

# Downtown Phoenix: A Strategic Vision and Blueprint for the Future

## *Two-Year Progress Update*



*Downtown Development Office*  
2007



Mayor Phil Gordon

The city of Phoenix continues to be among the fastest-growing cities in America. At the heart of this great city, downtown Phoenix is emerging as the epicenter of a vibrant regional economy where people can live, work, shop and play.

Excitement about downtown is everywhere. You can see it in the faces of the students who attend the Arizona State University Downtown Campus. You can see it on the faces of students, faculty and researchers on the Phoenix Biomedical Campus, University of Arizona College of Medicine, Arizona Biomedical Collaborative, TGen and IGC organizations, which are making medical breakthroughs. Our collaborative efforts with these "knowledge anchors" have a ripple effect that has great impact, not just within our city limits, but throughout the entire state.

A successful downtown must provide a diverse array of quality housing choices. Nearly 4,000 units have been approved or are under construction and several exciting projects are being planned. For example, CityScape will fundamentally change the core of downtown with an exhilarating mixed-use development.

Downtown Phoenix also offers arts, entertainment, cultural and sporting events for all ages. The excitement on the faces of visitors to the new Phoenix Convention Center, the renovated Symphony Hall, Phoenix Art Museum and surrounding venues, speaks volumes. The next wave of projects under development includes the proposed Jackson Street Entertainment District that will span several city blocks around the US Airways Center and add new retail, restaurants, entertainment and residential units to our downtown.

Retail development in the city's core will play a vital role in providing a true urban experience. Empty retail space is being filled. New cafes in older cottages, and parking lots developed into mixed-use retail and restaurant space, will energize downtown Phoenix like never before.

In all, there are \$2.3 billion and 7 million square feet of planned and proposed new developments in the works for downtown. The economic growth generated in downtown is exciting because these developments reach far beyond the downtown core. This is an exciting time to be in Phoenix!

Sincerely,

Phil Gordon  
*Mayor of Phoenix*

Councilman Michael Johnson  
*Chair Downtown, Economy, Sports & Int'l Subcommittee*



Michael Johnson  
*Councilman District 8*



Dave Siebert  
*Vice Mayor District 1*



Peggy Neely  
*Councilwoman District 2*



Peggy Bilsten  
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Tom Simplot  
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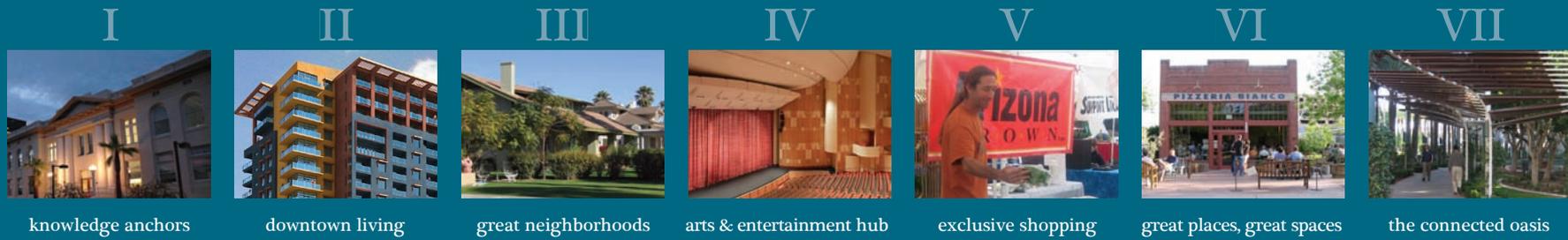
Claude Mattox  
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Greg Stanton  
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Doug Lingner  
*Councilman District 7*



## “Downtown Phoenix: This is the Time; This is the Place.”

This call to action served as the opening to the city’s 10-year strategic plan, *Downtown Phoenix: A Strategic Vision and Blueprint for the Future*, adopted by the Phoenix City Council in December of 2004. This downtown plan for America’s fifth largest city set a bold, collaborative and pragmatic agenda.

