to begin or resume programming a space. It is programming that will enliven Tempe's spaces, not design.

6. Look for opportunities to build connections between more small spaces. There are alleys, walks, and plazas not yet ready for activation—such as the vehicular alley running from 5th Street to 6th Street west of Mill Avenue—that will eventually be redeveloped. The DTA should make sure this plan and others for new or redeveloped spaces are integrated into the existing network.

7. Find opportunities to add colorful plantings. They should be massed to provide variation in plant height and color, not just a uniform planting bed with one type of flower. Color is especially important at the edges of a public space.

Timeline for Implementation

The following outlines a recommended timeline for implementing programming to activate the ten targeted small public spaces. We recommend beginning to activate these public spaces with minimal programming as early as the coming summer in a selected four spaces, and gradually expanding to activate all ten public spaces, simultaneously.

Summer 2016- We recommend beginning minimal activations during the summer of 2016. With the extreme heat, we recommend focusing on four strategically selected spaces with programming that is simple to implement and is based in the evening.

W6 Plaza: The "games plaza" concept for this space will require only easy improvements. It will require procurement for games and fitness equipment. These are simple additions these can be used at any time of the day with minimal supervision.

Centerpoint: This space can function as a live music venue without physical improvements. We recommend beginning activation in the upcoming summer with small musical performances occurring during the evenings.

Hayden Station: Although this space will require significant physical improvements, we can begin programming it in the upcoming summer with evening programming and events.

Hayden Square: With its visible location on Mill Avenue, we recommend moving the existing information cart from its current location across Mill Avenue to Hayden Square.

Fall 2016- We recommend beginning extensive public space activation in the fall of 2016. Beginning in October 2016 is a realistic goal and will allow for adequate time for planning and developing programming partnerships.

Gateway Plaza: Programming for Gateway Plaza will primarily take place mid-day, during lunchtime. This space will not require significant physical improvements, but because of the mid-day heat, we recommend activating this space in the upcoming fall as opposed to the upcoming summer.

Chase Alley: Programming for Chase Alley will primarily take place during daylight hours; we recommend beginning programming in the fall of 2016.

Hayden Square: We recommend opening the Hayden Square Reading Room this upcoming fall as it will have programming exclusively during the daytime.

Spring 2017- We recommend further expanding public space activation in the spring of 2017.

Brickyard: We recommend delaying activation of Brickyard until the spring of 2017. This is a large space to program; it will require a large amount of planning and coordination with a lot of programming partners.

Hayden Station Biergarten: The addition of a biergarten to Hayden Amphitheater will be a major physical improvement and capital expense. We think that it is a realistic goal to open the new biergarten in the spring of 2017.

5 ½ Street: Implementing the "Art Street" concept for this space will require a great deal of planning and coordination. Developing a programming schedule will depend upon forming relationships with local artists, art organizations, and art institutions, a process that requires significant time and effort.

AMC Plaza: The programming for this space will also require a significant planning and coordination process. In addition to coordinating with various food vendors (food trucks, outdoor bar, etc.), relationships with various programming partners will be need to provide movie-related programming.

Fall 2017- We recommend activating all of the ten targeted public spaces that comprise the public space networks by fall of 2017.

Mission Alley: This space will act primarily as a special event space, so we recommend beginning programming in the fall of 2017.

Staffing

The following are our staffing recommendations for the management and operations of downtown's small public spaces. This staffing plan includes all ten targeted public spaces.

Management by DTA

President: With regard to the ten strategic public spaces, the DTA President will focus on

- Determining the priorities for public space activation.
- Evaluating the overall success of each public space's programming and operation.
- Ensuring that the public spaces are best serving the Downtown Tempe Authority's larger mission.

Because the Programming Manager is going to be consumed by the daily logistics of running programming and managing relationships with dozens of programming partners, he or she won't have the time to take a big picture view of downtown Tempe's public space activation. The president should pay attention to the overall balance of programming to make sure it meets the needs of downtown workers and residents, and grows with them over time. Taking a broad view of public space programming can avoid the two most common problems faced by starting up these operations:

1. Programming partners drive the schedule. While programs do need to be scheduled at times that are convenient for the partner, they also need week-to-week consistency and to be scheduled when people are actually going to show up. This means most programs should be scheduled before work, during lunch, and in the evenings—not in the mid-afternoon, just because that's when the partner wants to show up. It also means that when a program is scheduled on Tuesdays at 6 PM, that's when it happens every week—not just most of the time.

2. The balance of programming is off. Some types of programming, like fitness classes, are fairly easy to organize and manage, and they're usually free. Other types of programming, like creating and scheduling events for a reading room, are more logistically complicated and time-consuming, and may eat into the programming budget. Programming managers are tempted to rely a lot on the former and eschew the latter—often because they are trying to get as much programming scheduled as quickly as they can, using as little of their budgets as possible. This means that programs like live music, which are time-intensive to manage and also cost money, often don't get developed quickly, even though it might be very popular. Another reason that the mix of programs can be off is politics: sometimes a public official or board member has a pet interest or hobby he or she wants to promote, regardless of whether other people or interested or how much it costs. Gently remind him or her that public space programming is to get as many people as possible to spend time and money in downtown Tempe, and decisions need to be made on the merits so limited funds can applied as effectively as possible.

Programming Manager: The Programming Manager has overall responsibility for daily plaza operations and activities. His or her specific duties include:

- Managing concessionaires and programming partners.
- Supervising on-site programming.
- Processing event and experiential marketing applications (including negotiating with event producers and marketers).
- Fulfilling sponsorship activation responsibilities and marketing public space programs, special events, and festivals.

In addition to the management of the public spaces, the Programming Manager should be able to initiate ideas for new programs and build relationships with partners to execute these programs.

This role should be filled by a young person with a liberal arts degree and 3-5 years' experiences in client- or consumer-facing business, with some knowledge of events and marketing. Ideally, this person will have a variety of interests (performing arts, visual arts, fitness, games, literature, etc.) that will inspire successful and inventive programs.

