

**DOWNTOWN PHOENIX:
A STRATEGIC VISION
AND
BLUEPRINT FOR THE FUTURE**

DECEMBER 14, 2004



City of Phoenix

Downtown: This is the Time **Phoenix: This is the Place**

Downtown's Time

For decades, downtowns have been viewed as a problem—an antiquated type of business district struggling for relevance in the explosion of suburbia. But in today's rapidly changing regional economies, yesterday's liability is often today's asset. And suddenly, downtowns are hot again – for a whole range of reasons. For the first time in two generations, they are the cornerstone of regional economic development.

The rising demand for urban living is one reason downtowns are hot. And that's tied to another reason: the rise of the “creative class” – a group of innovative, bold entrepreneurs that thrive in and are inspired by intense activity and cultural diversity found in downtowns more often than in suburbia. This trend, in turn, is tied to yet another trend – the major institutional assets (government, universities, the medical industry) that are often located in downtown areas.

But it's not a change based on just one big force or one group. It's a convergence of all the most powerful forces driving change in our regional economies today – the knowledge economy; the surge in arts, culture, and entertainment; the growing demand for diversity and proximity; and a renewed interest in a strong “sense of place” in daily living. All these forces are critical components of regional economic development.

Even with all these strong winds blowing in downtown's direction, downtown comebacks don't just happen. A city or region must be well positioned to catch the wave by having the information, the strategic assets, political will, and the financial resources necessary to do so. And that city or region must also be ready to “move” to deploy them at the right time. In other words, both cities and regions need to take a strategic approach to downtown opportunities in order to leverage them for maximum advantage – to enhance the city as well as the metropolitan region where it is located.

Downtown Phoenix: Right Time, Right Place

Phoenix is ready to take a strategic approach to downtown – to leverage the opportunities for the city and the region. The city, its business partners, and its citizens all recognize and understand that it's “downtown time” – and that Phoenix is well positioned to use “downtown time” to kick the regional economy into high gear.

It has been decades since Downtown Phoenix served as the epicenter of the regional economy. So it's not surprising that downtown has not served as the vibrant heart befitting America's fifth-largest city. Yet Downtown Phoenix today contains most of the building blocks of the new regional economy. It is the regional center for government and entertainment. It is building a bigger convention center. It will soon be the hub of the new 20-mile light-rail transit system that connects Phoenix with Tempe and Mesa. It has seen hundreds of new urban residential units. It is also emerging as the region's new center for biosciences, university collaboration, and high-wage science and technology enterprises – essentially, the geographical focus of the region's "3 Big Bets".

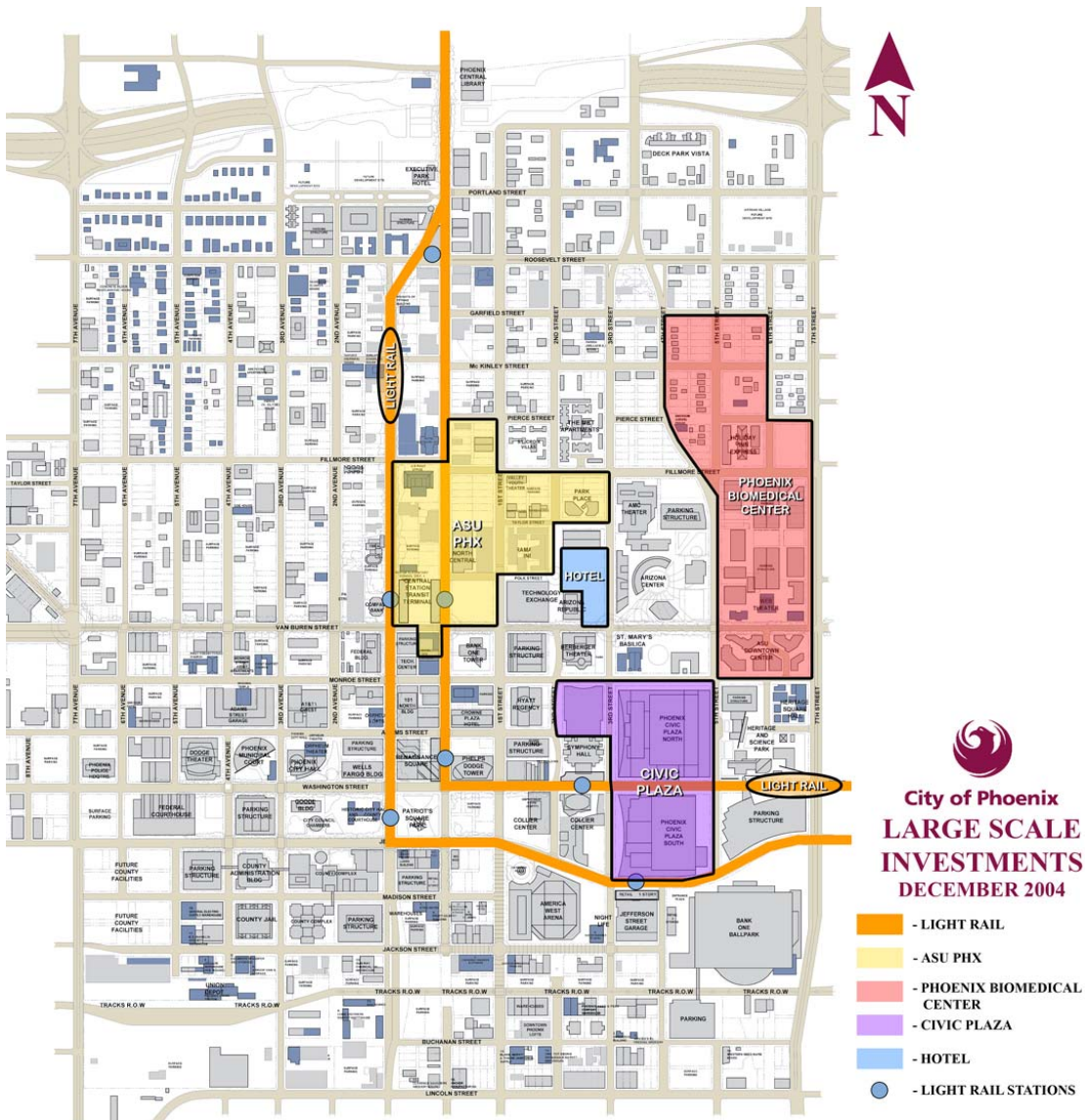
The Region's 'Three Big Bets'

Big Bet No. 1 Arizona State University: Proposition 301, which citizens approved in 2000, earmarks \$1 billion over 20 years distributed among the state's three universities to expand funding for university research, technology transfer, and new business development. Citizens have recognized that top-tier universities are a critical infrastructure for the 21st century.

Big Bet No. 2 Genomics: \$90 million was raised in 2002 to "jump-start" the bioscience industry. The region is also developing a "road map" to scale-up Arizona's efforts and activities over the next five years in three areas of existing or emerging strengths—cancer therapeutics, neurological sciences and bioengineering.

Big Bet No. 3 Industry Clusters: The region's new strategy targets five technology-oriented, knowledge-intensive clusters to build regional strengths in: high technology, software, biomedical, aerospace, and advanced business services—all sectors that compete on innovation, can deliver high income jobs, and propel other development.

The city has these strategic assets because it is good at building "the big deal"--- sports arenas, convention centers, office buildings, cultural and performing arts centers. Phoenix will continue to use big deals to strengthen downtown's foundation – especially in biosciences and education, with TGEN, the region's first medical school, and the new downtown campus of Arizona State University. But the success of these three projects depends in large part on Phoenix's ability to deliver the "small wonders" that will round out a vibrant, unique urban environment – small-scale restaurants, neighborhood retail, informal arts and entertainment opportunities, street-life, public gathering spaces, and the like. These are the amenities desired by the people who will actually be working on the region's 3 Big Bets. These are the amenities that inspire activity around the clock and will make downtown an exciting place to live. And they are the amenities needed to attract the increasingly hard-to-please tourists, who are always looking to experience something they didn't get in the last convention town.



There is no question that this is a critical moment in the downtown's history. Never has the link to the knowledge economy seemed so assured, and never has the need for a clear and conscious vision of the future been greater. Development is proceeding at a pace that would have been difficult to imagine a decade ago, and the consequences of haphazard growth—lost neighborhoods, blocks of sameness, and eroding open space—have become a major concern. There is no question that downtown will continue to grow and change – but we won't be able to leverage the trends to maximum advantage for both the city and the region without a strategy that consciously designs the future.

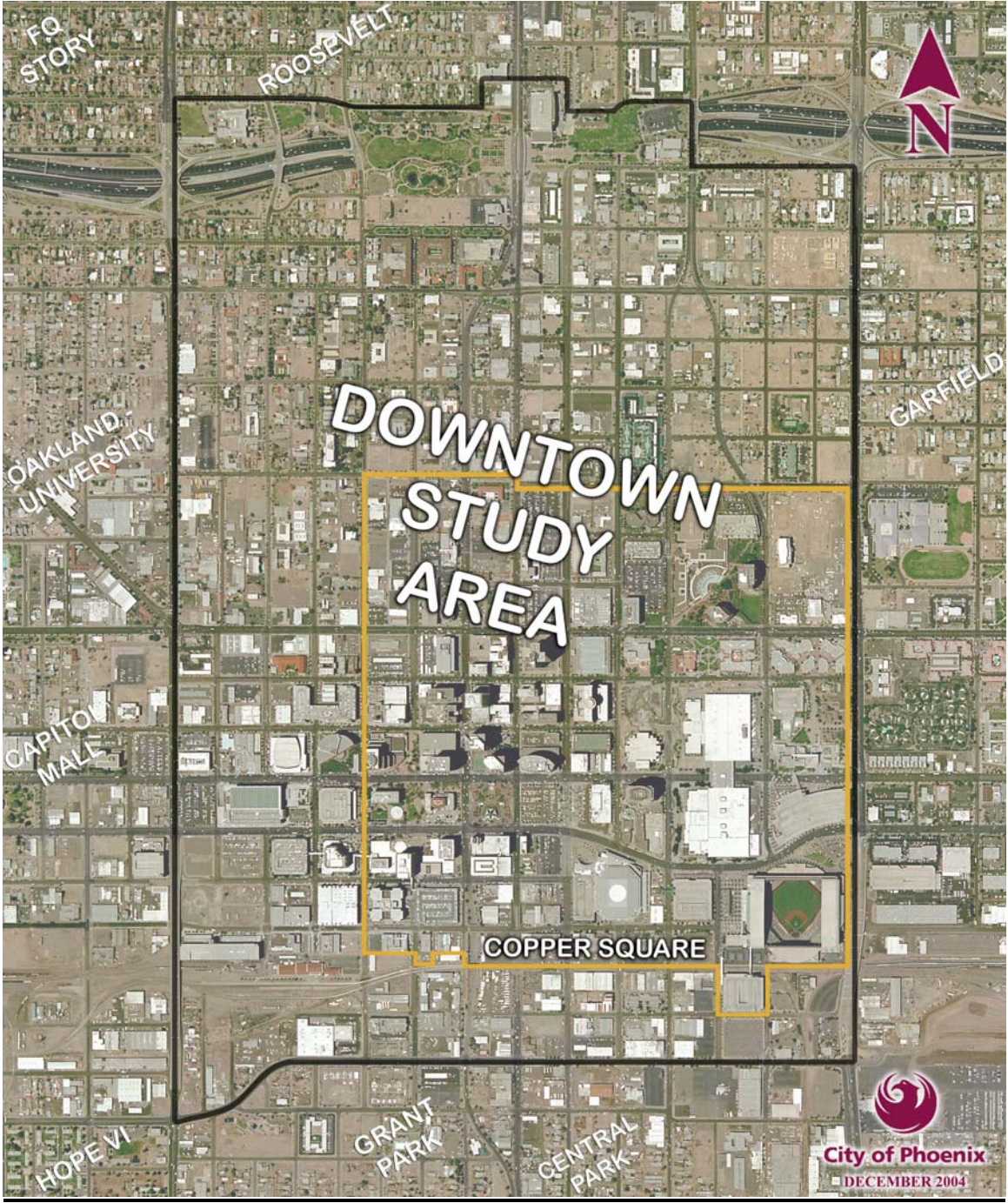
Designing the Future

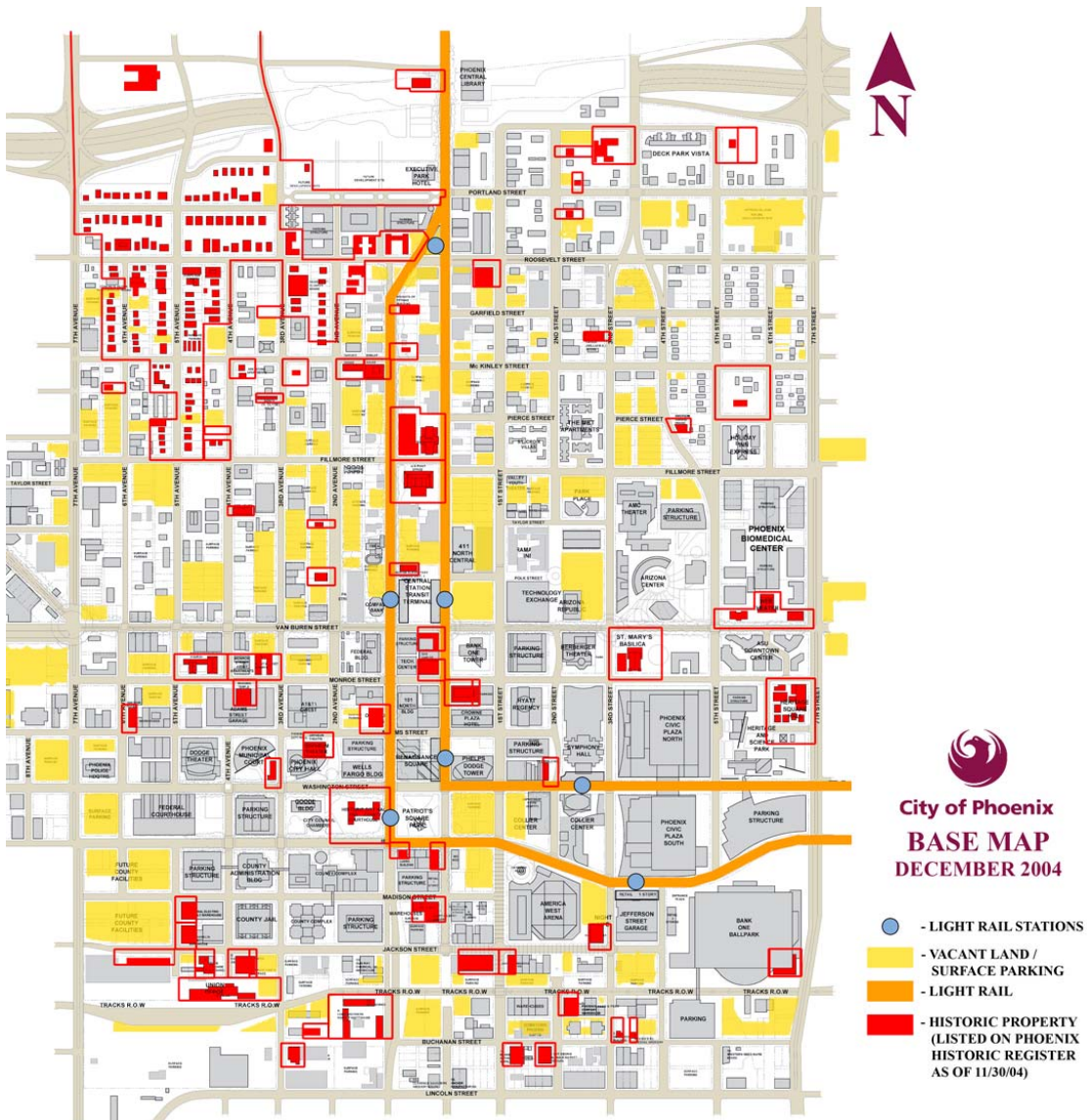
Given everything that has changed in the last decade, it's now that the city needs a new strategic approach to downtown. In January 2004, several major

organizations – including the Downtown Phoenix Partnership, Phoenix Community Alliance, Arizona State University, and the City of Phoenix—started working together with citizens to produce a new strategy for downtown.