While downtown is a transformation still unfolding, the past two years have witnessed remarkable progress. It is not just about statistics, but is a story of the plan’s three principles of community, connectivity and integration. It is about downtown Phoenix emerging as the epicenter of the regional economy; as a distinctive place to live, work, shop and play; and a downtown with a unique sense of place reflecting its diverse peoples, heritage and desert environment. This report reviews the progress made since the adoption of the plan through the seven themes that express the vision and aspirations that Phoenicians have for their downtown.



*Phoenix City Hall*



Frank Fairbanks  
*City Manager*



John Chan  
*Director, Downtown Development Office*

*“Achievements towards the revitalization of downtown truly belong to the residents of Phoenix.”*

The last two years have witnessed unprecedented growth in activity and interest in downtown Phoenix. These efforts have been the result of a committed mayor, City Council and city staff. However, achievements towards the revitalization of downtown truly belong to the residents of Phoenix. The Arizona State University Downtown Campus would not have been possible without the hundreds of private citizens who participated in the 2006 Bond Program, and the overwhelming support of voters who supported the campus. The Strategic Vision and Blueprint for the Future was also the result of the combined efforts of elected officials, city staff, and more than 700 Phoenix residents who provided input at public meetings.

Phoenix residents have reason to be proud of their support of downtown redevelopment efforts. Downtown Phoenix is improving every day. The Phoenix Biomedical Campus, the University of Arizona College of Medicine, and the downtown ASU campus are changing the face of downtown, and will act as economic generators for the entire region. The beautifully expanded Phoenix Convention Center and the soon to be complete Sheraton Hotel will likewise benefit the regional economy while adding vitality to the downtown. Simultaneously, work on the light rail is progressing swiftly – a daily reminder of a future downtown that will be vibrant, connected and accessible.

Affirmation that downtown is on the right path comes from the unprecedented private investment in downtown projects. There is great interest in downtown, from office and large mixed-use development projects to small, unique retail and restaurant enterprises. Similarly, residential projects from large condominium developments to distinctive town homes are beginning to populate the downtown landscape. People want to live in the downtown that is taking shape, and this is the truest sign that downtown Phoenix is headed for a bright future.



David Cavazos  
*Deputy City Manager*



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John Chan  
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*“Education, research and innovation assets in downtown are the key to Phoenix’s place in the knowledge-based economy.”*





# knowledge anchors

The plan recognized that the education, research and innovation assets in downtown are the key to Phoenix's place in the knowledge-based economy.

Progress at the Phoenix Biomedical Campus is helping to fulfill the vision. The University of Arizona College of Medicine - Phoenix opened its doors in three historic buildings in the summer of 2006. This partnership among local and state government, the universities and the Board of Regents celebrates a new era of collaboration and addresses the pressing need for medical education. The renovation of the former Phoenix Union High School buildings into dramatic new space for teaching doctors and researchers is a striking testimony to the city's commitment to both education and historic preservation. The biomedical campus represents a unique partnership between the University of Arizona and Arizona State University, including the ASU College of Nursing on the nearby ASU Downtown campus. Plans are also underway to add the UA College of Pharmacy to the Biomedical Campus to train new pharmacists in cutting edge fields specializing in tailoring drugs to specific genetic traits.

Further reflective of this partnership is the construction of the first Arizona Biomedical Collaborative facility on the campus. Adjacent to the Translational Genomics Research Institute (TGen)/ International Genomics Consortium (IGC) headquarters, this new 85,000 square foot research facility will house the ASU Department of Biomedical Informatics, computational research labs and wet lab space for the UA College of Medicine for diabetes, cancer and neurological research. Construction is scheduled for completion in the spring of 2007.