Director of Business Partnerships: The Director of Business Partnerships will primarily focus on coordination between different entities. His or her specific duties include:

- Coordinating between plaza public space programming/operations and tenants.
- Soliciting and negotiating experiential marketing opportunities.
- Soliciting and negotiating sponsorships.
- Coordinating sponsorship activation executed by the Programming Manager.

Assuming the programming is successful, it will bring crowds of people to downtown Tempe's small plazas. Merchants will notice. Occasionally, small conflicts may arise. These are usually related to noise (e.g. don't schedule amplified music next to a meditation studio) or the desire to hold an event where they would charge the public. These can be solved easily. Many merchants will see the activated public spaces as a marketing opportunity, allowing the DTA to start developing experiential marketing revenues.

Some large corporate tenants will notice, too. Sponsoring programming will appeal to some of them for a few reasons: marketing, social responsibility, and philanthropy. Building relationships with key decision-makers and understanding how to make the right appeal is a core responsibility for the Director of Business Partnerships when it comes to downtown's public spaces. That will also allow him or her to design and evaluate activation packages (i.e. signage, branded elements, etc.) that suit sponsors.

Space	J F M A M J J A S O N D	Comments
AMC Plaza		Explore extending evening programming through heaters.
Chase Alley		No population during evening.
W6 Plaza		Mostly fitness and games/ amenities.
Centerpoint		Some summer weekend programming during the day.
5½ Street		Primarily exhibits and art.
Brickyard		Some university-oriented, evening programs possible.
Hayden Station		Some summer weekend programming during the day.
Hayden Square		No population during evening.
Mission Alley		Special events only.
Gateway Plaza		No population during evening.

Figure 5.1.1- Space Activation Matrix

Deputy Director of Operations: The Deputy Director of Operations is responsible for managing all aspects of three departments: sanitation/maintenance, security, and landscaping. Regarding downtown Tempe's plazas, his or her specific duties include:

- Overseeing sanitation and security staffing and assigning them to public spaces as appropriate, coordinating with the Programming Manager.
- Coordinating with private property owner's sanitation and security operations.
- Overseeing the horticulture contractor.
- Reporting capital maintenance issues to property owners.

Field Staffing

In addition to these managers, three departments will employ personnel in the field: sanitation/maintenance, security, and programming and event management.

The factors that guide our staffing recommendations are seasonality of programming and space activation, times of day each space if likely to be busiest, the existing workload of litter collection and landscaping, and the distance between the public spaces.

Sanitation: We recommend adding about one additional man-shift during the day to the current DTA operations, excluding the summer. We also recommend extending hours year-round later in to the evening, and adding Sundays.

This additional man-shift and the existing staff will need to absorb an estimated 20 man-hours of daily sanitation work into their normal routes—an average of two hours sweeping each plaza, every day. Less-used spaces may only need two sweeps per day, and Mission Alley may not need to be swept at all but for special events. As programming matures and visitation to the plazas increases, additional man-hours will be required at Hayden Square, Hayden Station, and AMC Plaza. This staffing does not include special events.

Security: We recommend establishing walking posts or assignments that are coordinated with public space programming. This should be able to be integrated with existing DTA security staffing. We also recommend adding Sundays, probably year-round, but possibly not during the day in the summer, depending on the programming schedule.

Programming Coordinators: In order for programming to run smoothly and effectively in different spaces simultaneously, we recommend hiring several programming coordinators. These employees will most likely be ASU students, who work part-time and serve as on-site facilitators of scheduled programs and managers of amenities. We recommend having two coordinators on duty at all times during the fall, winter, and spring days (one based at Hayden Square and one based at AMC Plaza)—implies at least four students per day. Additionally, we recommend having one coordinator one duty at any given time during the daytime in the summer and during the evening in the spring, summer, and fall. It is not necessary to have coverage during the evenings in the winter. Figures 5.1.3, 5.1.4, and 5.1.5, on the following pages, illustrate this staffing plan. Appendix C has detailed staffing schedules.