The focus of the strategy is the area bounded by 7th Street and 7th Avenue and Lincoln and Hance Park, as shown in the Downtown Study Area and Base maps (within this area is the 90 block core of downtown, Copper Square). It contains most of the city’s major “knowledge” assets: educational institutions like Arizona State’s existing campus to high schools; arts and entertainment assets like stadiums, theaters, and even funky artists’ studios; existing parks and civic spaces; major visitor facilities such as the convention center and major hotels; and many of the region’s major office buildings and government centers. And the area lies immediately adjacent to some of Phoenix’s most unique neighborhoods, including the Evans Churchill area immediately north of the biosciences center, the highly successful Historic Roosevelt area, the Garfield neighborhood, Central City South, and neighborhoods west of 7th Avenue, including Oakland University Park, Story and Capitol Mall.

Public interest in this strategy has been unprecedented. In February, Mayor Phil Gordon hosted a Town Hall meeting at Phoenix Preparatory Academy – and a record 750 people attended to share their values, visions and concerns for downtown. Following the Mayor’s town hall meeting, and over an eight month period, the four organizations leading the planning process met with hundreds of citizens, hosted discussions and interactive workshops, attended neighborhood meetings and provided regular briefings to the Phoenix City Council and the media.





Principles

Through all these conversations, three common principles have emerged to give direction to the planning process. These principles are:

- **Community:** Downtown Phoenix should foster a distinctive sense of community in two ways. First, a wide variety of community stakeholders – ranging from business leaders to neighborhood residents – should be involved in shaping the future. And second, the resulting changes should maintain and enhance downtown’s sense of place and distinctive identity.
- **Connectivity:** Downtown Phoenix should foster a sense of connectivity: connectivity through urban design, active street frontage, and giving

people shaded places or oases to gather and pleasant places to walk; second, connectivity through the use of public transit, bicycling, and other ways to get around; and, third, connectivity to the rest of the world through technology.

- *Integration:* Finally, downtown Phoenix should foster integration in many ways as well. Downtown should weave together many different types of places, mixed land uses and different cultures into an integrated whole. Downtown should integrate different physical scales, from large development projects to small improvements to the urban environment. And finally, downtown Phoenix should use this diversity of physical assets --old and new buildings, big and small venues, global and local business, sun and shade, oasis and street life--to draw together diverse elements of the region's population.

Themes

Given these overarching principles, Phoenix has identified seven priority themes that will help shape downtown's future and serve as the defining lens for strategies and policies. We believe the themes are the foundation for success in large part because each one is rooted in economic and demographic realities, as well as consumer tastes, which favor downtowns. Perhaps most important, the themes express the visions and aspirations that Phoenicians have for their downtown.

These themes are:

- *Knowledge Anchors:* The biosciences, education, and other large institutions, such as TGEN and Arizona State University, which will serve as downtown's anchors in the knowledge-based economy.
- *Downtown Living:* The high-quality housing and community amenities required to live an everyday life oriented around downtown.
- *Great Neighborhoods:* The great neighborhoods that can result from the city's neighborhood conservation, historic preservation and mixed use strategies.
- *Arts and Entertainment Hub:* The arts, culture, and entertainment scene that will attract the "creative class" and visitors alike to downtown.
- *Distinctive Shopping:* The wide variety of shopping and dining opportunities that will make downtown appealing for people who live there; people who live elsewhere in the region; and visitors as well.

- *Great Places/Great Spaces*: The quality and uniqueness of historic buildings and public spaces provide identity, amenity and opportunities for civic gatherings.
- *The Connected Oasis*: The distinctive sense of place derived from using both pedestrian connectivity and shade as defining elements in downtown's design.

This document contains descriptions of the themes listed above and broad policy recommendations for carrying them out in Downtown Phoenix. It is meant to serve as a synthesis of the process that the city and its downtown partners have undertaken in 2004 – and as a guide for public and private decision makers as they consider investments and policy affecting change and growth in the downtown over the next several decades. And perhaps most important, with this report as our guide,

- Phoenix will take full advantage of important trends favorable to urban areas in general and downtowns especially.
- Phoenix will focus on creating a downtown of the future — not just making a good 1990s downtown marginally better.
- Phoenix's downtown will be shaped by the region's desert environment, cultural heritage and unique lifestyle, rather than simply copying other places' signature items.
- Phoenix will be the type of downtown, with sophisticated assets and unique advantages that makes the region a player on a global stage.

Theme 1: Knowledge Anchors

This is the Time:

In today's economy, regional prosperity depends more than ever on new discoveries, new knowledge, and new ideas. Often, these discoveries and ideas are actually *implemented* somewhere else – in manufacturing plants across the globe, in offices, clinics, and services locations throughout the country. But, creativity—the generation of something new and original-- thrives on a dense concentration of highly skilled professional and technical workers who can interact with each other constantly. And while this kind of dense interaction tends to take place in suburban business parks such as those in Silicon Valley and outside Boston, it has been a characteristic of urban centers as well. As Harvard University scholar Edward Glaeser observes, the density of cities offers the perfect milieu for the driving forces of the knowledge economy: idea fermentation and technology innovation.

This person-to-person contact and intellectual exchange is also one of the best economic reasons for locating close to universities and research institutions. In the “computer technology era,” the most successful “siliconia” business parks tended to be near top universities and research institutions. But the ascendance of the biology era makes proximity a stronger requirement.

The mapping of the human genome is largely complete. Our new understanding of the code of life is transforming many industries, from agriculture and chemicals to health care and pharmaceuticals. And that's just the beginning. As companies realize the treasure trove hiding in the life sciences, a great deal of research and development money will flow into biology, creating all sorts of revolutionary products and fast-growth enterprises.

Given this trend, proximity to universities and health institutions is more important than ever. Many of these institutions are located in downtowns. In fact, universities are taking a central role as both an economic engine and as a community catalyst. As CEOs for Cities recently reported, “the bell towers of academic institutions have replaced smokestacks as the drivers of the American urban economy.”

At the same time, universities have emerged from the Ivory Tower and re-engaged with the communities around them. A growing number of universities are following a more engaged path, recognizing that the economic competitiveness of their communities directly correlates to the health of their institutions and vice versa. A vibrant, successful city helps them attract students and faculty and helps them carry learning and research outside the classroom.

This is the Place:

No American downtown is better positioned to take advantage of the Knowledge Anchors than downtown Phoenix. Thanks to several bold and strategic initiatives, downtown Phoenix has two new anchors that are all tied to the innovation process.



Phoenix Biomedical Center

The first is the Phoenix Biomedical Center at Copper Square, which will serve as the headquarter facility for the International Genomics Consortium (IGC) and the Translational Genomics Research Institute (TGen), located along Fifth Street between Van Buren and Fillmore streets. The IGC is a private non-profit medical research foundation that expands upon the discoveries of the Human Genome Project and other systemic sequencing efforts by standardizing collection and expression of tissue research. TGen is a private, non-profit research institute dedicated to translating genomics research into medical treatments, therapies and technologies.



TGEN/IGC Headquarters

Construction of the six-story, \$46 million building for TGen/IGC headquarters will be finished in late 2004. In town for two years, TGen has already built alliances with the state's three universities, local hospitals and companies, Mayo Clinic, private research entities such as SARC, and Mexican universities, attracted dozens of star scientists to Arizona, raised the region's profile among venture capitalists, and secured millions in federal research grants.

Building on this foundation, downtown will also be the site of several collaborations among Arizona's three universities. The Arizona Biomedical Collaborative (ABC) will include three new bioscience and clinical research buildings on city-owned property and the renovation of three historic Phoenix Union High School buildings. The region's first full-fledged medical school, Phoenix Biomedical Campus of the Arizona University System, is also slated for downtown. It will be developed jointly by ASU and the University of Arizona as a "new era" medical school.

The second is the downtown campus of Arizona State University, ASU Phoenix. Arizona State University has announced its "One University in Many Places" strategy, which will create four different universities in four locations under the ASU banner. One of the four "universities"—potentially larger in student population than Boston College, Notre Dame, or Syracuse--will be in downtown Phoenix.

This turn of events means downtown Phoenix gains one of the biggest prizes possible in the knowledge economy. The full manifestation of ASU Phoenix is likely to take more than 10 years to achieve. When fully developed, though, there will be 15,000 students, 1,800 faculty and staff, and 4,000 student housing beds. The academic units will include the College of Public Programs, Cronkite School of Journalism and Mass Communications, KAET, College of Nursing, and School of Health Management and Policy. The undergraduate experience will be at University College. ASU Phoenix is expected to create 7,700 jobs and generate more than \$500 million a year in spending and \$7 million a year in revenues to the city.

Moving Forward

The spin-off opportunities are virtually endless – but they won't just happen on their own. Phoenix will continue to emphasize downtown as a key economic engine, promote the new Knowledge Anchors, and leverage their presence in downtown by taking the following steps:

- Ensure that ASU Phoenix, Phoenix Biomedical Center, and the proposed medical school are actually created and built in a high-quality urban environment.
- Attract other educational institutions to the downtown. This will include collaboration with Maricopa Community College (MCC), which recently announced plans for a downtown campus, and collaboration on the development of the Phoenix Union Science High School in the downtown.
- Focus on the synergistic potential of the Biomedical Center, the “new era” medical school and surrounding hospitals to create spin-off businesses and attract institutions focused on life sciences, research and development, and clinical work.
- Attract and grow creative businesses downtown. This might involve identifying and targeting “creative clusters”; finding both local and international investors to participate; seeking out unique, hip entrepreneurs from throughout the Phoenix region to come downtown; and creating a wi-fi district downtown.
- Grow Copper Square employment by 10,000 employees within the next 10 years with particular emphasis on office needs of firms within the region’s targeted industry clusters and traditional downtown employers such as law firms, finance and banking businesses, and other professional services and creative firms. Child care facility needs will warrant concurrent attention.
- Increase marketing and connections to residents in and around downtown to match their labor skills to emerging employment opportunities in downtown.
- Connect elementary and secondary schools in and around downtown to ASU MCC, and businesses in ways that will enhance student achievement.
- Continue the City’s targeted focus on the bioscience industry, including smaller firms.

- Implement plans to link convention center business and marketing plans to knowledge-economy based associations/events (i.e., medical-related)
- Retain college students downtown following graduation, matching their skills/education with industry clusters.

Theme 2: Downtown Living



This Is the Time:

As the MIT urban historian Robert Fogelson has pointed out, downtown emerged in the late 19th Century as exclusively a business district – a place that workers and shoppers commuted into.

Now, however, things have changed. Downtown housing is hot all over the country. Although the total numbers are not huge, the attraction of living in an urban setting has grown significantly in recent years – especially for the creative types who typically power the growth sectors of the economy, for the hard-working, hard-playing “unattached” young people, and for baby boomers with grown children.

The result has been a mini-boom in downtown living – converted warehouses, lofts, condominiums, townhomes, and other types of housing that provide minimal maintenance as well as close proximity to a wide variety of urban amenities such as restaurants and entertainment. It is important to note that this urban living is in many cases a choice, where the depth of residential opportunity in outlying areas is less important than the potential diversity of lifestyle that can be led by living downtown. Moreover, new startups and those who work in creative services and media enterprises are selecting downtowns for “live-work” opportunities—special zoning that allows buyers to run offices out of the first floor of a two-or three-story residence.

This is the Place:

Housing is a vital part of downtown Phoenix's renaissance. Nothing else works without it – especially not the “Knowledge Anchors,” which need downtown housing options for the young creative class, for researchers, and for students.

Even before the “Knowledge Anchors” became a red-hot issue with the announcement of the ASU downtown campus, it was clear that there was a significant market for downtown housing. In central and downtown Phoenix home prices have shot up more than 50 percent since 1997; people wanting to move downtown are paying \$200,000 and up to buy new lofts and high-rise projects. And a recent study by The Meyers Group concluded that downtown could absorb about 3,800 units – 800 units for sale and 3,000 rental units – over the next three to four years. But that was before ASU announced its plans to push for a strong residential environment downtown and before the proposed medical school was announced. Add all of this into the mix and demand is projected to reach at least 10,000 new units in downtown over the next decade.

A significant, new focus on downtown housing occurred in 2000 when the city adopted a Downtown Housing Policy with ambitious housing production goals. Thanks in large part to these efforts, there is considerable housing construction downtown for the first time in decades. Since 2000, the number of housing units in the downtown area has increased from 4,400 to 6,400. Forty percent of these units are “affordable,” meaning they are designated for residents who make no more than 80% of the median income. The City has also witnessed exciting new residential development along North Central Avenue in mid-town. Adjacent downtown neighborhoods, such as the Hope VI area or Garfield for example, can be a great resource for both affordable and market rate, owner-occupied housing for downtown workers and ASU faculty and staff, consistent with neighborhood plans and goals.

The Meyers Group report stresses that downtown must provide a diverse array of quality housing choices – including, most importantly, significant entry-level opportunities and loft or live-work spaces for young professionals and creative types. The ASU downtown residential environment will vastly increase the need for reasonably priced housing for students. The current and future employment base downtown represents a continuing opportunity.

In addition, retirees might represent a different and potentially powerful market for downtown Phoenix. Downtown stands at the convergence of three powerful forces – a region that has traditionally attracted many retirees, a growing interest in a more active and urban retirement lifestyle, and the vast number of baby boomers likely to look for a different type of retirement experience. This effort may even reap unexpected economic benefits. The region's history is filled with

examples of affluent retirees from other locations who have started or expanded businesses here because they enjoy the retirement lifestyle. Affluent and “cool” retirees may well provide capital and entrepreneurial know-how for the downtown.