Attracting biomedical research to the campus is a high priority. To that end, the city worked diligently to attract the National Institute of Diabetes, Digestive and Kidney Diseases into the TGen/IGC headquarters. The Phoenix laboratories of the institute focus on diabetes research, particularly among the Pima Indians of Arizona. In addition, the city has leased first floor space in the facility to a research unit of St. Joseph's Hospital/Barrow Neurological Institute to expand their efforts in clinical and basic neuroscience research to further the prevention and treatment of brain, nerve and spinal cord diseases and injuries.

*From Left to Right: Phoenix Union Bioscience High School, TGen, Arizona Biomedical Collaborative, ASU Bookstore*

A photograph of the ASU University Center building, featuring a large sign that reads "UNIVERSITY CENTER". The building has a modern design with large glass windows and a prominent entrance. The background shows a clear sky and some greenery.

# UNIVERSITY CENTER

*“Universities play a central role as economic engines in any urban economy.”*

ASU University Center

Recognizing that science education requires attention at all levels, the city collaborated with the Phoenix Union High School District to create the Phoenix Union Bioscience High School. Located adjacent to the Phoenix Biomedical Campus, it provides 50,000 square feet of classroom, lab and student workspace in and around the historic McKinley school building. With construction now underway, by fall of 2007 the small-school based Bioscience High School facility will be open and educating the physicians and scientists of our future through an innovative science and math-based curriculum.

Since universities play a central role as economic engines in any urban economy the development of the ASU Downtown Campus was a high priority of the plan; and Phoenix voters resoundingly supported this educational bond initiative in 2006. ASU’s vision of “One University in Many Places” includes a downtown Phoenix campus of 15,000 students, 1,800 faculty and staff and 4,000 student housing beds. The academic programs have wonderful connectivity to the urban setting, including the College of Public Programs, Cronkite School of Journalism and Mass Communications, KAET/Channel 8, the College of Nursing and Healthcare Innovation, the School of Health Management and Policy and University College.

ASU recently opened its Downtown Campus to more than 6,000 registered students and 600 faculty members, with an initial focus on University College, Public Programs and Nursing. Residential Commons opened in the former Ramada Inn site, housing 250 student beds. The Phoenix Urban Research Laboratory, an exciting initiative of the College of Design, opened its doors in the historic Security Building. The research laboratory focuses on seeking solutions to the most challenging design problems facing cities today. It contains studio space, meeting rooms, offices and a large scale model of downtown Phoenix. In further commitment to historic preservation and to the community, ASU has moved some administrative space into the historic Post Office building and plans to preserve postal services.

Plans are now underway for the next phase of campus development, including the development and planning of the School of Journalism, KAET/Channel 8 studio building, streetscape improvements to Taylor Street to enhance connectivity, more student housing and development of the downtown Civic Space, an exciting multi-purpose site in the heart of the campus and downtown. This is indeed an integrated urban campus.

# downtown living



*44 Monroe*

The plan noted that housing is a vital part of downtown Phoenix's renaissance.

It is critical to the success of the downtown knowledge economy and emerging creative class and it provides an authentic sense of community. As the plan recommended, a successful downtown must provide a diverse range of quality housing choices – including affordable, attainable and market-rate housing. There are high-end condominium developments such as Portland Place, 44 Monroe and the Summit at Copper Square, and mixed-income projects like Hope VI and Fillmore 555. Several of these projects also add more street life to the downtown by providing mixed-use

space, such as 215 McKinley, a wonderful, small project on an infill lot which provides residential, office and commercial space.

The 10-year plan called for 10,000 housing units in downtown. After only two years nearly 4,000 units have been approved or are under construction. Equally important, a number of exciting projects such as the Jackson Street Entertainment District, CityScape, and Roosevelt Row show great promise for even more vitality and diversity downtown.



*“Housing is a vital part of downtown Phoenix's renaissance.”*

*From Left to Right: Portland Place, The Orpheum Lofts, The Summit at Copper Square*





# great neighborhoods

Great neighborhoods provide the historic authenticity that contributes to the sense of place that urban dwellers are seeking.