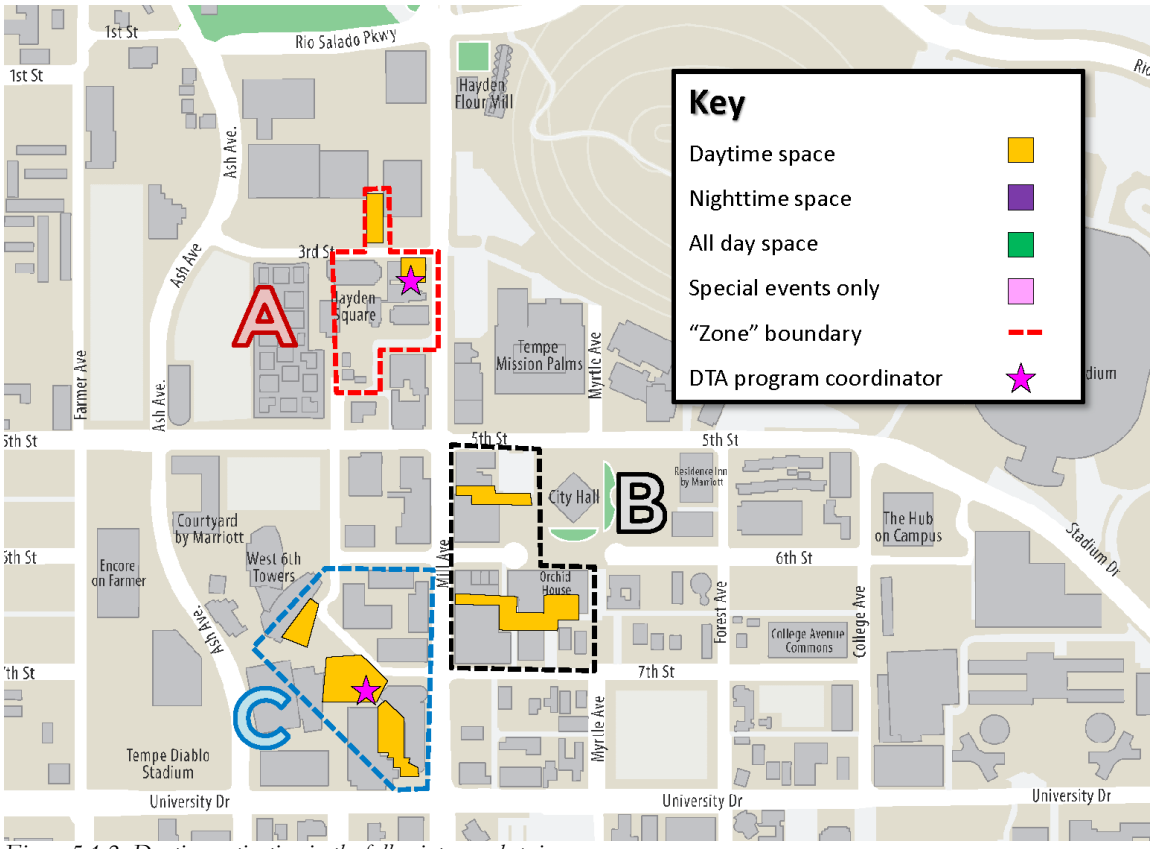

Figure 5.1.2- Daytime activation in the fall, winter, and spring.

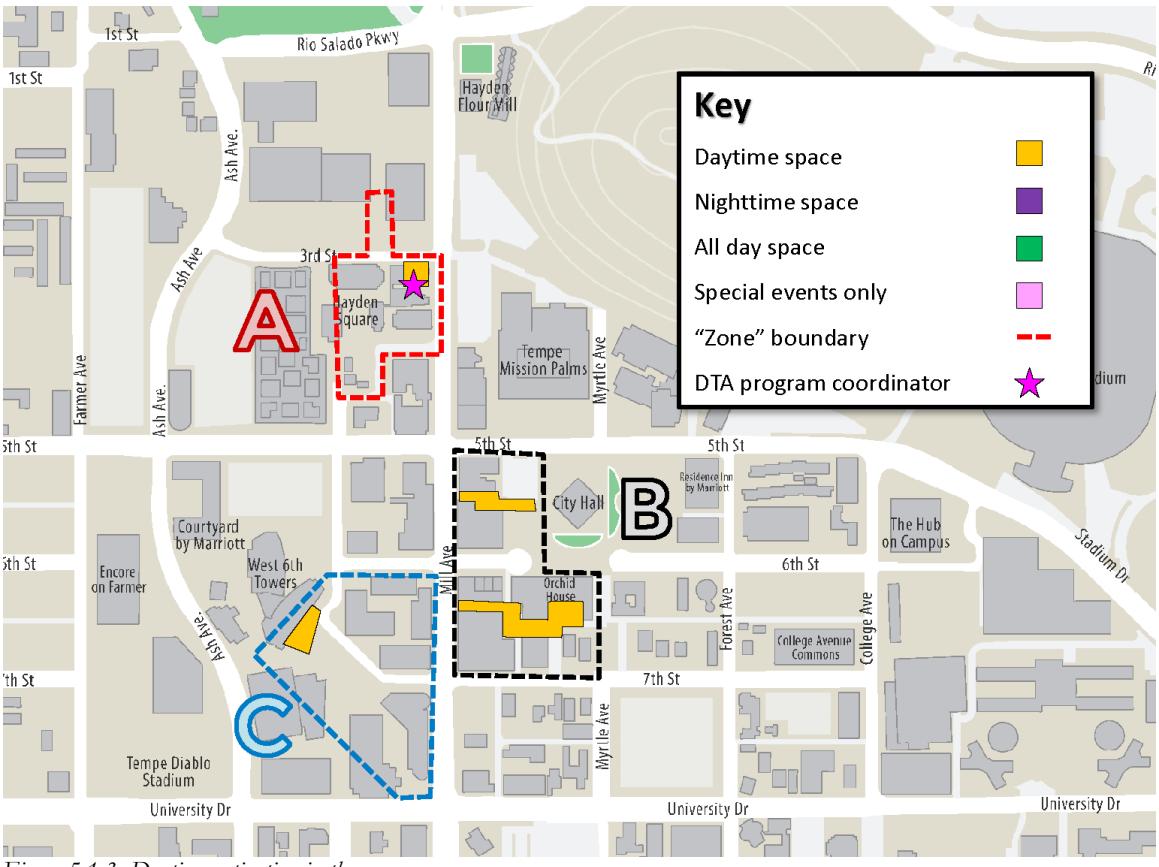

Figure 5.1.3- Daytime activation in the summer.