Moving Forward

Phoenix has made an excellent start in producing the housing that will be required to support the new downtown and all the economic potential it has for the entire region. To meet a goal of 10,000 new units over the next decade, Phoenix will take the following steps:

- Ensure that downtown and the surrounding neighborhoods offer housing choices—everything from penthouses to live-work condos, from urban lofts in renovated former industrial or commercial buildings to well-designed apartment complexes. Encourage a range of pricing—low/moderate income; mixed income; to high income—to meet the needs of a diverse population.
- Develop downtown housing in a dense, urban fashion that encourages the development of true urban neighborhoods rather than isolated projects, encourages street-level activities, and provides for parks, plazas and connectivity to adjacent properties.
- Implement the recommendations of the Infill Task Force adopted by the City Council to create a special infill processing team for housing, mixed use, and other priority projects in incentive areas that include downtown. Revise city policies and ordinances that are creating barriers for infill development.
- Revise zoning standards to reduce parking ratios and permit more flexible ways to meet parking standards for residential projects downtown and to promote a transit-friendly environment.
- Create an urban mixed-use district for downtown that encourages housing development in office and commercial projects. Downtown offers a unique opportunity to provide vertical mixed-use buildings as well as live/work options for entrepreneurs, consultants and artists. Existing historic office buildings offer a significant asset for adaptive re-use for residential and mixed-use development.
- Work cooperatively with Arizona State University on a strategy to provide high-quality and affordable residential environments downtown that meets both the city’s and ASU’s needs. This includes strategies to encourage ASU faculty and staff to live downtown.

- Use city-owned land and excess right-of-way, as appropriate, downtown for affordable and attainably-priced housing development, and use the city's leverage to purchase historic buildings, warehouses, and other distinctive structures for adaptive reuse as housing or mixed-use development.
- Explore innovative financing methods and incentives to meet the city's downtown housing goals.
- The City's current downtown housing policy characterizes affordable housing as rental housing for persons or incomes below 60% of the county median income or ownership housing for persons or households with incomes below 80%. The diverse workforce needs in the downtown and surrounding neighborhoods requires a balanced housing strategy.
- Continue the City's efforts to create affordable live/work space for artists in the form of rental or owner-occupied housing.
- Explore land banking options in downtown and the surrounding neighborhoods, to lead to more affordable housing and mixed-use development.
- Explore ways to preserve existing, affordable downtown rental apartments or even possible conversion to affordable condominiums.

Theme 3: Great Neighborhoods

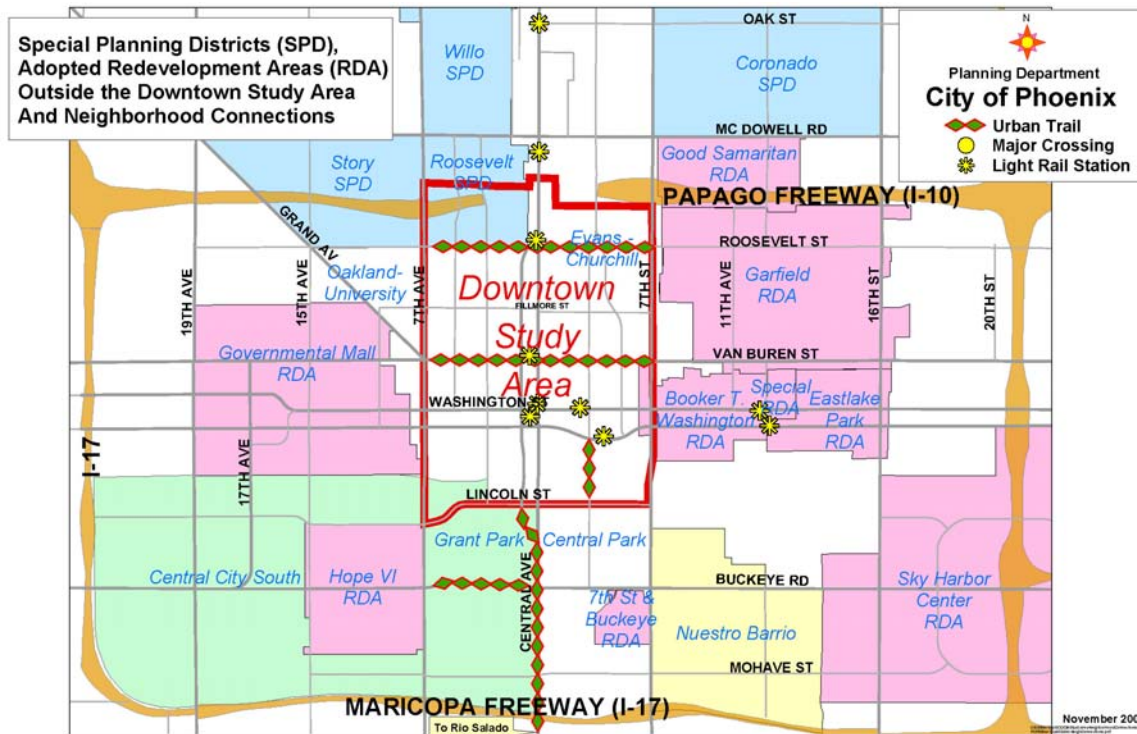
This is the Time:

In the suburban era, the emphasis in residential living was on “newness” – new houses, new features, and new master-planned communities with new amenities. Newness wears off, however. For example, yesterday’s master-planned communities in suburban Phoenix are still excellent places to live, but they are no longer as distinctive and cutting-edge as they once seemed.

As our communities have aged, authenticity and a strong sense of place have become more important. All over the country, “traditional neighborhoods” have become more popular – often outperforming new subdivisions in the real estate market. And, neighborhood fabric and historical authenticity have become an urban amenity. Diversity of people, professions, lifestyles, housing types, shopping and landscape all add to the appeal of the urban core. Although cities must be careful about “gentrification” – replacing residents of modest means with affluent new residents – many older neighborhoods adjacent to downtowns are among the hottest places in the country to live. These great neighborhoods envelop an eclectic mix of people, space and structure.

This is the Place:

Downtown Phoenix has great neighborhoods, right within its core, from the historic Roosevelt neighborhood to Evans-Churchill to the Warehouse District.



These areas are located immediately adjacent to the original city limits, and consist of the city's oldest residential subdivisions. The funky eclectic mix of quality historic housing mixed with apartments and new construction is what makes these residential enclaves attractive and desirable. During the past 20 years, these historic neighborhoods have and are still in the process of revitalizing after taking a significant downturn following World War II. With veterans returning from the Great War, most residential activity in the city moved outward bringing significant decline and disinvestment in the city's earliest neighborhoods.

Neighborhoods protect and enhance their own community identity through public gathering spaces such as community centers, parks and open space, and convenient neighborhood retail uses. Great neighborhoods downtown need public space and shaded walks to provide places for refuge, strolling and civic engagement.

Vacant parcels and abandoned buildings in these areas provide an opportunity to create these amenities. This area generally contains approximately 135 acres of vacant parcels and surface parking lots, while a quarter of the land in the Evans Churchill, for example, is currently vacant. Vacant parcels and historic buildings attracted ASU to downtown; it gives the City a chance to build place through the juxtaposition of the old and the new as well as adaptive reuse. And the ASU campus and other developments downtown practically assure new growth will occur in areas surrounding the campus. It's critical to weave together the new and the old, the past and the future, in ways that foster a sense of place, while enhancing the overall economic value of the downtown.

Downtown also has many surrounding neighborhoods with their own history and aspirations. It is critical to provide continued attention to their future and how they connect to the downtown. As the neighborhoods map depicts, pedestrian connections at lighted crossings, to and from downtown are vital. Primary pedestrian pathways such as Roosevelt and Van Buren connect east/west neighborhoods, providing links to retail and light rail. Light rail, of course, provides excellent linkages to North Central neighborhoods and businesses. First Avenue, South Central and Third Street provide good north/south connections. Let's take a brief look at several of those older neighborhoods.

Roosevelt Neighborhood

The Roosevelt neighborhood from Central to Seventh Avenue, McDowell to approximately Fillmore, is both within and north of the Downtown Study Area. The Roosevelt Action Association represents the interests of its residents and businesses who want to keep its historic residential character and encourage small owner-occupied business to serve neighborhood retail needs. These

residential and business pioneers created the 1989 adopted Roosevelt Special District Plan for the area north of Roosevelt up to McDowell to strengthen the identity of their neighborhood; and supported the city's first historic district, the Roosevelt Historic District, which covers individual and contributing historic structures, both north and south of Roosevelt. The Roosevelt neighborhood is also a part of a Neighborhood Initiative Area where public and private partnerships have resulted in numerous improvements that include new street lighting, the Second Avenue streetscape project, enhanced property maintenance, infill homes, and commercial structural rehabilitations. Thanks to these efforts and city support of new and rehabilitation projects, the area has added new housing and businesses and property values have increased dramatically.

Evans Churchill Neighborhood

The Evans Churchill Neighborhood lies entirely within the Downtown Study Area from I-10 to Van Buren and from Central to Seventh Street. Its rebirth has been recent as it organized to promote artists' housing and galleries, encourage small businesses and new compatible infill on its many vacant properties. Individual properties, but no districts, are listed on the city's and national historic registers. Although currently dominated by small scale buildings, it sees itself as a transition area from the Downtown Core to more residential neighborhoods to the west--Roosevelt and east--Garfield and a more mixed use, eclectic area supporting the Biomedical Center, the new ASU campus and existing and new housing, arts and retail uses.

Garfield Neighborhood

The Garfield neighborhood east of Seventh Street and north of Van Buren up to I-10 is a mostly residential area active in upgrading its image, adding more housing, particularly for owners, and in the process of bringing most of the Garfield neighborhood into historic districts. It is also a redevelopment area and has been a Weed and Seed area. Garfield is one of the City's five Neighborhood Initiative Areas where city staff and residents have been working to comprehensively revitalize an area that was once a vital and active downtown neighborhood. Its common boundary, Seventh Street, with Evans Churchill, has been a barrier due to size and traffic volume. Garfield seeks greater connectivity with Downtown, more opportunities for shared shopping and cultural activities, and increased homeownership. Residents welcome the new job and educational opportunities created by bioscience research and ASU but want protection for their neighborhood from student housing impacts.

Booker T. Washington and Eastlake Neighborhoods

These neighborhoods south of Van Buren to Madison or Jackson are bisected by Washington and Jefferson which not only carry regional traffic but will be light rail corridors. New single family and apartment housing has been added since their designations as special redevelopment areas beginning in 1972 with small offices, some shopping and large churches. They seek preservation of residential areas in some locations and quality infill development.

Grant Park and Central Park Neighborhoods

Both neighborhoods are located south of Lincoln on the southern boundary of the Downtown Study Area. Grant Park is included in the Central City South Area Plan adopted in May 2004. Both have some eligible or designated historic structures but not districts. Sandwiched between Downtown and the Maricopa Freeway, they seek more connection with Downtown and the Rio Salado but fear loss of residential neighborhoods as nonresidential uses expand southward.

Hope VI Neighborhood

This neighborhood west of Seventh Avenue and north and south of Buckeye, became a redevelopment area in 2003 as part of the implementation of its federally funded Hope VI project to rebuild Matthew Henson public housing and add new housing--market rate and subsidized-- and public facilities. It is also within the boundaries of the Central City South area plan. Neighborhood leaders seek greater connection with Downtown and the Rio Salado and a new strengthened identity. Hope VI can provide new, more affordable housing opportunities for Downtown workers and ASU students as well as serve area residents.

Oakland, University and Woodland Neighborhoods

These neighborhoods west of Seventh Avenue, include the Governmental Mall Redevelopment Area, a "weed and seed" area and several historic districts, with expansions and new designations in process. They include new and historic housing with neighborhood businesses along Van Buren and a growing arts corridor along Grand Avenue. The Capitol Mall Association, active in restoring and building new housing, represents them as well as neighborhood associations. They have been working to upgrade their area and attract compatible new infill development. They can serve as a housing resource for Downtown and Capitol workers and ASU students.

Moving Forward

In order to maintain a rich community texture in and around downtown – and to provide a wide variety of housing opportunities in the surrounding neighborhoods -- Phoenix will take the following steps:

- Integrate consideration for historic preservation into all city processes in and around downtown. This shall include sensitively integrating new development into old neighborhoods, and the listing of eligible historic properties on the Phoenix Historic Property Register.
- Continue to support the City-adopted Garfield Redevelopment Plan and the voter-adopted General Plan for Phoenix for the residential portion of the Garfield neighborhood.
- Continue to support property down zoning in downtown neighborhoods such as Roosevelt that receive the proper approval and signature from neighborhood residents and property owners.
- Focus on preserving the current community character in the Roosevelt and Garfield neighborhoods and older neighborhoods adjacent to downtown.
- Proactively encourage the preservation and re-use of older warehouses in the Warehouse District by strengthening the demolition provisions of the warehouse overlay, and providing more flexibility and design guidance for new sensitive infill projects.
- Work with Arizona State University to ensure that neighborhoods surrounding the University will retain their viability and integrity as ASU development moves forward.
- Create neighborhood distinctiveness in and around the downtown by providing unique entry signs for each neighborhood and district. At the same time, explore ways to integrate and connect neighborhoods in and around downtown with the new vitality and activity in the core.
- Strive for outstanding quality in urban design, from building architecture to public spaces to landscaped streets, sidewalks and paths in these neighborhoods.
- Modify Zoning Ordinance standards citywide or through overlay districts to ensure that adequate onsite parking is provided when bedrooms of existing homes are rented out to students but the facility is still considered a single dwelling unit.

- Develop communication vehicle in both English and Spanish to provide information and updates similar to the Rio Salado newsletter.
- Avoid displacement of existing residents and businesses. In the event this does occur, ensure that any displaced residents receive the benefit from all requirements of federal and state law as well as current practices employed by the City, also, including but not limited to housing counseling, predatory lending and financial management classes. Consider developing/formalizing opportunities for displaced renters through other City of Phoenix and Maricopa County housing programs.

Theme 4: Arts and Entertainment Hub



This is the Time:

The surge in entertainment, arts, and culture in American cities in the past decade has been truly remarkable. Entertainment has been a staple of the American lifestyle for more than a century, and arts and culture have continued to be a high-level urban amenity through recent decades.

In the past few years, however, these trends have merged into what might be called the “Experience Economy.” Entertainment is now one of the fastest-growing sectors of the U.S. economy. Furthermore, entertainment is becoming increasingly located in downtowns – or downtown-like locations – as entertainment consumers look for a richer experience than traditional suburbia provides. In fact, Harvard University economist Ed Glaeser argues that if cities and downtowns are to succeed, one of their functions must be to please consumers.

Meanwhile, there has been a new recognition that arts and culture are key components to the urban fabric – and to attracting and keeping entrepreneurs in high-growth sectors. Arts and culture are becoming anchors of the revitalized

downtowns, often dovetailing with entertainment to create a fulfilling experience of place that attracts both businesses and individual residents.