Whether it is the Roosevelt and Evans-Churchill neighborhoods in the core of the downtown or the surrounding neighborhoods of Garfield, Matthew Henson, Eastlake and Capitol Mall, each contributes significantly to the health of the downtown. In the Roosevelt neighborhood, for example, several historic buildings have been converted into condos and affordable rental housing. The Portland Place project will add another 250 market rate condominium units to that neighborhood.

Looking south and to the west of Seventh Avenue, the Capitol Mall area is undergoing significant revitalization, including new office construction at Grace Court and affordable housing in the Monroe Street Bungalows. The future looks bright with renewed spirit for public/private initiatives in this area. Further south is the new HOPE VI Matthew Henson redevelopment project. This project brings new life to this neighborhood and adds 198 mixed-income housing units, a community resource center, a youth activity center and a community park. Neighborhood residents, old and new, should be proud of these accomplishments.

To the east of downtown the Garfield neighborhood has witnessed the creation of two historic districts, numerous renovation projects, new construction of loft-style condos and more on the way. Neighborhood initiatives include new infill housing plans, the Garfield Public Art Project, and a new neighborhood commercial initiative – Tacos Tres Amigos.

*From Left to Right: Cibos, Roosevelt Historic District, Evans Churchill, Hope VI Neighborhood*

At the heart of this neighborhood revitalization is a community that cares about itself and its residents. This is witnessed month after month through numerous volunteer and community outreach efforts. Some of these include the ASU Cares project and the Holiday Fun Fest, both in Grant Park; the Graffiti Paint-Out, the Garfield GAIN events and the Shea Homes Christmas Party in Garfield; and Neighborhood Ministries assisting residents of the Capitol Mall neighborhood with income tax preparation. This is but a sampling of the community spirit that abounds in these unique downtown neighborhoods.

In addition, the plan stressed the value of maintaining consistent communication with the surrounding neighborhoods. Over the past two years much has been accomplished through community meetings, updated web site information, the Downtown Vision Newsletter, and the Downtown Strategic Plan Update and ASU Neighborhood brochures, the latter two being distributed in both English and Spanish. The integration of these diverse neighborhoods into the future planning of downtown is vital.





## arts & entertainment hub

**Arts and culture are not just amenities to a vibrant downtown but rather serve as an economic catalyst.**

They are reflective of our quality of life and create a lively and spontaneous atmosphere for downtown employees, residents and visitors alike.

The plan highlighted “big things” that must be accomplished, and significant progress has been made on those in the last two years. The state of Arizona partnered with the city of Phoenix and its residents who supported the bond initiative in 2001 on the \$600 million expansion of the Phoenix Convention Center. The facility will nearly triple in size and be a choice for top-tier conventions. Phase One, the West Building, is now open and construction of Phase Two is underway. The Arizona-inspired architecture of the expansion is stunning. The architecture addresses so many urban design issues of the plan: it provides shade; connectivity to Symphony Hall through a dramatic atrium, and pedestrian connectivity from Adams Street. The project resulted in both Third and Washington streets being brought to grade, creating a much more appealing pedestrian experience. The design uses colors and material that resonate with the Arizona environment and the facility contains dramatic public art. There are also plans for active, street-front retail space. The convention center is an economic engine for the state that also enhances the downtown experience.

Another key economic driver that will support downtown is the Downtown Sheraton Hotel which is currently under construction. Adding 1,000 hotel rooms to the downtown market will be a major boost to the convention industry as well as to street life. The Sheraton will have rooftop facilities that open to the Arizona landscape and its ground floor restaurant will have outdoor seating. Art within the hotel will be local – providing area artists with a wide, international audience.