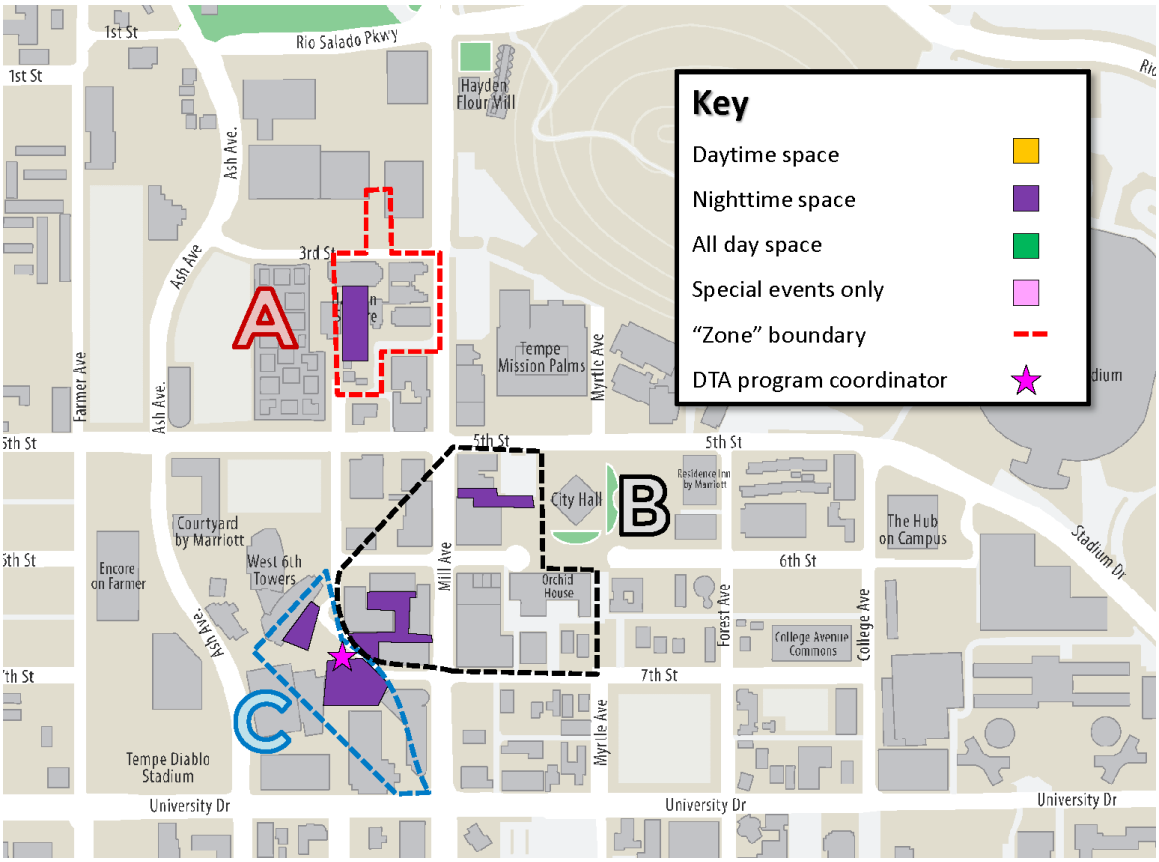

Figure 5.1.4- Nighttime activation in the spring, summer, and fall.

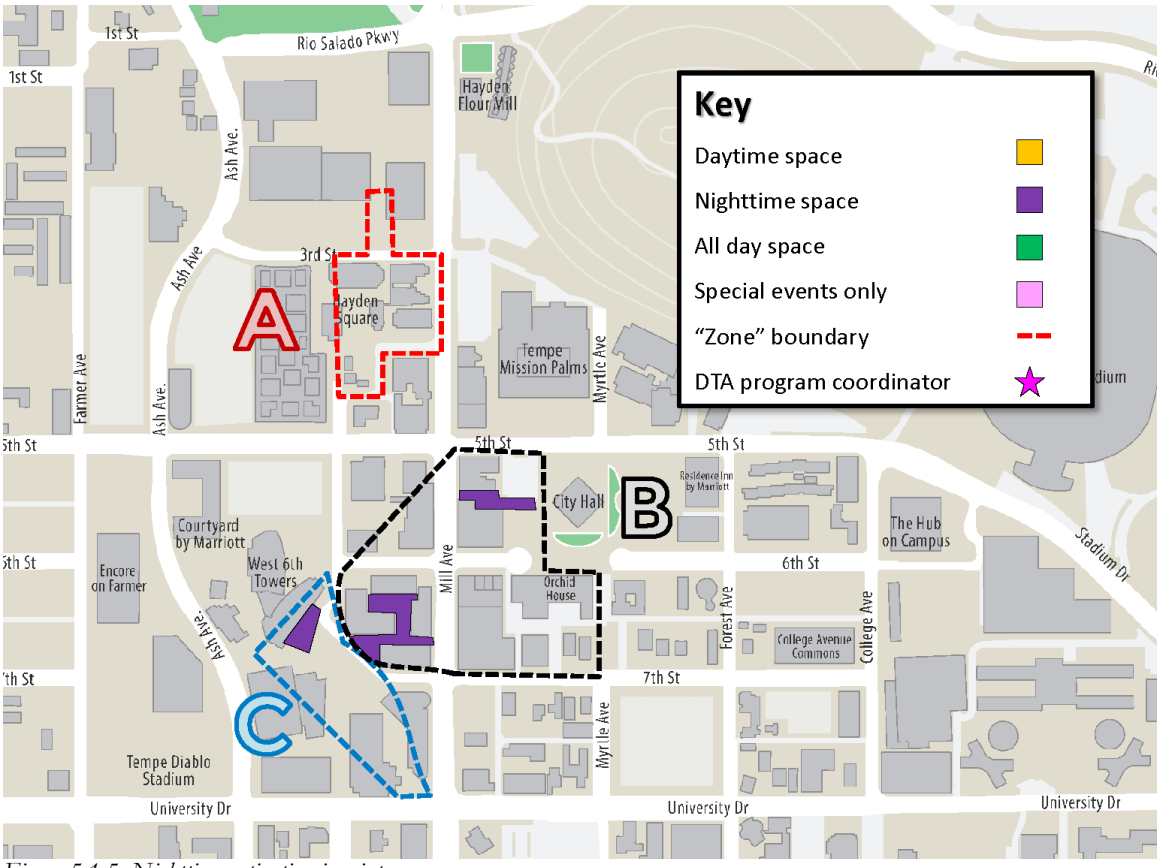

Figure 5.1.5- Nighttime activation in winter.