This is the Place:

For the past decade, Downtown Phoenix has aggressively pursued “big deals” in arts, culture, and entertainment. In the recent past, downtown Phoenix has gained two sports arenas, Arizona Science Center, Phoenix Museum of History, Burton Barr Central Library, Dodge Theater, Orpheum Theater, and expanded Phoenix Art Museum-- all within a few blocks of each other. And this year Phoenix started the \$600 million expansion and renovation that will triple Civic Plaza’s convention space and update Symphony Hall. These projects represent the most significant investment in downtown arts, culture, and entertainment made by any city in the region, and have created a strong foundation on which to build the next generation of amenities and experiences related to arts, culture, and entertainment.

Now it’s time to move beyond the “big deals” and begin to nurture the “small wonders” that will provide a wide array of arts and cultural opportunities downtown – thus creating a more lively, less formal, and more spontaneous atmosphere downtown that will be attractive to downtown employees, to students, and to visitors. A few “big things” still must be done – most importantly a high-quality 1,000 room Sheraton hotel – but for the most part Phoenix must turn its attention to the smaller things – gallery, exhibit, rehearsal and performance spaces, live-work spaces, informal music venues, lofts, coffeehouses, bookstores – that will provide the infrastructure for an art and entertainment haven.

It’s starting to happen in an organic, street-by-street way. The monthly First Friday art tours sponsored by the Phoenix group Artlink brings thousands of people—mostly young—to the growing number of galleries and studio spaces along Roosevelt and Grand Avenue and other areas of downtown. Almost eighty downtown galleries and artist studios participate in the annual Art Detour, also sponsored by Artlink. The Scottsdale’s Bentley Gallery opened a Phoenix branch on Grant Street and Third Street. The former warehouse has, as one reviewer notes, “the airy feeling and concrete floors of a Soho-style gallery, and the big-name artists to go along with it.”

As downtown continues to develop, public art can also play an important role in providing functional amenities, connectivity and sense of place. Three city public art projects are currently being implemented to create art displays, which will highlight the work of Arizona artists, along downtown streets. National and Arizona artists have been commissioned by Valley Metro Rail to create public artwork for the new downtown light rail stations, and national, regional and Arizona artists are being commissioned to create major artworks for the Civic

Plaza expansion. Other public art opportunities will be identified as new infrastructure is added to the downtown landscape.

Moving Forward

In order to expand the array and diversity of artistic and cultural opportunities downtown – and to leverage those opportunities to benefit the economy of the entire region – Phoenix will take the following steps:

- Increase the presence of visual and performing arts and artists—including live-music-- in the downtown. Take the next steps in creating a multi-use downtown arts space that will provide exhibit and performance space for local artists, possibly in a historic building. Continue also to renovate and expand existing city downtown cultural facilities that serve the needs of emerging artists and cultural organizations.
- Encourage more artist housing and gallery and performance space downtown. The artist housing should be included in the downtown housing strategy. Gallery and performance space should be encouraged as part of the ASU ground-floor retail strategy and in other public and private developments.
- Use small business assistance programs to assist artists and arts-related businesses. This includes creating a pilot storefront program to assist artists with building renovation and providing business consultants to arts-related businesses.
- Encourage local companies to develop business relationships with the local arts community.
- Explore use of incentives for artists and arts-related business through best practices and legal research.
- Create an entertainment district along Jackson Street, east of Central Avenue, and connect it to the core by America West Arena Paseo.
- Explore ways to protect and enhance the existing arts presence along or in close proximity to Roosevelt Street as well as in the Warehouse District area.
- Encourage growth of live, outdoor music venues compatible with and sensitive to surrounding neighborhoods and businesses.
- Explore ways to create “youth-friendly” opportunities.

- Continue to incorporate public art into downtown efforts. Public art can create community landmarks, provide functional amenities (such as shade structures, signage and seating), and create a unique visual identity for downtown Phoenix.
- Reinforce downtown Phoenix's role as a center for major street festivals, parades, marathons, and professional and collegiate sports events. Redevelopment activities and new uses downtown can be designed and built in a manner that enhances these events and venues.
- Create a six-to-seven-day- per- week permanent public market downtown. The market would include fresh produce, crafts, prepared foods and other retail items should be located within the network of walkways and public spaces downtown so that it is an important component of the "connected oasis".
- Implement the \$600 million Civic Plaza Expansion project --- phase I (west building) scheduled for spring 2006 completion) and phase II (north building) scheduled for late 2008 completion – so that this facility will continue to serve as the region's key national convention center and community events facility.
- Expand and improve the supply of hotel rooms downtown to assist the major entertainment venues. This could include boutique hotels that would be attractive to conventioners, businesses and leisure travelers.

Theme 5: Distinctive Shopping

This is the Time:

Shopping has always been an integral part of downtown. In downtown's heyday – from the turn of the century up through the 1960's – downtown was the place where major department stores had their prime (and sometimes only) location, and where shoppers from all over the region came to buy high-end goods. In the days when downtown was the primary office location and a focal point for surrounding neighborhoods, downtown had a wide array of specialty stores and neighborhood-serving retail as well, such as markets and drug stores.

Downtown retail went into decline when the suburbs began to capture most of this general retail activity, and today few department stores around the country even retain their downtown locations. But in the '90s, an unexpected pattern occurred: Retail activity rebounded in downtowns across the nation as part of the general trend toward entertainment-oriented shopping activity. Throughout the nation, high-end, "experience retail" was married to entertainment venues as a way of increasing their attractiveness to visitors and encouraging them to spend more money. These venues were often, but not always, downtown.

Now, in the 2000s, there is a resurgence of more general and neighborhood-oriented downtown retail, partly in response to – and partly as a way to encourage – downtown housing. Both downtown San Diego and downtown Pasadena, for example, have major upscale supermarkets as part of dense mixed-use projects. Throughout the nation, it is clear that "experience" retail and upscale "neighborhood" retail are beginning to provide a major retail base that downtowns have not seen in several decades.

This is the Place:

The retail story in downtown Phoenix has followed the national trend. Arizona Center represented the arrival of experience retail downtown, tied closely to cultural and entertainment venues, but it has struggled. Meanwhile, housing construction downtown has run ahead of more general retail; and it is clear that there is a large retail market near the downtown waiting to be tapped.

A study of downtown retail potential by Thomas Consultants concluded that potential retail sales in downtown's "primary trade area" (the neighborhoods near downtown) is more than \$2.5 billion a year, and that with sufficient critical mass, proper product mix and outstanding urban design, downtown could easily capture 10% of those sales. And that's not including people from other parts of Phoenix

and the region, as well as visitors from elsewhere, who come downtown for business and special events.

Furthermore, the prospect of 10,000 or more downtown residents – and thousands of employees drawn by the Knowledge Anchors – will vastly increase downtown’s retail potential. And there’s a symbiotic relationship as well – downtown’s housing stock in particular won’t expand quickly enough if a wide variety of retail opportunities do not appear.

Retail is part of the “experience economy” – not just for visitors to downtown but also for those who live and work there on a regular basis. A critical mass and wide variety of retail establishments -- convenience retail, comparison retail, and entertainment retail – must exist for downtown to succeed.

Moving Forward

In order to make downtown retail work, Phoenix will pursue the following strategies:

- Create an additional 600,000 to 700,000 square feet of street-oriented retail, restaurants, and entertainment space with an appropriate mix of national retailers and home-grown businesses, and outstanding urban design.
- Place great emphasis on attracting grocery stores, drug stores, and other basic general retail stores to support downtown residential activity.
- Develop a strategy that focuses on existing downtown retailers.
- Undertake an aggressive, proactive effort to attract local, independent retailers to downtown
- Pursue more destination and entertainment district retail in order to support entertainment venues and new “experience retail.” The emphasis here must be on pedestrian-oriented design -- with businesses facing and opening up to the street with doors and windows--to give this area round the clock activity and energy.
- Work with ASU to make sure that the ground-floor retail contained in university buildings supports the city’s goals for downtown retail.
- Support existing downtown retail through streetscape improvements, on-street parking and marketing initiatives.
- Organize a local retail developer advisory team to provide market-based input into the strategic direction of the retail plan.

Theme 6: Great Places/Great Spaces

This is the Time:

Cities are known for the quality and uniqueness of their architecture and public spaces and the ways in which these buildings and spaces are designed to promote activities for people.

Historic buildings remind us of our past--key events and people--and record different architectural styles as adapted to local climate and need. Protecting them helps create a sense of identity, necessary to be a great place. Downtown Phoenix should not look like every other part of Phoenix or every other downtown.

Many cities celebrate their historic origins and architecture as part of their marketing--New York's skyscrapers and Soho warehouses, San Francisco's Victorian row homes, and Santa Fe's pueblo and territorial architecture. Unique architecture commands high prices despite its higher cost to rehabilitate because of its place making identity. Great places are able to add new buildings while protecting their treasures.

Similarly, in the last decade, Americans have rediscovered the importance of great civic spaces both large and small in downtowns. During the suburban era, Americans placed little emphasis on public space and more emphasis on private space. Suburban subdivisions devoted most extra space to private backyards and relegated public spaces to little more than rights of way for cars.

But well-defined and well-designed spaces – plazas, parks, fountains, walkways, gardens, and so forth – have played a central role in human settlements throughout history. They provide respite from city life, reinvigorating us; and yet at the same time they provide a different set of activities to engage in while in the city center. One of the greatest American civic spaces is Central Park, which serves both these purposes – providing relief from the intensity of life in New York while at the same time helping to shape the city itself.

Many new communities around the nation – in Florida and elsewhere – are now creating civic spaces at the “front end,” building new town centers and residential neighborhoods around them. And older suburban communities – in California and elsewhere – are retrofitting themselves with plazas, parks, and other civic spaces to enhance their sense of community. Chicago’s recently completed Millennium Park is but the latest example in this country of an extraordinary investment in the civic realm -- one that is paying significant dividends and reasserting that city’s status as a metropolis of the highest order and a cultural destination. Such places are not trivial amenities but accelerators of commerce,

housing, retail, and high culture. They are also very much products of the environment whether it be a piazza in Venice, a park in Paris, an avenue in New York, or a waterfront in San Francisco.

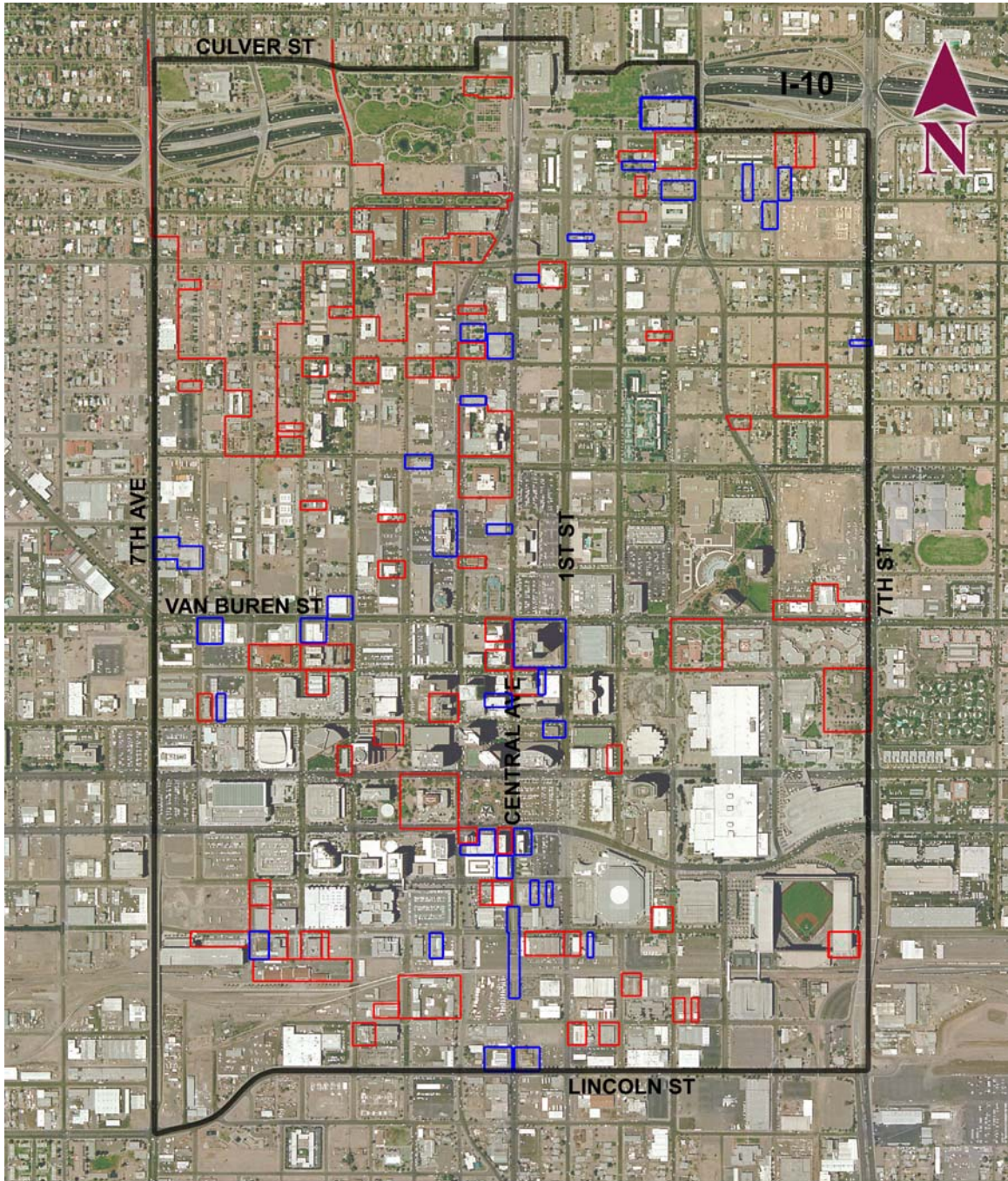


This is the Place:

Some cities have had a long tradition of great buildings, parks, and streetscapes. Creation of great open spaces began earlier with the development of South Mountain Park in 1924, and later with Papago Park, Camelback Mountain and the Phoenix Mountains Preserve. Preservation of its prehistoric Hohokam ruins at Pueblo Grande began in 1929. Our canals and grid street system impact our larger urban form as well as our mountains and washes.

Phoenix began protecting and designating its unique historic buildings and places, and strengthening its design standards in the 1980s. The Phoenix Historic Property Register now includes nearly 70 historic warehouses, commercial buildings, and residential structures in the downtown core, as well as the Roosevelt Historic District. Listing on the Register (see Historic Resource map) provides some protection against insensitive alterations and demolitions, but is more limited than those provided by most other major U.S. cities. There are still many unique historic downtown properties that remain undesignated with no protections. A number of significant historic buildings are vacant or underutilized, and pose significant challenges for revitalization and reuse. While the City's Historic Preservation Bond program has assisted private property owners with a number of historic rehabilitation efforts, much remains to be done in the area of historic revitalization work downtown.