*From Left to Right: Phoenix Convention Center, First Fridays Art Walk, “Art is a Guaranty of Sanity” by Louise Bourgeois, Downtown Sheraton Hotel*

The renovation of Symphony Hall is now complete, including new seating, carpet, wall finishes, an expanded lobby, new roof and improved accessibility. The beautifully renovated hall is home to the Arizona Opera, Ballet Arizona and Phoenix Symphony.

Additionally, the Phoenix Art Museum expansion opened to rave reviews. The expansion features an additional 43,000 square feet of museum space, including a new glass-enclosed lobby, museum store, sculpture garden and a four-level gallery for contemporary art.

As the plan strongly encouraged, “small wonders” are needed to create a more spontaneous downtown. This is demonstrated in the rejuvenated café scene downtown, with restaurants like Cibo’s, Chevront’s and Portland’s.

More gathering spaces will provide increased opportunity for informal arts activities, such as the increasingly popular First Friday art walks. Additionally, Valley Metro Light Rail is creating public art for new downtown light rail stations, and the Office of Arts and Culture is leading a joint effort with small arts businesses to create an arts overlay district to promote and facilitate the establishment and success of arts-related businesses. Also, the Downtown Development Office has developed an Artist Storefront Program to assist in the renovation of gallery and art space in and around downtown.



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# distinctive shopping

Historically retail was an integral function of the downtown.

Now, as the downtown population increases, retail will again become a part of the urban experience. A fundamental element of the plan's goal to encourage mixed-use development is the addition of first-floor retail space to projects.

Along Roosevelt Row a number of new live-work spaces have opened in Artisan Village. These units provide an opportunity for owners to live upstairs while operating their businesses at the street level. There are varied users, from Tammie Coe Cakes to Spoken Boutique to Mojo Music. Down the street, Carley's Bistro provides an entertainment, art, food and wine venue, and along Central Avenue nightlife entertainment is active with Palazza, DV8 Café and Amsterdam's.

After nearly two years of operation, the Downtown Public Market continues to flourish, providing fresh, locally-grown produce and other unique items. The expansion of the market received an extra boost in December 2006 when it was awarded a \$170,000 grant from the Gila River Indian Community.

In and around downtown new cafes are opening in older cottages. Fate, located adjacent to Roosevelt Row, was one of the first, as was the nationally popular Pizzeria Bianco in Heritage Square. In the historic Coronado District the Coronado Café has become a popular dining destination and has been joined by Lisa G's, Trente-Cinq and Drops further north on Seventh Street.

The Warehouse District has the potential to become one of the signature retail/entertainment districts in the downtown. The future of this district is bright with the new residences at Stadium Lofts, the Summit at Copper Square and renovated office space of the architectural firm, CCBG. Add to these projects the proposed Jackson Street Entertainment District that is envisioned as the city's first urban, live-work-play district with residential, offices and entertainment. This project is planned to be another unique pedestrian experience for downtown, reminding visitors perhaps of LoDo in Denver or the Gaslamp District in San Diego. This will become the "experience retail" strongly recommended in the plan.

Finally, imagine two city blocks in the heart of downtown that have been parking lots for years, daily reminders of lost opportunities and promises yet to be achieved. Now, envision CityScape - an inspiring multi-block, pedestrian-oriented, high-rise, mixed-use urban destination for downtown Phoenix and the valley. It has all the ingredients of retail that the plan foresaw, from national to independent retailers and restaurant space. It integrates office with residential and includes a boutique hotel, while providing for creative public space through the redevelopment of Patriot's Park as part of the project.

*From Left to Right: Tammie Coe Cakes, Roosevelt Row, Matt's Big Breakfast, CityScape*



# great places great spaces

**The plan recognized that great places – historic places – add value, uniqueness and authenticity to the downtown experience.**

They create an identity and a sense of place. The plan recommends proactive efforts to make historic preservation an integral element of downtown revitalization.