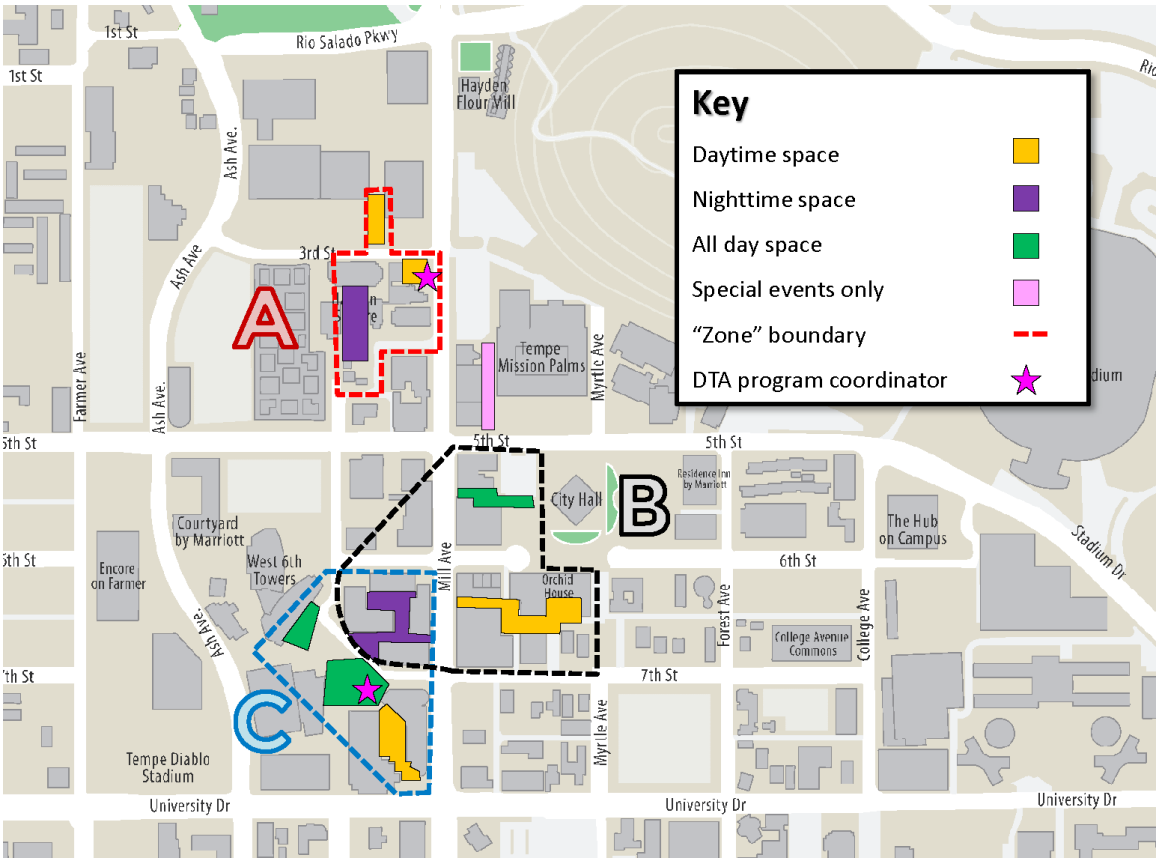

Figure 5.1.6- Activation summary.

Downtown Tempe Programming Budget

	FY 2017	FY2018	Steady-State	Comments
Direct Programming Expenses				
Five and a Half Street	$ 38,695	$ 24,170	$ 24,170	FY 2017 numbers include all start-up capital expenses and operating costs, phased in as programs are launched. FY 2018 contains a full 12 months of programming for all spaces. Steady-state year includes 12 months of programming and maintenance/repair/replacements after start-up.
AMC Plaza	$ 27,952	$ (49,120)	$ (49,120)	
Brickyard	$ 42,747	$ (9,000)	$ (9,000)	
Centerpoint	$ 62,233	$ 41,300	$ 41,300	
Chase Alley	$ 18,019	$ (4,500)	$ (4,500)	
Gateway Plaza	$ 40,051	$ 7,275	$ 7,275	
Hayden Square	$ 33,190	$ 6,550	$ 6,550	
Hayden Station	$ 17,418	$ (7,650)	$ (7,650)	
Mission Alley	$ -	$ 4,800	$ 4,800	
W6	$ 39,749	$ 1,450	$ 1,450	
Maintenance & repairs	$ 3,000	$ 3,500	$ 62,840	Includes all chair, table, umbrella replacement. Assumes average life of four years for each. Also includes $15,000 allowance for replacing and repairing other furnishings.
WiFi	$ -	$ 212,500	$ 45,000	Assumes option two, implemented in FY 2018, launched in September 2017.
Additional shipping expenses	$ 18,000	$ 3,000	$ 5,000	For two containers of furniture in FY 2017 only, plus allowance for all other shipping.
Direct Programming Expenses Subtotal	*$ 341,055*	*$ 234,275*	*$ 128,115*	
Personnel				
Management	$ -	$ 46,800	$ 50,000	
Attendants	$ 69,347	$ 88,643	$ 88,643	
Personnel Subtotal	*$ 69,347*	*$ 135,443*	*$ 138,643*	
Other Expenses				
Entertainment	$ 500	$ 500	$ 500	
General liability insurance	$ 4,000	$ 4,000	$ 4,000	
Office supplies	$ 300	$ 300	$ 300	
Uniforms - purchasing	$ 2,500	$ 2,000	$ 2,000	
Other Expenses Subtotal	*$ 7,300*	*$ 6,800*	*$ 6,800*	
Grand Total	**$ 417,701**	**$ 376,518**	**$ 273,558**	

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Downtown Tempe WiFi Budget

	Capital	Operating	Total	Comments
Option One: Space by Space				
Five and a Half Street	$ 25,000	$ 6,000	$ 31,000	Assumes minimum $500/month maintenance charge for each individual network and installation being done by individual building owners.
AMC Plaza	$ 30,000	$ 6,000	$ 36,000	
Brickyard	$ 30,000	$ 6,000	$ 36,000	
Centerpoint	$ 35,000	$ 6,000	$ 41,000	
Chase Alley	$ 25,000	$ 6,000	$ 31,000	
Gateway Plaza	$ 20,000	$ 6,000	$ 26,000	
Hayden Square	$ 15,000	$ 4,500	$ 19,500	
Hayden Station	$ 30,000	$ 4,500	$ 34,500	
Mission Alley	$ 20,000	$ 6,000	$ 26,000	
W6	$ 25,000	$ 6,000	$ 31,000	
Option One Total	*$ 255,000*	*$ 57,000*	*$ 312,000*	
Option Two: Downtown Tempe				
Entire Mill Ave. spine and all spaces	$ 175,000	$ 45,000	$ 220,000	Assumes one contract covering all of DTA service area, including public spaces.
Option Two Total	*$ 175,000*	*$ 45,000*	*$ 220,000*	