One of the more unique areas downtown is the warehouse district, a cluster of old industrial facilities, citrus-related shipping warehouses, and railroad-related structures in the south end of downtown. A special warehouse district overlay has provided some protection for these older warehouse-related structures while encouraging design sensitivity for new construction in this area.



- - Listed on Phoenix Historic Property Register as of 11/30/04
- - Eligible but not listed on Phoenix Historic Property Register

While some older structures remain in industrial use, in recent years an increasing number of them have converted to entertainment, arts and other creative new spaces. Several new infill developments in recent years have complemented the area's warehouse character, but increasing development pressures are making it more difficult to protect older warehouses against demolition and to retain this uniquely Phoenix part of downtown.

The vast private and institutional investment in downtown Phoenix also requires the creation of great civic spaces. The mere construction of arenas, opera houses, universities, or research institutes in close proximity to one another does not guarantee the creation of a compelling "place" that people will be drawn to. To become a great downtown, Phoenix must continue to invest in great civic spaces large and small to help shape the city, reconnect people to the natural environment of Phoenix, and create a sense of balance in the urban environment. Heritage Square, Hance Park, and the Japanese Garden are examples of the value of such civic space.

In the case of Phoenix, a place of congregation must be responsive to the climate. Unlike many other cities, what happens overhead in Phoenix is as important as what is underfoot. Shade is an amenity of incalculable value and the trees and structures that produce it provide opportunities for relief, congregation and delight. Phoenix has the chance to create a memorable place that is unique to this city if based upon climate responsive principles that give shape and coherence to downtown.

Phoenix must also aspire to a dynamic exchange between the civic and the commercial. Parks, plazas, or streets, will not thrive anywhere unless they are surrounded by the bustle of commerce, housing, and everyday activity. Open space is of little value if not actively claimed and used. Adjacency matters. Thus, the city should encourage mixed use arrangements not just in single buildings or blocks, but across the downtown.

Downtown's development will continue over many years, much of it by private developers. Design or retrofit of the ground level of buildings, public spaces and streetscapes can create the unifying elements that identify a great place. Historic preservation of buildings and history markers, public art, landscaping, shade structures, lighting, and signage for buildings and way finding can have both variety and repetition. These elements can blend large buildings and spaces with smaller ones so that human scale is preserved and balanced. If executed with architecture of invention and sustainable attributes, Phoenix has the chance to demonstrate its emergence as a rapidly maturing and attractive urban center.

Moving Forward

To seize the opportunity to define Downtown by its great places and great spaces--and raise our city's profile in the creative world--Phoenix will take the following steps:

- Develop a downtown urban design plan and development guidelines with significant community engagement, incorporating a wide range of plan elements.
- Set a high standard for quality of design, from building architecture to public spaces through review of use of common identifying elements, sensitivity to historic context and human scale, quality and variety of materials, and adaptation to local climate.
- Encourage the private sector to participate in the development of Downtown's image and identity through use of materials, pedestrian and environmentally sensitive design of ground levels and open space on site as well as contribution to public space amenities.
- Work with ASU to create a “grand civic space” that integrates the university and the downtown in ways that are unique to Phoenix, providing for engagement, connectedness, and porosity.
- Reinvent current civic spaces—such as Patriot’s Park and create new ones for both casual engagement and ceremonies and events.
- Undertake implementation steps to achieve the vision contained in the existing Hance Park master plan, including a review of that plan in light of new downtown initiatives.
- List eligible downtown historic properties on the Phoenix Historic Property Register and provide strengthened demolition protections for designated and eligible historic properties, including a short-term demolition “hold” for undesignated properties and an increased demolition delay period for listed properties.
- Take significant and proactive efforts to integrate historic buildings into redevelopment projects downtown, through negotiations with private developers and public partners, and increased financial incentives.
- Provide more opportunities for historic building reuse through technical assistance and collaboration with private partners.
- Adopt a building re-use code so that the adaptive reuse for renovation of older buildings will be easier and more economically feasible.

- Proactively encourage the preservation and re-use of older warehouses in the Warehouse District by strengthening the demolition provisions of the warehouse overlay, and providing more flexibility and design guidance for new sensitive infill projects.
- Seek opportunities to convey Phoenix's unique history through interpretative markers and elements integrated into the downtown streetscape, and to preserve and interpret archeological sites.

Theme 7: The Connected Oasis



This Is the Time:

If there is one theme that runs through all the downtown success stories in the last 15 years, it is that *nothing is more important than an authentic sense of place*. In virtually all cases, the types of successes described above – the knowledge economy, housing, retail, and so forth – were successful in large part because the downtown had a strong sense of place and new development efforts reinforce that sense of place even as they accommodated new opportunities. The story of Lower Downtown and Coors Field in Denver is perhaps the best example. A nearly abandoned historic/warehouse district was nearly razed, but instead the buildings provided the sense of place required to form the foundation for a renaissance of both prosperity and lifestyle. Later a baseball stadium was deftly grafted onto the edge of this neighborhood as another economic anchor.

Using sense of place in creating a downtown renaissance is tricky business. The “feel” of the existing urban fabric must be maintained even while the buildings and infrastructure are retrofitted for modern living and work environments. Chicago’s recently completed Millennium Park is a good example of an extraordinary investment in grand civic space that pays significant dividends and reasserts that city’s status as a cultural destination. And the resulting downtown

must provide a sense of authenticity while at the same time giving the knowledge workers the things they need everywhere -- a place that can serve as both their oasis from the world and their connection to it. The knowledge workers need to network with the rest of the world – but they also want and need interaction and connectivity in their daily lives, both physically and psychologically. They need an oasis – a place to rest, to interact, and to connect.

This is the Place:

Because of its desert location – and Phoenix’s vast local knowledge on desert-oriented design – downtown Phoenix is perfectly situated to become the nation’s leading “connected oasis,” providing knowledge workers with both connection and escape. It is this notion that will create authenticity in downtown Phoenix and provide a competitive advantage over other regions.

Prior to the advent of air conditioning, Phoenix had begun to develop a rich set of design features that both honored the natural climate and helped to protect residents from it. These included garden courtyard offices, sleeping porches, and arcaded streets. These efforts ended when air conditioning became ubiquitous, but they have great value in reshaping a downtown with more open public spaces.

As the downtown effort has unfolded in Phoenix, an increasing number of players have encouraged the city to focus on two aspects of physical design in this regard: connectivity and shade. Earlier this year, consultants from Catalytix suggested that the city should view “Downtown’s many small parks, plazas, public open spaces, and fountain areas as a series of oases that could be linked to achieve greater synergy and connectivity.”

City planners have focused on using comfortable bus shuttles and the future light rail stations as the foundation for a new kind of connectivity within downtown and between downtown and surrounding districts. These design and transportation connections are important in creating the downtown environment that provides an alternative to the rest of the region, which is focused largely on automobile travel and private spaces. But in Phoenix, creating downtown as a truly viable alternative requires shade.

The value of shade is clear. It consciously deals with Phoenix’s heat and sun—taking advantage of them when appropriate, mitigating against them when necessary – so that the outdoor lifestyle envisioned for downtown is truly possible. Shade can be effectively used to improve the habitability of civic spaces, connection corridors, and even parking lots.

It is also possible to make shade one of downtown’s strongest amenities—and immediately give downtown an icon that is readily recognizable all around the

world. ASU has some of the nation's foremost expertise in creating and using shade to improve the urban environment

Moving Forward

In order to foster downtown Phoenix as a connected oasis and a place with great civic spaces, the city will move forward by:

- Reorient downtown around a new concept of design – a set of pathways connecting a series of both green and public spaces that can serve as “oases” in the downtown.
- Focus on urban trails, civic plazas, and green spaces as a way to greatly increase the distinction and connection of downtown. This could include using existing trails to create an urban trail system winding through the entire downtown, connections to Indian School Park, bike lanes from downtown to Rio Salado and South Mountain Park, as well as small parks and green spaces that will give downtown residents “a place to walk the dog.” Urban trails should be designed in such a way as to allow for connectivity to neighborhoods surrounding the downtown, including the Hope VI area, Grant Park, Garfield and Capitol Mall, to name but a few.
- Use shade everywhere, especially in connections and civic spaces, so that shade structures become downtown Phoenix's signature. This effort could include planting a whole new generation of street trees or using other shade-oriented design features (awnings, trellises, etc.) Shade structures should be focused in the public right of way.
- Discourage the use of “superblocks” downtown in order to maintain a fine-grained system of streets and pathways.
- Re-focus the entire system of downtown connections around pedestrians, shuttles, and light rail. This could include reinventing the DASH shuttle system into a downtown people mover; narrowing some streets; and creating broader linear pedestrian connections among designations downtown. And encouraging remote parking for some parts of downtown, connected with shuttles.
- Conduct a traffic, parking and circulation study for downtown, and take the next steps in planning for a multi-modal central transit solution that maximizes its integration into the urban fabric.
- Encourage signage and other decoration in addition to places and pathways. Amend the sign ordinance to encourage appropriate signage within the various downtown districts. For example, the warehouse

entertainment district should promote the use of bold, entertaining and very visible signage. Include well-designed historic signage in appropriate public spaces that interpret the city's diverse cultural heritage and historic built environment.

- Work with ASU to implement the “five-minute walk” philosophy. The city will work cooperatively with Arizona State University to find ways to reinforce students being within a five-minute walk from residence, work location, campus destination, or shuttle stop connecting all these places.
- Explore opportunities in downtown for unique recreational uses, such as skateboard parks or climbing walls.
- Examine the potential, similar to the Portland model, of a free transit zone in downtown.
- Incorporate the “Walk of Pride” concept into the downtown, pedestrian connectivity plan.
- Enhance the Zoning Ordinance to ensure that developers are required to provide active, ground-level uses that engage pedestrians and encourage connectivity.

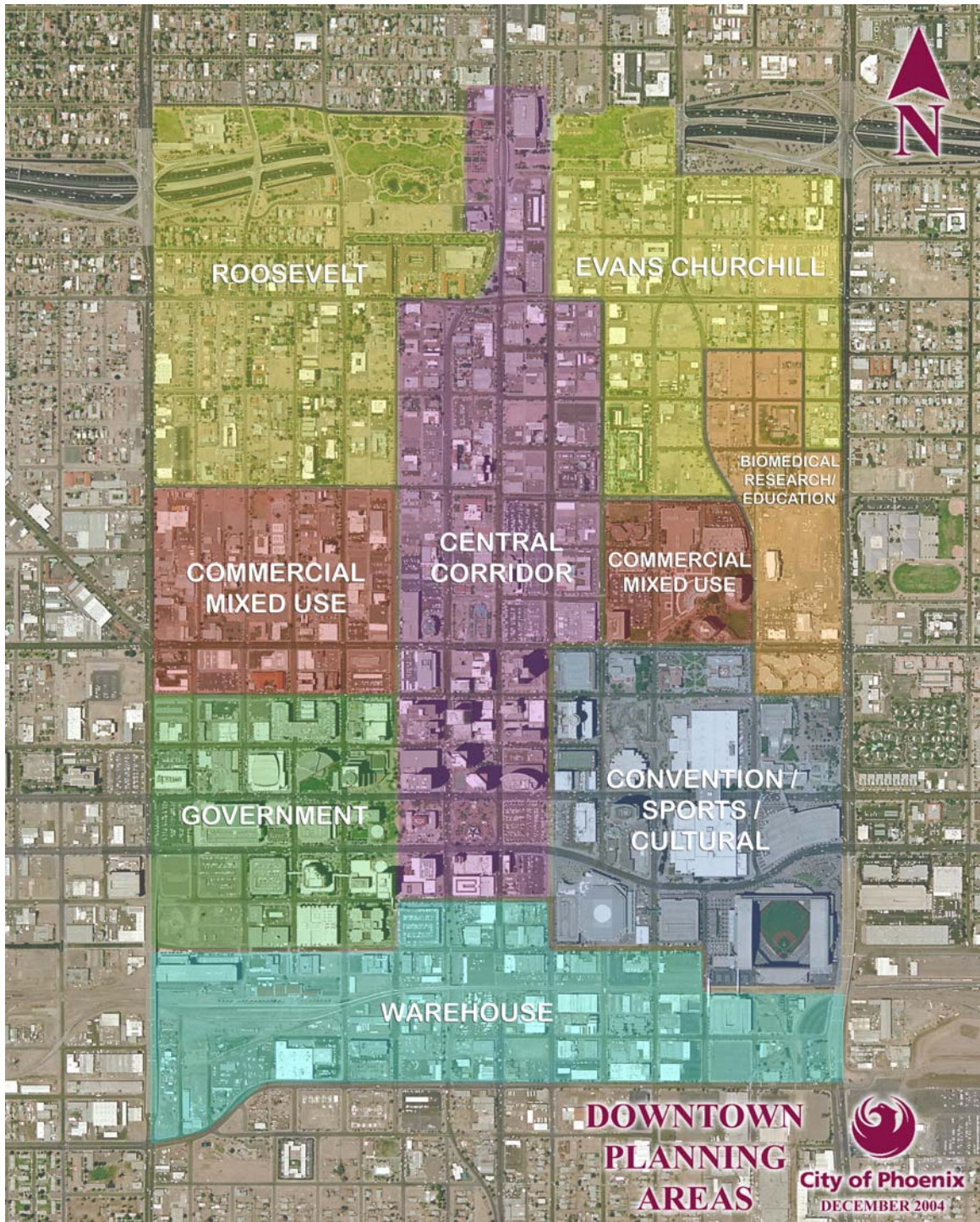
How's It Going to Look?

A strategic framework alone cannot make a great downtown. In order to “make it real,” the city has created a series of Downtown Planning Areas to serve as a mechanism for future public and private development downtown. These planning areas will be used to help shape and organize the physical environment called for in the downtown themes described above. They provide a specific geographical setting to achieve the vision for downtown.

While these areas do not match precisely the areas that have been previously adopted as part of the city's land use policies downtown; they are intended to support many areas – such as the Roosevelt Historic District, Warehouse Overlay District and the Copper Square/Downtown Core Zoning District-- that are consistent with the desired urban form and today's economic realities. Furthermore, the planning areas are not intended to have rigid boundaries. Rather, they are intended to have soft edges that allow for transition from one planning area to another.

The existing Copper Square district, in particular, has several planning areas that overlap its boundaries. Rather than diminishing the relevance of Copper Square, the 90-block core of downtown, it simply reflects the diversity that comprises a major urban core. Office, retail, sports, entertainment, culture, hospitality, education and living all co-exist to create a vibrant, 24-7 core. Copper Square should continue as the overall brand for the downtown core to promote a unique, easily recognizable identity for the heart of the downtown. Public and private investment and marketing should reinforce the brand at every opportunity.