The last two years have witnessed a number of success stories. Renovation of the former Hanny's department store into a restaurant is a wonderful testimony. It is a unique building surrounded by much taller structures, yet its renovation will provide a pedestrian scale to the area while adding nightlife and connectivity to the Adams Street walkway. The city has also solicited mixed-use development adjacent to Hanny's, an excellent demonstration of mixing old and new. Interestingly, the Hanny's site was a city-owned building and was exchanged with the owner of a historic property on the ASU Downtown Phoenix campus site, and now that historic structure, too, will be renovated and integrated into the campus and the Civic Space.

With all of the excitement surrounding the economic transformation associated with the University of Arizona College of Medicine, it is important to remember that this education will take place in three historic buildings preserved by the city of Phoenix; and that the Phoenix Union High School is preserving the historic McKinley School for the Bioscience High School. The city and ASU are also preserving the historic Downtown Post Office for integration into the campus plan. These are all great examples of how historic buildings can be renovated into new spaces that still meet the needs of the new economy.

Similarly, it is important to note that the key to the Jackson Street Entertainment District is the preservation and renovation of a number of key historic and character-contributing structures along Jackson Street. This will set the tone for the district and demonstrate the economic and experiential value of preservation. The uniqueness of the Jackson Street entertainment district will be in not just its uses and its nightlife but also its character and architecture.

*From Left to Right: Proposed Jackson Street Entertainment District, The Arizona Center, The Orpheum Lofts*

*“Great Places – Historic Places  
– add value, uniqueness and  
authenticity to the downtown  
experience.”*

# PIZZERIA BIANCO





Whether it is Orpheum Lofts, Hanny's, or Coronado Café, any number of strategies of the Downtown Plan can be achieved by successfully incorporating historic structures into the fabric of the downtown. In a similar fashion, the plan advocates that the function of public spaces – plazas, parks, fountains, walkways, and gardens – must also be integrated into that fabric as well. It boils down to promoting outstanding urban design in downtown.

Phoenix voters have supported the need for well-designed public spaces. From a legacy of voting for desert open space and Papago Park, they reaffirmed this commitment in the 2006 Bond Program with their support of what was called in the plan, a “grand Civic Space.” Working with the community and ASU, the city has initiated the process for programming and conceptual design of the Civic Space. This will be a dramatic use of open space that will not only serve the ASU campus, but serve as a beacon for residents and visitors alike. Similarly, the Phoenix Convention Center, with its open space in an enclosed structure, is one of America's outstanding architectural examples of integrating public space into a civic facility.

The plan also identified the need for the development of a downtown urban design plan. A successful urban plan is not just about the physical use of land, it is about quality of life. To that end, the city has recently embarked on the Downtown Phoenix Urban Form Project. Standards for development will be established for different character districts, including streetscape guidelines, lighting, street furniture and signage. Pedestrian circulation will be examined, including locations for public spaces. The project will look at how and where to incorporate shade into the pedestrian experience and how to incorporate public art into private and public development. It will also develop a circulation master plan. Zoning ordinance revisions will go a long way towards achieving the mixed-use environment that the plan envisioned. Finally, the project recognizes the inherent value of community involvement, one of the plan's three principles. Input and feedback will be gathered at all stages of the project to ensure community understanding and support.

*From Left to Right: Civic Space Rendering, Coronado Cafe, Bank of America Plaza, Hanny's*



# the connected oasis

Creating a sense of place is essential to the success of creating a vibrant downtown.

This theme speaks to how an authentic downtown can be created in the desert through a connected, shaded oasis. The plan addresses shade as a functional element as well as an aesthetic amenity, possibly even becoming an icon of the downtown. It also emphasizes the need to create a pedestrian experience through “urban trails” which connect downtown and surrounding neighborhoods.

The Downtown Phoenix Urban Form Project will certainly advance this agenda. Equally important, financial resources were set aside in the 2006 Bond Program for street improvements downtown and in the ASU Downtown Phoenix Campus to achieve these objectives. This can happen now, not 20 years from now.