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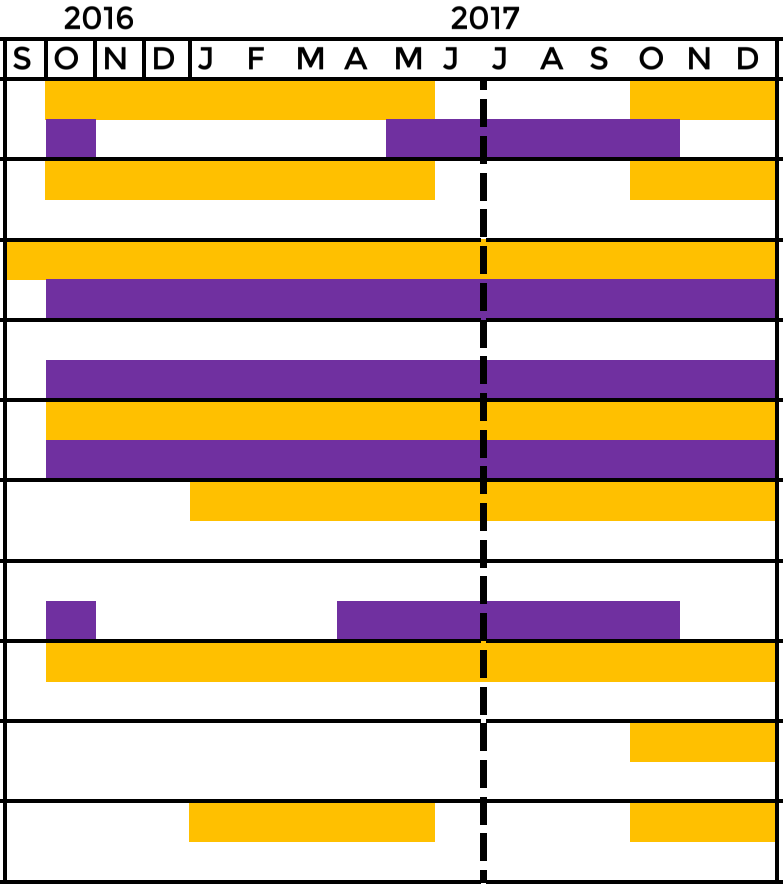
Downtown Tempe Public Space Activation Timeline



Space	Debut	Comments
AMC Plaza	Oct-16	Explore extending evening programming through heaters.
Chase Alley	Oct-16	No population during evening.
W6 Plaza	Sep-16	Mostly fitness and games/ amenities.
Centerpoint	Oct-16	Some summer weekend programming during the day.
5½ Street	Oct-16	Primarily exhibits and art.
Brickyard	Feb-17	Some university-oriented, evening programs possible.
Hayden Station	Oct-16	Some summer weekend programming during the day.
Hayden Square	Oct-16	No population during evening.
Mission Alley	Oct-17	Special events only.
Gateway Plaza	Feb-17	No population during evening.

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Downtown Tempe Programming Staffing Budget

Daily Man-Hours by Month

Location	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Hayden Station	8	8	15	15	8	8	8	8	15	15	8	8
AMC Plaza	8	12	12	12	8	8	8	8	12	12	12	8
Total	**16**	**20**	**27**	**27**	**16**	**16**	**16**	**16**	**27**	**27**	**20**	**16**
Shifts per Day	4	5	6	6	4	4	4	4	6	6	5	4

Work Schedule: December/January, May - August

	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Hours
Year-round 1	⊘	⊘	❐	❐	❐	❐	⊘	16
Year-round 2	⊘	❐	❐	❐	❐	⊘	⊘	16
Year-round 3	❐	❐	❐	⊘	⊘	⊘	❐	16
Year-round 4	❐	⊘	⊘	⊘	❐	❐	❐	16
Year-round 5	❐	❐	⊘	⊘	⊘	❐	❐	16
Year-round 6	⊘	⊘	⊘	❐	❐	❐	⊘	12
Year-round 7	❐	❐	⊘	⊘	⊘	⊘	❐	12
Year-round 8	⊘	⊘	❐	❐	⊘	⊘	⊘	8
Daily Shifts	4	4	4	4	4	4	4	112

Work Schedule: February/November

	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Hours
Year-round 1	⊘	⊘	⊘	❐	❐	❐	❐	16
Year-round 2	⊘	❐	❐	❐	❐	⊘	⊘	16
Year-round 3	❐	❐	❐	❐	⊘	⊘	⊘	16
Year-round 4	❐	⊘	⊘	⊘	❐	❐	❐	16
Year-round 5	❐	❐	❐	⊘	⊘	⊘	❐	16
Year-round 6	⊘	⊘	❐	❐	❐	❐	⊘	16
Year-round 7	❐	❐	⊘	⊘	⊘	❐	❐	16
Year-round 8	⊘	❐	❐	❐	❐	⊘	⊘	16
Seasonal 1	❐	⊘	⊘	⊘	⊘	❐	❐	12
Daily Shifts	5	5	5	5	5	5	5	140

Work Schedule: March/April, September/October

	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Hours *
Year-round 1	⊘	⊘	⊘	❐	❐	❐	❐	18
Year-round 2	⊘	❐	❐	❐	❐	⊘	⊘	18
Year-round 3	❐	❐	❐	❐	⊘	⊘	⊘	18
Year-round 4	❐	⊘	⊘	⊘	❐	❐	❐	18
Year-round 5	❐	❐	❐	⊘	⊘	⊘	❐	18
Year-round 6	⊘	⊘	❐	❐	❐	❐	⊘	18
Year-round 7	❐	❐	⊘	⊘	⊘	❐	❐	18
Year-round 8	⊘	❐	❐	❐	❐	⊘	⊘	18
Seasonal 1	⊘	⊘	⊘	❐	❐	❐	❐	18
Seasonal 2	❐	❐	❐	⊘	⊘	⊘	⊘	14
Seasonal 3	❐	⊘	⊘	⊘	⊘	❐	❐	14
Daily Shifts	6	6	6	6	6	6	6	189

* Hayden Station shifts switch from 4 to 5 hours during these four months; AMC Plaza shifts remain 4 hours.