The Planning Areas



Warehouse Planning Area

The intent of the Warehouse District is to create a lively, eclectic district by encouraging the creative reuse of existing warehouses, and infilling with new development designed to complement the existing warehouse character. The district is subdivided into two subareas:

Warehouse Area East

- Industrial character
- Places for entertainment venues and eclectic commercial
- “Active” streetscape (enhanced lighting and signage)
- Residential development in converted warehouses and new infill development
- Entertainment district theme utilizing locally-owned businesses in existing buildings north of the railroad tracks
- Design center theme south of railroad tracks (appliances, fixtures, design firms, etc.)
- Preservation and re-use of worthy existing warehouses through an enhanced warehouse overlay district with incentives to prevent demolition.
- The Planning Commission will initiate a review of the existing overlay.

Warehouse Area West

- Industrial/monumental character
- Flexible warehouse-style building types
- Place for crafts and small business initiatives
- Professional service and creative firms in converted warehouses
- Opportunistic in near-term, more proactive over longer term
- County government facilities with pedestrian-friendly street level access and uses.
- Significant historic character, such as Phoenix Union Station and Sante Fe Depot.
- Preservation and re-use of worthy existing warehouses through an enhanced warehouse overlay district with incentives to prevent demolition

Convention/Sports/Cultural Planning Area

This area reflects a diverse set of activities that is dominated by large uses related to the Phoenix Convention Center, hotels, sports venues and large cultural institutions. The intent of the area is to integrate these uses into a lively 24/7 area with strong street level uses and connectivity between venues and other activities.

- Sports venues and convention facilities as destinations

- Strong connectivity with ground level restaurants/retail along 2nd Street between the Arena and to the proposed retail north of Van Buren, east of Central.
- Opportunities for additional hotels to support employment, convention, entertainment and cultural uses
- Opportunities for high rise office development
- Opportunities for residential high rise development
- Opportunity for mixed use development that includes hotels, residential and/or office
- Ground level commercial/arts activity in all buildings
- Excellent accessibility due to light rail stations

Central Corridor Planning Area

This area represents the central spine of the downtown. As such, development in the corridor should reflect very high densities with significant heights, as well as active ground level uses. The area also presents an opportunity to create a grand civic space that connects the residential areas to the north with the core area to the south, as well as connecting the areas east and west of Central Avenue. Due to its length, the area is subdivided into three sub areas, each of which respects and plays off of the adjacent planning districts to the east and west of Central Avenue.

Central Corridor South

- Downtown CBD character
- High rise office and residential development
- Office and residential in mixed use configurations
- Conversion of historic office buildings to residential and/or mixed-use
- Ground level commercial activity in all buildings
- Potential for critical mass of retail activity in mixed use buildings
- Reinvent Patriots' Square Park into superior civic space with possible inclusion of commercial-oriented development
- Excellent accessibility due to light rail stations
- Pedestrian improvements on Central and 1st Avenues to form strong linkages with civic spaces to the north
- Potential narrowing of and pedestrian improvements on 1st Street and 2nd Street
- Strong pedestrian connections to Government/Cultural, Warehouse and Convention/Sports/Cultural districts

Mid Central Corridor

- Strong concentration of ASU facilities with commercial ground floor uses and non-ASU uses above academic floors

- Critical mass of street-level retail in a vertically integrated mixed-use development setting between Central Avenue and Arizona Center, north of Van Buren
- Potential location of public market
- Residential in mixed use buildings
- Open space connectivity at traffic light crossings
- Potential narrowing of and pedestrian improvements on 1st Street and 2nd Street
- Superior accessibility due to light rail stations and bus operations
- Pedestrian improvements on Central and 1st Avenues
- Transit-oriented development
- Grand civic space between Central and First Avenue with east-west connectivity, that protects significant buildings
- Reuse of historic post office for ASU student union or other ASU use, including retention of postal customer services.
- Designated historic buildings, such as the Westward Ho, that needs to be preserved.
- Strong pedestrian connections to East and West Mixed-Use Commercial districts.

Central Corridor North

- Residential mid- to high-rise development along Central and 1st Avenue
- Potential for grand civic space to carry through to near Roosevelt Street, while protecting significant buildings
- Ground level commercial uses in all buildings
- Excellent access due to light rail stations; emphasize transit-oriented development
- Pedestrian improvements along Central and 1st Avenues
- Potential narrowing of and pedestrian improvements on 1st Street and 2nd Street
- Enhanced pedestrian improvements on Fillmore to promote east-west movement
- Strong pedestrian connections to Roosevelt and Evans Churchill districts

Commercial Mixed Use East Planning Area

This area builds off of the existing mixed-use nature of the Arizona Center and seeks to expand these uses into vertically, mixed use environments with significant retail activity at the street level.

- ASU Phoenix campus provides strong anchor, with mixed-use, verticality and quality design.
- Enhance 3rd Street and Fillmore frontage at Arizona Center to create more street-level, pedestrian friendly activity

- Develop remaining development pads at Arizona Center with strong street-oriented uses along Van Buren and 5th Street
- Develop 1,000 room Sheraton Hotel with bold architecture, active street-level uses and strong connectivity to Arizona Center and Mid Central Corridor
- Opportunity for an additional hotel on pad south of Arizona Center parking garage
- Mixed-use development north of Sheraton Hotel
- Strong pedestrian connectivity to Evans Churchill, Biomedical Research/Education and Mid Central Corridor districts with emphasis on Fifth Street, Van Buren and Fillmore.

Biomedical Research/Education Planning Area

This area represents the opportunity to create the premier urban biomedical research and education center in the world. Building off of the City's establishment of the Phoenix Biomedical Center at Copper Square and the development of the IGC/TGen headquarters, the incorporation of strong urban design principles and a mix of uses within its predominant research/education theme will create a unique urban campus that contributes to the vitality of the working experience for its employees, as well as to Copper Square and the surrounding downtown.

- Develop Arizona Biomedical Collaborative buildings utilizing appropriate densities and heights on southern end of the Biomedical Campus
- Restore the three Phoenix Union High School historic buildings on Van Buren
- Private sector development within the Biomedical Campus
- Develop the Phoenix Biomedical Campus of the Arizona University System utilizing strong urban design principles and mixed uses
- Strong pedestrian connections to the Arizona Center and Evans Churchill planning district

Commercial Mixed Use West Planning Area

This area seeks to utilize the many opportunities created by vacant and underutilized land west of Central Avenue for a mix of intensive office, residential and retail development.

- Potential urban, larger scale retail on west Van Buren; multi-story building with structured parking and pedestrian street frontage.
- Reuse of existing warehouses on south side of Van Buren
- High rise office/mixed use development east of 3rd Avenue within Copper Square
- Residential with ground floor commercial/arts uses on 2nd Avenue, north of Fillmore

- Protect designated historic structures with sensitive design, which is compatible with historic structures
- Reuse of the Historic First Baptist church and several other Phoenix Historic Property Register buildings in this area.
- Fillmore Street serving as transitional corridor between this area and the Roosevelt Planning Area, requiring sensitive treatment with respect to density and height.
- Strong pedestrian connections to Government/Cultural, Central Corridor and Roosevelt districts with emphasis on First Avenue, Second Avenue and Fillmore.

Roosevelt Planning Area

This area is intended to support and build off of the existing Roosevelt Historic neighborhood and Roosevelt Special Planning District (SPD). The character of the area will be predominately residential with retail/commercial/art uses where appropriate.

- Maintain commitment towards historic preservation by deterring demolition and supporting compatible adjacent development
- Build on historic character and protect designated historic structures with sensitive design, which are compatible with historic structures
- Protect existing Single-family dwellings and encourage single family infill where it is appropriate
- Low density residential development to occur at the neighborhood interior core. Medium to high density residential development to occur at the perimeter
- Commercial and retail uses in free-standing buildings or within residential buildings where appropriate
- Integration of small office, creative and professional services activities
- Strong pedestrian connections to Central Corridor and core to the south
- Encourage new development occurring along 2nd Avenue corridor, including enhancement of pedestrian activities and amenities.
- Enhance 7th Avenue corridor by providing pedestrian-oriented linkages and opportunities for mixed-use and local service retail from Van Buren to McDowell Road, including new gateway image.
- Mitigate traffic flow along 3rd Avenue and 5th Avenue and minimize negative impact on neighborhoods
- Complete the original mission of Deck Park, including a review of that master plan in light of recent downtown initiatives

Evans Churchill Planning Area

This area offers an opportunity for an eclectic mix of arts, residential, commercial and biomedical research and education.

- Enhance and grow established Roosevelt arts corridor, including infill opportunities that build on the arts experience.
- Improved pedestrian amenities on Roosevelt Street
- Medium to high density residential development
- Opportunity for significant commercial project, e.g., grocery store, at gateway site on south side of Roosevelt, between 3rd and 4th Streets
- Strong pedestrian connections to Central Corridor, with particular emphasis on Van Buren and Fillmore
- Enhance 7th Street gateway image; connectivity along Second and Fifth Streets.
- Designated historic structures which add character and history protected with sensitive adjacent design.

Government/Cultural Planning Area

This area reflects the large concentration of government facilities in the southwestern portion of downtown, as well as the major cultural venues in this area.

- Continued growth of government activities, including new county facilities in southwest quadrant and potential new city facilities north of City Hall
- Pedestrian connections to Roosevelt neighborhood along Second Avenue
- Encourage connectivity to cultural venues such as the Dodge and Orpheum Theaters, along Adams Street
- Ground level commercial/arts activities in government buildings
- Strong pedestrian connections to Warehouse, Central Corridor South and Commercial Mixed-Use West districts

The Infrastructure

To achieve the objectives of any planning effort, an appropriate infrastructure must be provided as a foundation for development. The following actions are necessary to achieve the objectives described in the various planning districts.

Access

The street system within downtown should provide appropriate capacity for vehicular circulation without sacrificing a quality pedestrian experience. It is the pedestrian environment that defines the experience for downtown patrons. Vehicles traveling at high speeds or on wide streets detract from that experience and inhibit pedestrian and business activity at the street level. It is absolutely critical that the overall street system provide an outstanding pedestrian experience for the success of downtown. Below are five key traffic concepts that warrant serious consideration for near-term study and implementation:

- Convert 3rd Street (from Lincoln to I-10), 3rd Avenue (from Jefferson to McDowell) and 5th Avenue (from Washington to McDowell) to two-way traffic
- Narrow 1st Street and/or utilize for additional on-street parking from Lincoln to Hance Park, where appropriate
- Narrow 2nd Street in areas north of Washington to Roosevelt to same cross section as street south of Washington
- Enhance 7th Avenue and 7th Street with landscaped medians and sidewalks where possible
- Replace cut-off streets where practical (e.g., Taylor between Central and 1st St)

Parking/Transit

The significant enhancement of public transit in Phoenix provides new opportunities for residents, visitors and workers to Copper Square and downtown. These opportunities will slowly begin to reduce the future need for additional public parking as the system continues to expand to permit access from all parts of the valley. Public policies and private development activities should encourage the use of light rail, buses and other forms of public transit. Creating residential opportunities within walking or shuttle distance of job opportunities will also reduce future parking demand.

Despite these significant public transit improvements and future parking trends, parking will continue to play a critical role in downtown for the foreseeable future. In particular, companies will require convenient parking options for employees and retail/restaurant/entertainment uses will only succeed if convenient, short-term on-street and off-street public parking is provided.

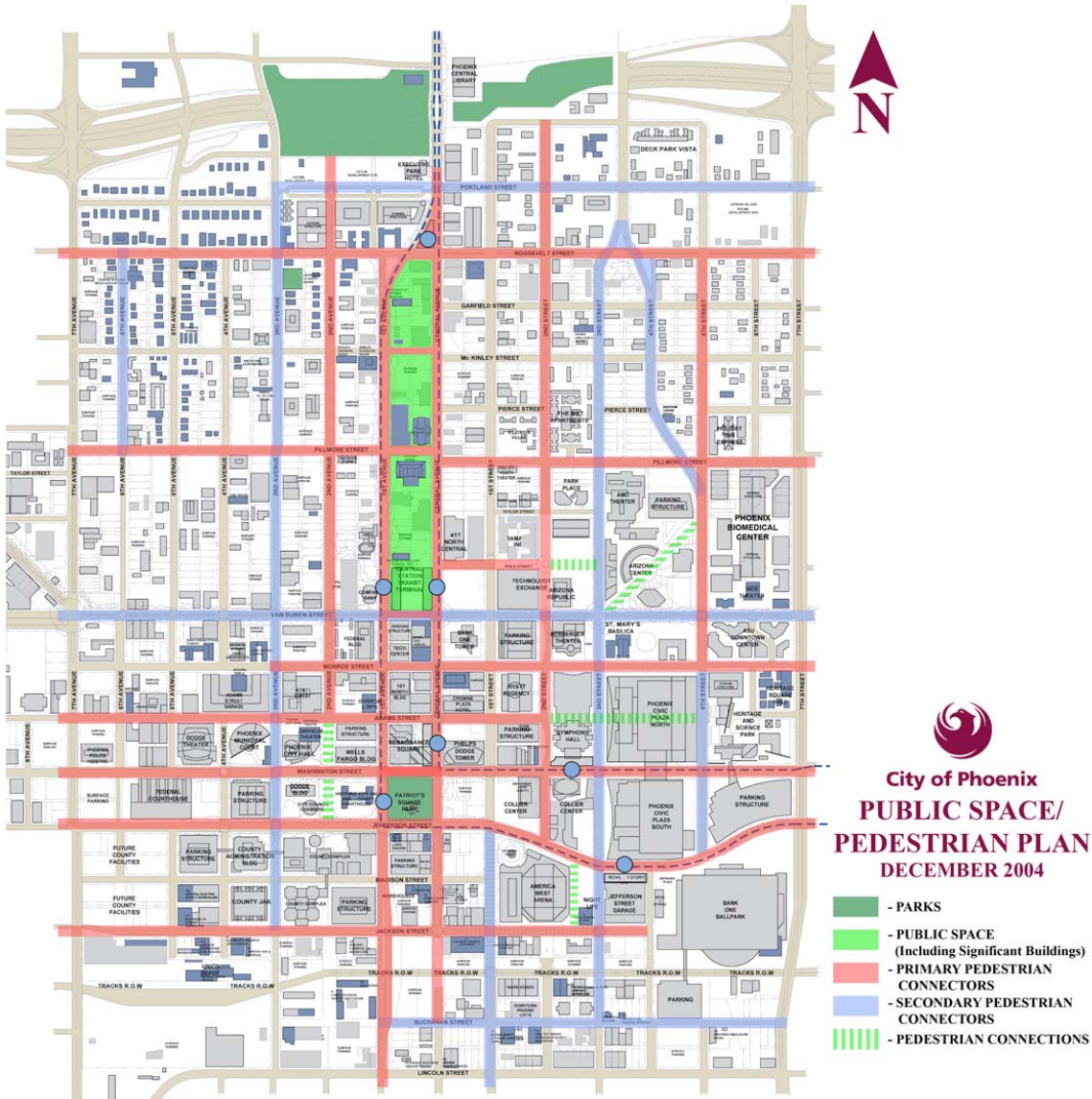
Many existing businesses have no dedicated parking spaces because they are located in older buildings that did not or do not have parking requirements. Some may have leases that could disappear with redevelopment of surface lots. Providing district parking opportunities in shared lots, on street with meters, or in garages will help ensure the survival of these vital businesses.