In addition, other projects underway can contribute to shade and connectivity. The Phoenix Convention Center clearly advanced the cause of shade through its architecture. The design for the Sheraton Hotel provides for outdoor dining, shade along both streets and connectivity between the ASU Campus and Third Street. Light-rail not only provides connectivity, but is advancing both shade and public art strategies within the light rail stations. Finally, the ASU Downtown Campus physical planning process incorporates the plan’s urban design principles, allowing the campus to be integrated into the downtown urban fabric.

*“An authentic downtown can be created in the desert through a connected, shaded oasis.”*



From Left to Right: The Arizona Center Walkway, METRO Light Rail, Cesar Chavez Park



WELLS FARGO

WELLS FARGO TOWER

*Downtown Phoenix Skyline*

## In Conclusion...

Vision and opportunity alone are not enough, success takes a realistic implementation strategy. “Getting It Done,” the closing section of the plan, outlines a sustained, collaborative, long-term commitment.

Much attention, and rightly so, has been devoted to progress on the two top goals - the partnership with ASU and distinguishing downtown as a biomedical center. These will not only transform downtown physically but enhance the local, state and regional economy.

The third goal of maximizing light rail investment is in its early stages, with actual rail now being laid. The foundation has been set for enhancing connectivity, integrating stations into the downtown fabric, and embracing transit-oriented development.

Goal number four places a strong focus on urban design. Several projects are already incorporating these principles, but the Downtown Phoenix Urban Form Project, still in its early stages, will ultimately provide the framework for many of the key physical design objectives of the plan.

Goal number five calls for a strong focus on housing, retail and office in a mixed-use environment. Progress is being made on all of these fronts, with much more anticipated with Roosevelt Row, CityScape and the Jackson Street Entertainment District.

Goals six and seven focus on historic preservation and arts and culture, key elements to the vitality and quality of life downtown. There are many excellent examples of incorporating public art and historic preservation into different downtown development projects, but more needs to be done in this area in order to enhance the “small wonders” of the downtown experience.

Goal eight highlights the need for private sector engagement, a hallmark of the last two years of planning and development. In fact, the last two years have witnessed the greatest amount of private investment in residential projects in years, with more to come.

Goal nine emphasizes the need for public involvement. Phoenix citizens greatly assisted in developing the strategic plan and assuring its adoption by City Council. They further enhanced its potential for success by their support of the 2006 Bond Program. The public will continue to contribute through the Downtown Strategic Advisory Committee and various Commissions focused on Planning, Historic Preservation, Arts and Culture, Housing and Neighborhoods, Parks and Recreation and neighborhood associations.

The final goal emphasizes the need for an effective economic tool box. The single most important accomplishment in this area was the passage of the 2006 Bond Program.

We are now seeing positive momentum in downtown on all fronts. Public investment is occurring, and at levels never committed before. Downtown continues to become more diverse and involves more private investment, in small and large projects. In addition to numerous projects under construction, there are quite a few in planning or design, a testimony to the momentum that is occurring. The Downtown Phoenix: A Strategic Vision and Blueprint for the Future is moving a very ambitious agenda forward, with considerable engagement and dialogue.

**“Now is the right time; downtown Phoenix is the right place.”**

The Downtown Development Office would like to thank the following for their continued support in the implementation of the Downtown Strategic Vision and Blueprint for the Future.

### Downtown Strategic Plan Advisory Committee

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Finance Department  
Historic Preservation Office  
Hope VI  
Housing Department  
Law Department  
Neighborhood Services Department  
Office of Arts & Culture  
Parks and Recreation Department  
Phoenix Convention Center  
Planning Department  
Public Transit Department  
Public Works Department  
Street Transportation Department  
Water Department

*“Now is the right time; downtown Phoenix is the right place.”*





**City of Phoenix**

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