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Downtown Tempe Programming Staffing Budget

Annual Labor Costs

Employee	Annual Hours	Wage	Salary	Overtime	Holiday	Total Salary	Fica/ Medi	Wks. Comp	FUTA	SUTA	Payroll	Total	Fully-loaded wage
Year-round 1	868	$ 9.00	$ 7,812	$ 360	$ -	$ 8,172	$ 625	$ 531	$ 420	$ 189	$ 300	$ 10,237	$ 11.79
Year-round 2	868	$ 9.00	$ 7,812	$ 360	$ -	$ 8,172	$ 625	$ 531	$ 420	$ 189	$ 300	$ 10,237	$ 11.79
Year-round 3	868	$ 9.00	$ 7,812	$ 360	$ -	$ 8,172	$ 625	$ 531	$ 420	$ 189	$ 300	$ 10,237	$ 11.79
Year-round 4	868	$ 9.00	$ 7,812	$ 360	$ -	$ 8,172	$ 625	$ 531	$ 420	$ 189	$ 300	$ 10,237	$ 11.79
Year-round 5	868	$ 9.00	$ 7,812	$ 360	$ -	$ 8,172	$ 625	$ 531	$ 420	$ 189	$ 300	$ 10,237	$ 11.79
Year-round 6	764	$ 9.00	$ 6,876	$ 360	$ -	$ 7,236	$ 554	$ 470	$ 420	$ 167	$ 300	$ 9,147	$ 11.97
Year-round 7	764	$ 9.00	$ 6,876	$ 360	$ -	$ 7,236	$ 554	$ 470	$ 420	$ 167	$ 300	$ 9,147	$ 11.97
Year-round 8	660	$ 9.00	$ 5,940	$ 360	$ -	$ 6,300	$ 482	$ 410	$ 420	$ 146	$ 300	$ 8,057	$ 12.21
Seasonal 1	420	$ 9.00	$ 3,780	$ -	$ -	$ 3,780	$ 289	$ 246	$ 420	$ 87	$ 150	$ 4,972	$ 11.84
Seasonal 2	243	$ 9.00	$ 2,187	$ -	$ -	$ 2,187	$ 167	$ 142	$ 420	$ 51	$ 100	$ 3,067	$ 12.62
Seasonal 3	243	$ 9.00	$ 2,187	$ -	$ -	$ 2,187	$ 167	$ 142	$ 420	$ 51	$ 100	$ 3,067	$ 12.62
Totals			**$ 66,906**	**$ 2,880**	**$ -**	**$ 69,786**	**$ 5,339**	**$ 4,536**	**$ 4,620**	**$ 1,612**	**$ 2,750**	**$88,643**	

Labor Costs - FY 2017

Employee	Annual Hours	Wage	Salary	Overtime	Holiday	Total Salary	Fica/ Medi	Wks. Comp	FUTA	SUTA	Payroll	Total	Fully-loaded wage
Year-round 1	650	$ 9.00	$ 5,850	$ 360	$ -	$ 6,210	$ 475	$ 404	$ 420	$ 143	$ 300	$ 7,952	$ 12.23
Year-round 2	650	$ 9.00	$ 5,850	$ 360	$ -	$ 6,210	$ 475	$ 404	$ 420	$ 143	$ 300	$ 7,952	$ 12.23
Year-round 3	650	$ 9.00	$ 5,850	$ 360	$ -	$ 6,210	$ 475	$ 404	$ 420	$ 143	$ 300	$ 7,952	$ 12.23
Year-round 4	650	$ 9.00	$ 5,850	$ 360	$ -	$ 6,210	$ 475	$ 404	$ 420	$ 143	$ 300	$ 7,952	$ 12.23
Year-round 5	650	$ 9.00	$ 5,850	$ 360	$ -	$ 6,210	$ 475	$ 404	$ 420	$ 143	$ 300	$ 7,952	$ 12.23
Year-round 6	578	$ 9.00	$ 5,202	$ 360	$ -	$ 5,562	$ 425	$ 362	$ 420	$ 128	$ 300	$ 7,198	$ 12.45
Year-round 7	578	$ 9.00	$ 5,202	$ 360	$ -	$ 5,562	$ 425	$ 362	$ 420	$ 128	$ 300	$ 7,198	$ 12.45
Year-round 8	506	$ 9.00	$ 4,554	$ 360	$ -	$ 4,914	$ 376	$ 319	$ 420	$ 114	$ 300	$ 6,443	$ 12.73
Seasonal 1	330	$ 9.00	$ 2,970	$ -	$ -	$ 2,970	$ 227	$ 193	$ 420	$ 69	$ 150	$ 4,029	$ 12.21
Seasonal 2	176	$ 9.00	$ 1,580	$ -	$ -	$ 1,580	$ 121	$ 103	$ 420	$ 36	$ 100	$ 2,359	$ 13.44
Seasonal 3	176	$ 9.00	$ 1,580	$ -	$ -	$ 1,580	$ 121	$ 103	$ 420	$ 36	$ 100	$ 2,359	$ 13.44
Totals			**$ 50,337**	**$ 2,880**	**$ -**	**$ 53,217**	**$ 4,071**	**$ 3,459**	**$ 4,620**	**$ 1,229**	**$ 2,750**	**$69,347**	