The following actions are intended to provide a balanced approach to promoting increased transit usage while providing for the parking needs required by downtown businesses and patrons.

- Encourage transit-oriented development to promote transit ridership
- Expand Copper Square DASH to effectively serve light rail riders
- Maintain no-parking requirement in Downtown Core Zoning District and Warehouse Overlay District
- Examine parking requirements in areas north and west of Copper Square
- Any new accessory small surface parking lots should be located behind buildings and be accessed by alleys if possible
- Prohibit free-standing parking structures

- Require ground-level uses in accessory parking structures
- Prohibit new freestanding surface parking lots
- Minimize new accessory surface parking lots with new development
- Encourage metered shared district parking lots behind buildings
- Maximize new locations for on-street metered parking to replace those lost due to light rail construction

Public Space and Pedestrian Connectivity



To encourage active sidewalks and street level business activity, superior pedestrian connectivity and public spaces are essential. The Public Space/Pedestrian Plan map provides a graphic depiction of the integral value of pedestrian connectors to knit the downtown walking experience together. A lack of shade, lighting, seating or continuity of street-level activities discourages

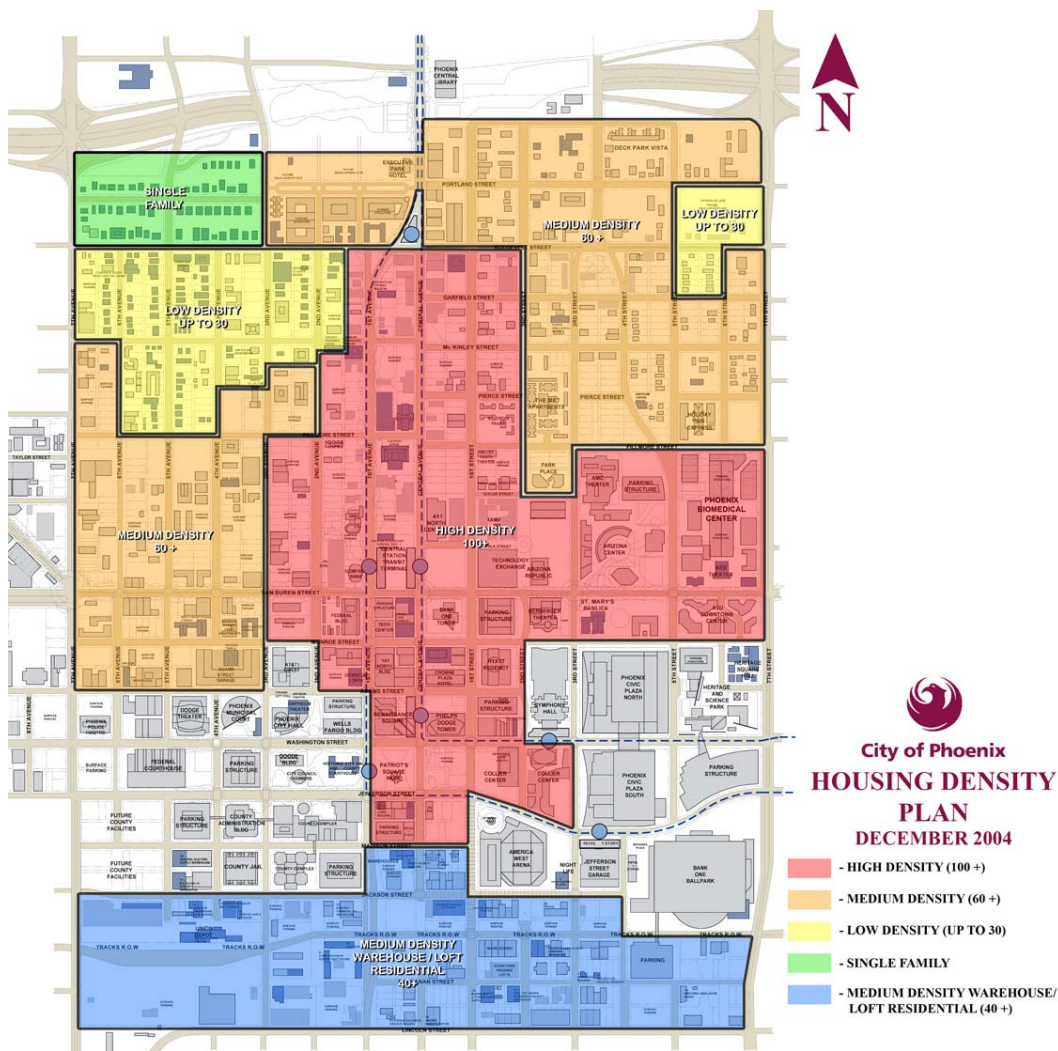
pedestrian activity and, in turn, business activity and vitality. The following actions are intended to promote an environment that fosters these types of activities.

- Maximize the use of shade trees for shading
- Develop pedestrian shelters or oases at unshaded street crossings
- Maintain and enhance existing streetscape standards in Copper Square to promote continuity of streetscape treatments
- Develop streetscape standards for areas outside of Copper Square to promote continuity of streetscape treatments appropriate for each planning district
- Develop and implement a wayfinding system for Copper Square and surrounding areas. Focus on core area as first priority.
- Develop historic street interpretation signage and use of historic plaques on designated historic buildings.
- Utilize hardscape shading on narrower streets where there is insufficient room for trees
- Explore creative cooling techniques in the public realm such as heat-resistant materials, cool towers, etc.
- Develop opportunities for jogging, biking, roller blading, etc. utilizing the public realm
- Develop strong pedestrian connections from light rail stations to other centers of activity
- Focus enhanced pedestrian amenities on streets identified as “Primary” and “Secondary” pedestrian streets.
- 2nd Street, 2nd Avenue and Roosevelt Streets should receive particular emphasis as new pedestrian connectors
- Provide basic landscape/hardscape improvements on all other streets
- Maintain existing block pattern, including alleys, to promote direct pedestrian access from place to place
- Develop strong pedestrian connections through public and private development to maintain accessibility on existing superblocks (e.g., convention center, Sheraton Hotel)
- Discourage creation of new “superblocks”
- Encourage continuous storefront activity on primary and secondary pedestrian streets
- Discourage projects that incorporate “drive-throughs”
- Explore opportunities for “upholstery” projects that add street level uses to existing blank walls or garage facades
- Develop activated grand civic space in the area located between Central and First Avenues. Use enhanced pedestrian connections where buildings interrupt continuity to link civic spaces from Patriots’ Square Park to Hance Park. Develop signature feature as part of grand civic space designed to attract international acclaim.

- The development of civic spaces and pedestrian connections must respect the built environment.
- Identify and enhance connectivity to adjacent neighborhoods and nearby regional attractions such as Rio Salado, including jogging and bicycle trails
- Provide for gateway and entry-way identification into downtown and adjacent neighborhoods.
- Assess the urban design qualities of the bridges at 7th Street, 7th Avenue and Jackson Street at 1st Avenue/Central

Housing Density

The Housing Density Plan map illustrates the desired housing density patterns for Downtown Phoenix. The proposed densities are intended to reflect and respect the unique characteristics of the various planning areas, while providing for densities that are sufficient to achieve 10,000 new units within the study area.



The highest densities of more than 100 dwelling units per acre (100+ dua) are found within the Copper Square boundaries and along the Central Corridor. These areas, with their intensive commercial and entertainment uses, are most appropriate for very dense, mid- and high-rise residential development.

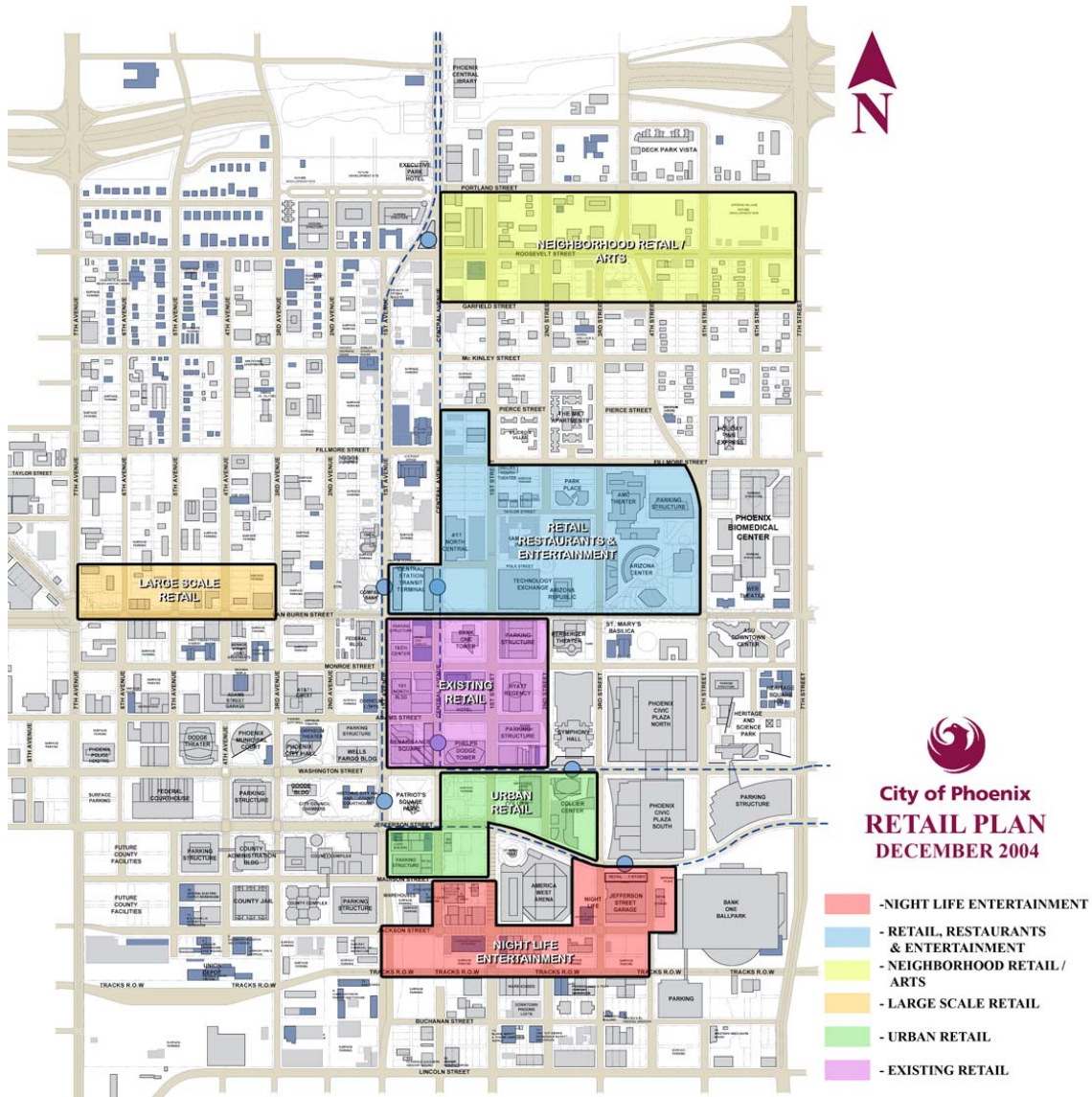
Most of the areas north and west of Copper Square are proposed for densities of 60+ dua to reflect a transition zone between the more intensive core and Central Corridor areas and the neighborhoods located on the edges of downtown. A small area near 7th Avenue and Fillmore is also proposed at this density due to its largely commercial nature.

Two areas in the northeastern and northwestern quadrants of downtown, respectively, are shown at 30+ dua to reflect existing lower density neighborhood conditions that should be maintained. The single-family area north of Roosevelt and west of 3rd Avenue reflects the desire to preserve the existing characteristics of this historic neighborhood.

Finally, housing in the warehouse district is proposed at a minimum of 40 dua. It is anticipated that there will be greater diversity in residential densities in the warehouse district as compared to other planning areas, as infill projects on vacant land achieve higher densities than adaptive reuse projects.

Retail Plan

The Retail Plan map reflects the proposed major retail, restaurant and entertainment concentrations within the study area. A retail demand analysis conducted by Thomas Consultants, Inc. as part of the preparation of this plan revealed an overall projected retail demand within the study area of 1.2 million square feet by 2005, roughly twice the current retail inventory. This demand is comprised of 255,000 square feet of convenience retail, 591,000 square feet of comparison retail and 346,000 square feet of leisure retail. The overall demand is projected to increase to 1.4 million square feet by 2015. Major demand factors include existing neighborhoods surrounding Downtown; growth in the west valley without commensurate near-term retail development; and significant current growth in downtown residential, employment and convention activity.



Nightlife/Entertainment District

The area adjacent to America West Arena and Bank One Ballpark is envisioned as a major entertainment district that builds off of the existing venues and entertainment-oriented restaurants/bars to create a critical mass of entertainment-oriented businesses. The area will have a significant live music component and will be populated by predominately locally owned, unique businesses. Development will focus on rehabilitation of existing warehouses and new development that enhances the warehouse and entertainment character of the area. Particular emphasis should be given to active street-level design treatments and uses.

Jackson Street will serve as the major spine for the entertainment district, but significant opportunities exist for entertainment uses adjacent to the America West Arena Paseo, as well as along 1st and 3rd Streets. Strong pedestrian connections should be made to all of these areas and to the Collier Center, where existing entertainment uses are located. The district will be viewed as a destination and will target residents of Greater Phoenix, sports patrons and convention delegates. A total of approximately 125,000 square feet of retail and entertainment space is projected for the district by 2015.

In addition to entertainment uses, this area also offers a unique opportunity to establish a “design center” theme, particularly south of the railroad tracks. This aspect of the area would feature offices for design-related professionals such as architects and interior designers, as well as shops that sell home-related products ranging from furniture to high-end bathroom fixtures. These uses would work well in existing warehouses and on the ground floor of mixed-use infill developments.

Urban Retail

The area immediately north and west of America West Arena is positioned within the heart of Copper Square, adjacent to the existing office core and entertainment and convention uses. Future development of mixed-use projects offers significant opportunity for street-level retail and restaurant uses below new office, residential and hotel development. Street-level uses will primarily provide services, convenience goods and dining opportunities for office workers, business travelers and convention delegates.

The area also offers the potential opportunity for more intensive, destination-oriented retail development if sufficient land is assembled to permit master-planned development of multiple blocks within the area. Approximately 87,000 square feet of retail space is projected for this area by 2015.

Retail/Restaurant and Entertainment District

The area generally bounded by Central Avenue, 5th Street, Van Buren and Fillmore is envisioned as a major retail destination developed within a mixed use, vertically integrated environment. Upper level uses will include ASU, office, residential and hotels. The retail mix for this area will include comparison, convenience and dining/entertainment uses developed in a pedestrian-friendly, street-oriented manner. Potential businesses include clothing, books, consumer electronics, restaurants and groceries, among others. Retailers will be a mix of local and national retailers. Strong emphasis will be placed on creating an urban environment with a unique business mix that can only be found in Copper Square. Total retail development is expected to total approximately 596,000 square feet by 2015.