Project	Project Type	Timeframe	Parties Involved	Roles and Responsibilities	Potential Funding Sources
Gateway Plaza	Plaza	Fall 2016	DTA	Develop, execute, and manage programs. Work with the building owners to build WiFi network or incorporate into a greater downtown WiFi network. Coordinate with Midway to select F&B operators, including food trucks. Manage sanitation, security, horticulture.	Building owner should contribute to capital costs; F&B operators to pay percentage rent on coffee and beer sales; food truck rent; share of WiFi revenues
			Property owner	Authorize DTA's activities and concessions.	
			Nearby restaurants	Operate the coffee kiosk and/or beer cart.	
Hayden Square	Plaza	Spring 2017	DTA	Staff relocated tourist information kiosk and reading room; develop, execute, and manage programs.	Sponsorship of reading room and programs; CVB contribution to tourist kiosk effort.
			CVB	Approve relocation of info kiosk.	
			Adjacent businesses	Collaborate on programming.	
Hayden Station	Plaza	Fall 2016	DTA	Develop, execute, and manage programs. Lead bar/restaurant organizing effort.	Rent from new outdoor bar operation(s); sponsorship of programming.
			Adjacent businesses	Collaborate on programming.	
			Property owner	Authorize DTA's activities and concessions. Complete removal of sculpture and fountain.	
Centerpoint	Plaza	Fall 2016	DTA	Develop, execute, and manage programming. Lead bar/restaurant organizing effort. Work with owner and City on plan to convert alley to "common" space.	Share of incremental revenue from increased bar/restaurant sales.
			Property owner	Authorize DTA's activities and concessions. Carry out improvements to alley.	
W6 Plaza	Plaza	Fall 2016	DTA	Develop, execute, and manage programs.	Programming sponsorships.
			Property owner	Authorize DTA's activities and concessions. Turn over management of bocce ball.	
AMC Plaza	Plaza	Fall 2016	DTA	Develop, execute, and manage programming. Lead effort to select and planters.	Rent from new outdoor concession(s); sponsorship of programming.
			Property owner	Authorize DTA's activities and concessions.	
			Nearby restaurants	Operate concessions.	
Chase Alley	Plaza	Fall 2016	DTA	Develop, execute, and manage programming. Lead effort to select and planters.	Rent from new coffee kiosk; sponsorship of programming.
			Property owner	Authorize DTA's activities and concessions.	
			Nearby restaurant	Operate concession.	
5 ½ Street	Plaza	Fall 2016	DTA	Develop, execute, and manage programming.	Programming sponsorships, possibly.
			City	Authorize DTA's activities and concessions.	
Brickyard	Plaza	Spring 2017	DTA	Develop, execute, and manage programming.	Rent from coffee kiosk; programming sponsorships, possibly.
			ASU	Help DTA coordinate programming. Authorize DTA's activities.	
Mission Alley	Plaza	Fall 2017	DTA	Develop, execute, and manage programming.	Percentage of vendor fees for various markets.
			Property owner	Authorize DTA's activities and concessions.	

Project	Project Type	Timeframe	Parties Involved	Roles and Responsibilities	Potential Funding Sources
Lower Mill Entrepreneurial Village	Development	Spring 2017	DTA	Either (1) serve as overall project coordinator or (2) retain project manager and serve as developer. Secure future sites where buildings could be moved.	Rents from temporary buildings.
			ASU	Authorize project; determine if any temporary buildings could be moved to other ASU properties once site is developed.	
			Developer	Lead capital project; invest in temporary buildings; market and lease spaces to tenants.	
Streetscapes	Infrastructure	Fall 2017 - 2020	DTA	Retain design team; arrange financing; issue bonds; manage construction; maintain.	Tax-exempt bonds issued by DTA via IRS provision 63-20; public funding already allocated to 5th Street and other streetscape projects.
			City	Play key role in planning and design review; coordinate with other City initiatives.	
Tempe Beach Park	Park, Development	Fall 2016-2020	DTA	Retain design team; negotiate governance agreement with City; issue RFP to developers; lead capital project(s); manage redeveloped park.	Developer to fund hard and soft costs associated with park redevelopment; for operations, MOE payments from City for ongoing maintenance in early years, restaurant and concession rents, sponsorships, events, experiential marketing.
			City	Partner with DTA on governance; maintain final approval on events.	
			Private developers	DTA should coordinate efforts of all parties involved, design and execute programming scheme, oversee maintenance	
East Tempe Town Lake	Park	Spring 2017-Fall 2018	DTA	Develop, execute, and manage programs; design and installation of permanent horticulture. Engage nearby residents and employers.	Contributions from State Farm and property owners; ASU.
			ASU	Create research spaces; design and installation of experimental gardens.	
			City	Approve permits. Authorize DTA and ASU activities through MOU or license agreement.	
Tempe Arts Park	Park, Development	2017-2024	DTA	Organize downtown business community behind project; serve on board of nonprofit.	Philanthropic contributions to fund capital projects and funds toward an endowment for future ongoing maintenance, operations, and commissions for works, etc.; rents from new facilities; TCA net revenues; MOE payments from City during early years; sponsorships of art exhibitions and programming.
			New nonprofit	Raise funds; undertake capital projects to develop arts campus and sculpture park; retain cultural programming firm and design team; execute agreement to operate TCA and Tempe Arts Park.	
			ASU	Assist in fundraising; serve on board of nonprofit.	
			City	Partner with new nonprofit on development and operation of TCA and Tempe Arts Park; serve on board of nonprofit.	
Gammage Square	Park, Development	2017-2024	DTA	Assist in programming	Potentially ground lease payments from developed buildings.
			ASU	Lead redevelopment of site and partner with developers as necessary	
			City	Realign street grid; coordinate streetcar project with ASU redevelopment.	