Large Scale Retail

The area west of 3rd Avenue, north of Van Buren, offers opportunity for large scale, urban oriented retail development occupied by users more typically found in suburban environments, e.g., general merchandise, sporting goods retailers. Recognizing growing urban market opportunities, large-scale retailers have begun developing stores in urban environments across the country. These stores are generally characterized by reduced square footages, structured or below-grade parking and strong street-level orientations. Approximately 103,000 square feet of retail development is projected for this area by 2015.

Neighborhood Retail/Arts

Retail development along the Roosevelt Street corridor, east of Central Avenue, will continue to reinforce and enhance the arts-oriented development that has taken root in the area. Locally-owned cafes, coffee shops, bookstores, art studios and galleries are desired for the corridor. The area also offers the opportunity for an urban-oriented grocery store to serve the surrounding neighborhoods. Total retail development along this corridor is estimated at 160,000 square feet by 2015. Development should strive to utilize existing buildings wherever possible with appropriate infill development on vacant lots.

Existing Retail Areas

The Downtown area is currently home to approximately 600,000 square feet of retail, restaurant, bar and arts development. The success of these existing establishments is paramount to the success of the overall Downtown retail environment. Strong physical connections must be established from existing retail areas to the proposed new retail districts so that Downtown offers a seamless opportunity for pedestrians to experience an urban-retail experience. Technical and financial assistance programs for existing retail businesses should be developed to ensure a level competitive playing field with new retail businesses.

Getting It Done

Now is the time and downtown Phoenix is the place – that much is clear. But vision and opportunity alone are not enough. Phoenix must take advantage of this opportunity through a series of implementation steps designed to “get it done”.

Getting it done requires a sustained, long-term effort on both the local and state level. Phoenix is already hindered by the fact that Arizona does not provide its cities with a full “toolbox” to deal with urban revitalization. The city is committed both to an aggressive effort to expand the state’s toolbox and to a multi-pronged local effort to continue “getting it done”.

In addition to the many implementation steps described in the sections above, Phoenix will focus on a few specific goals that are of overarching significance. Many of these goals – and some of the associated implementation steps – are listed above, but they are reiterated here because of their importance.

1. Forge a Strong Partnership with Arizona State University

Together with the City and private sector, Arizona State University is a critical entity in the revival of downtown. ASU’s downtown presence, with 15,000 students and 1,800 faculty and staff, has the potential to significantly shape the downtown economy, the demand for downtown housing, and the demand for arts, culture, and amenities. ASU’s efforts will also affect the character and viability of virtually every neighborhood in or near downtown. ASU Phoenix must be developed in a manner that promotes integration into the urban fabric utilizing appropriate densities and heights, superior urban design, active ground level uses, and mixed-use buildings.

The sections above contain many implementation steps that require ASU and the city to work together. As an overall strategy, however, the city and ASU together will pursue two implementation items.

First, the two entities will work together to study “best practices” on university-downtown relationships. This can form the basis for future partnerships together across a range of mutual interests, including such areas as parks, libraries, public safety, and parking.

Second, there will be significant integration between the ASU campus-specific plan and downtown plan implementation. This will take the form of a separate ASU/Phoenix campus plan.

2. Continue to Distinguish Downtown as a Biomedical Center

In only a short time, Downtown Phoenix has become a remarkable center for the biosciences. The recent announcement that ASU and the University of Arizona will join forces to create the Phoenix Biomedical Campus of the Arizona State University System is only the latest in a long series of steps. The Biomedical Campus will join an existing constellation of research institutions (TGen, IGC and Arizona Biomedical Collaborative) located on a 15- acre center in Copper Square as a high priority for Phoenix. The city will work with the Governor's new Arizona Commission on Medical Education and Research, Arizona Board of Regents, University of Arizona and Arizona State University to move this new medical school initiative forward expeditiously.

The first step will be for the leaders of these institutions to jointly develop a business plan, action strategy and implementation schedule. It is vital that the planning and design include not only the College of Medicine, but also those of Pharmacy, Nursing and Public Health.

At the same time, the ABC plans for the southern portion of the Phoenix Biomedical Center at Copper Square - including three historic buildings and three potential building pads-- must move forward. A developer is on board and funding for the first ABC facility is in place. The entire campus should be developed with appropriate densities and heights in a manner that contributes to the adjacent urban environment.

3. Maximize the Light Rail Transit Investment

The light-rail system now expected to open in 2008 is centered around downtown – meaning it has the potential to open up a whole new way of thinking about downtown and the neighborhoods that surround it. Four stations are planned for downtown, making light-rail a critical component in bringing convenience, proximity, and a sense of place to the “connected oasis”. The light-rail system can open up new opportunities for reverse commuters, transit-oriented development, and pedestrian connections throughout the downtown. The 20-mile system, and especially the four downtown stations, must be completed for downtown to be truly transformed.

4. Place a Strong Focus on Urban Design

Urban design has clearly emerged as a major theme in revitalizing downtown. The notion of “the connected oasis” cannot be achieved without a strong and consistent approach to urban design. Poor urban design can isolate projects that would otherwise be an asset. But good urban design that emphasizes street-level activity, connectivity, and the benefits of appropriate height and density – can serve as a catalyst. The city and its partners must be committed to high-quality

urban design in all projects public and private. Downtown needs to be memorable with the design of its public spaces as well as the architecture and creativity of individual projects.

In addition to the many efforts regarding urban design mentioned above, the city will take the following two steps:

First, develop a detailed downtown urban design plan that incorporates all the ideas and steps being discussed regarding connectors, oases, open space, gateways, civic plazas, shade, signage, lighting, landscaping, public art and historic markers.

Second, create a strong and consistent set of design guidelines that encourages creativity and uniqueness while ensuring adherence to appropriate urban principles for private and public development downtown, and a review body to enforce those standards.

5. Place a Strong Focus on Housing, Retail and Office in a Mixed-Use Environment

Fundamental to the vibrancy and economic vitality of the downtown, as noted in earlier Plan themes, are increased residential, retail and office development. The Plan proposes very aggressive development goals in these areas. Development of this magnitude must be integrated into the downtown with a mixture of uses in a vertical design, with appropriate densities and heights. Downtown zoning codes and development processes should be revamped in order to achieve these goals. The City will focus on the following priorities:

- Develop 10,000 new housing units in ten years
- Develop 400,000 square feet of additional street-level retail/restaurant space in a vertical, mixed-use, pedestrian-oriented environment connecting Arizona Center to the ASU Phoenix campus.
- Create 10,000 net new jobs in downtown, with Copper Square as the State's premier office location
- Develop an entertainment district in the Warehouse East area, featuring a balance of locally-owned businesses in existing warehouses with new infill development
- Protect and enhance the Roosevelt Row arts corridor by protecting existing arts-related uses and encouraging complementary infill development

- Develop mixed-use zoning districts to promote desired development types and character
- Create an infill development processing team and revise city policies and ordinances that create barriers to infill development
- Amend existing General Plan and amend or replace existing Downtown Plan as necessary to achieve strategic downtown goals

6. Preserve Historic Resources

Historic buildings are a major asset downtown, providing the central core with unique character-defining identity, physical diversity, and pedestrian-oriented spaces that enhance the downtown experience. Revitalizing historic buildings can serve as a critical economic development tool – attracting creative workers and investment, offering a wide diversity in spaces and rent levels, and providing an impetus for additional downtown revitalization. To achieve this goal, the City will take the following steps:

Increase financial incentives through the 2006 bond issue to facilitate more historic preservation and adaptive reuse projects downtown.

Develop an action plan to complete rehabilitation of city-owned historic buildings in an expedient manner as a role model for private developers.

Revamp warehouse overlay and historic preservation ordinances to provide more flexibility to encourage historic building reuse as well as to create immediate disincentives to demolish important vintage and historic buildings.

Integrate preservation of significant historic buildings and places into all private and public partnerships downtown.

7. Promote Arts and Culture

The City of Phoenix recognizes the value of arts and culture to the revitalization of our downtown. Quality music, dance and theater performances, museums, cultural festivals, art galleries, artist studios and art spaces attract thousands of people to downtown Phoenix each month. Artist studios and the businesses which generally flourish around artists, such as galleries, restaurants, book stores, rehearsal and performance space – contribute to the feeling of vitality that is essential to the successful development of any downtown.

The City will work to ensure that the arts community maintains a strong presence in order to position the downtown as the premier arts and entertainment experience in the Valley. To do so, the City will focus on the following strategies:

- Develop pilot storefront program to assist artists in building renovation.
- Facilitate development of multi-use downtown arts spaces that will provide for exhibit and performance use.
- Use small business assistance programs to assist artists and arts-related businesses.
- Integrate public art into the downtown fabric

8. Create A Lead Role for the Private Sector

The private sector will play varied and critical roles in the implementation of this strategic vision and blueprint. In fact, much of the activity contemplated by this plan will be carried out by the private sector. In doing so, their roles will include:

- Provide capital and financing needed to implement this plan.
- Develop mixed-use, residential, retail/restaurant, entertainment and employment-generating real estate development projects;
- Create jobs through the establishment of new businesses, the relocation of businesses, as well as the expansion of existing businesses in Copper Square;
- Establish great places and spaces through the use of innovative urban design principles and great architecture;
- Serve as an advocate for the principles and goals established in this plan in order to encourage appropriate public sector support and private sector participation and compliance.
- Serve as a steward and “keeper of the vision” through the Downtown Phoenix Partnership and the Phoenix Community Alliance.

A spirit of collaboration with the public and non-profit sectors is critical, as many of these activities will be carried out in concert with partners such as the City of Phoenix, Arizona State University, University of Arizona, the Maricopa Community College District, and non-profit research and medical institutions.

9. Create Stronger Connections to Existing Organizations and Committees

Implementation of downtown planning efforts will not succeed unless various civic boards, commissions, and neighborhood organizations currently involved in downtown planning and implementation efforts are better linked. The city will encourage these connections by taking the following steps:

- Establish the Downtown Strategic Advisory Committee that includes representatives from the City, downtown and surrounding area neighborhood associations, downtown business organizations, downtown arts community, education and biosciences institutions, historic preservation and small and large employers.
- Continue ASU's collaboration with the community through the Precinct Committee as more detailed ASU Phoenix campus planning follows.
- Establish an ongoing dialog between city departments and downtown artists that would focus specifically on issues that impact the downtown arts community.
- Give the new Downtown Development Office the lead responsibility to coordinate and implement the City's plan.
- Encourage the City's citizen boards and commissions to develop initiatives to implement the downtown strategy. Although these advisory organizations' missions relate to the larger community, they clearly have a role in this more particular strategic downtown initiative. Many of these organizations provided input during the planning process, and will need to be involved with the strategy implementation.
 - The Planning Commission will continue to participate in the development of various district plans as well as the new proposed design guidelines element, the mixed-use zoning proposal and other plan elements consistent with their mission
 - The Arts and Culture Commission will take the lead responsibility in crafting arts and cultural-related strategies for downtown and the broader community.
 - The Historic Preservation Commission shall take the lead in recommending economic tools and be engaged in planning activity that encourages historic buildings re-use and the preservation of historic neighborhood character.

- The Commission on Housing and Neighborhoods, dedicated to identifying, advocating and recommending solutions for action on housing and neighborhood issues, will be engaged in the downtown planning process.
- The Parks and Recreation Board shall be involved in these downtown policy and public planning processes.
- The Central City Village Planning Committee will be an important sounding board, providing perspectives from adjacent downtown neighborhoods, in addition to their review of zoning and area plans.

10. Fill Up Downtown's Economic Development "Toolbox"

As stated above, downtown is at a disadvantage because Arizona's urban revitalization toolbox is half-empty. Given this situation, the city will take the following steps:

- Pursue new economic development tools for downtown through state legislation.
- Through the proposed 2006 bond issue, address the needs and opportunities described in this plan including infrastructure, facility development, and historic preservation.
- Focus the City's tools and resources on the plan's highest economic development priorities.

Conclusion

Downtown Phoenix: A Strategic Vision and Blueprint for the Future provides a framework for the growth and development of the downtown for the next ten years. Along with guiding principles to themes, this blueprint provides the vision for the future of downtown – and provides the beginnings of a roadmap for making the vision a reality.

The starting point for implementation are the ten “Getting It Done” priorities, which contain within them nearly 40 steps the city and its partners must take to make the vision a reality for downtown.

These steps differ widely in nature and urgency. Some are organizational, such as the creation of new committees. Others involve changes to policy regarding housing and other types of development. Still others require the creation of more plans and standards, ranging from the ASU downtown campus plan to overall design standards for downtown. Some are already under way; others will have to wait until more detailed plans are created. All by themselves, these ten priorities represent an ambitious downtown agenda for the near term.

But they will likely not be enough. Once the downtown plan is actually adopted, the ten priorities and 40 recommendations will have to be revisited and fleshed out. Timelines must be developed; roles and responsibilities must be established; funding sources must be identified. With the collaboration and partnerships identified throughout this blueprint, an action plan will chart the future of the downtown over the next 10 years.

These additional steps might seem daunting, but they should not be discouraging. Now is the right time; downtown Phoenix is the right place. Economic and cultural forces nationwide are now favoring downtowns, and Phoenix is a downtown with great momentum, remarkable energy, and the ability to put considerable investment behind a new vision for the future. If the vision contained in this blueprint is carried out, downtown Phoenix will be transformed into the foundation of Phoenix’s prosperity – and the linchpin of the region’s economic success worldwide in the 21st Century.

ACKNOWLEDGEMENTS

The Downtown Strategic Vision and Blueprint for the Future has benefited from considerable input and assistance from a variety of sources. First and foremost, the City is indebted to the hundreds of citizens who participated in Town Halls, neighborhood meetings and provided numerous ideas throughout the planning process. This contribution was even further enhanced by work done by Downtown Voices and their report on “Creating a Sustainable Downtown”; the Roosevelt NIA recommendations on connectivity and oasis in their “Urban Trails” report; the Community Builder Interns for their report on a “Youth Friendly Downtown Phoenix”.

A special thanks to Mary Jo Waits for her creativity and wonderful organizational and writing skills that led to the production of a strategic plan that is bold, imaginative and substantive. Arizona State University, the Downtown Phoenix Partnership, and the Phoenix Community Alliance provided invaluable leadership and collaboration throughout the process. The City’s consultant, Catalytix, made important contributions to the process and to the final recommendations within the body of the plan. The various City departments that contributed so much thought to the vision of the downtown and to specific strategies greatly enriched the process and the resulting plan.

Finally, the Mayor and City Council have been engaged in a most significant way, providing leadership and numerous ideas incorporated into the final plan. From Town Halls to Policy Sessions, to the special Ad Hoc Central City Planning Subcommittee, the Mayor and Council spent countless hours to ensure citizen involvement, provide for a diverse range of perspectives and to focus in on particularly important topics.