

City of Phoenix

*Meeting Location:
City Council Chambers
200 W. Jefferson St.
Phoenix, Arizona 85003*



City of Phoenix

Agenda

Wednesday, September 9, 2026

10:00 AM

City Council Chambers

Economic Development and the Arts Subcommittee

*Councilman Kevin Robinson, Chair
Councilwoman Betty Guardado
Councilwoman Ann O'Brien
Councilwoman Debra Stark*

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OPTIONS TO ACCESS THIS MEETING

Virtual Request to speak at a meeting:

- Register online by visiting the City Council Meetings page on phoenix.gov at least 2 hours prior to the start of this meeting. Then, click on this link at the time of the meeting and join the Webex to speak:

<https://phoenixcitycouncil.webex.com/phoenixcitycouncil/j.php?MTID=md6a12cf718207dcb79d326405362eb9e>

- Register via telephone at 602-262-6001 at least 2 hours prior to the start of this meeting, noting the item number. Then, use the Call-in phone number and Meeting ID listed below at the time of the meeting to call-in and speak.

In-Person Requests to speak at a meeting:

- Register in person at a kiosk located at the City Council Chambers, 200 W. Jefferson St., Phoenix, Arizona, 85003. Arrive 1 hour prior to the start of this meeting. Depending on seating availability, residents will attend and speak from the Upper Chambers, Lower Chambers or City Hall location.

- Individuals should arrive early, 1 hour prior to the start of the meeting to submit an in-person request to speak before the item is called. After the item is called, requests to speak for that item will not be accepted.

At the time of the meeting:

- Watch the meeting live streamed on phoenix.gov or Phoenix Channel 11 on Cox Cable, or using the Webex link provided above.

- Call-in to listen to the meeting. Dial 602-666-0783 and Enter Meeting ID 2554 192 4394 # (for English) or 2554 192 4394# (for Spanish). Press # again when prompted for attendee ID.

- Watch the meeting in-person from the Upper Chambers, Lower Chambers or City Hall depending on seating availability.

Para nuestros residentes de habla hispana:

- Para registrarse para hablar en español, llame al 602-262-6001 al menos 2 horas antes del inicio de esta reunión e indique el número del tema. El día de la reunión, llame al 602-666-0783 e ingrese el número de identificación de la reunión 2554 192 4394#. El intérprete le indicará cuando sea su turno de hablar.

- Para solamente escuchar la reunión en español, llame a este mismo número el día de la reunión 602-666-0783; ingrese el número de identificación de la reunión 2554 192 4394#. Se proporciona interpretación simultánea para nuestros residentes durante todas las reuniones.

- Para asistir a la reunión en persona, vaya a las Cámaras del Concejo Municipal de Phoenix ubicadas en 200 W. Jefferson Street, Phoenix, AZ 85003. Llegue 1 hora antes del comienzo de la reunión. Si desea hablar, regístrese electrónicamente en uno de los quioscos, antes de que comience el tema. Una vez que se comience a discutir el tema, no se aceptarán nuevas solicitudes para hablar. Dependiendo de cuantos asientos haya disponibles, usted podría ser sentado en la parte superior de las cámaras, en el piso de abajo de las cámaras, o en el edificio municipal. If viewing this packet electronically in PDF, open and use bookmarks to navigate easily from one item to another.

CALL TO ORDER

000 CALL TO THE PUBLIC

MINUTES OF MEETINGS

1 Minutes of the Economic Development and the Arts Subcommittee Meeting

Page 6

Attachments

[Attachment A - EDA Subcommittee Minutes June 10 2026 .pdf](#)

CONSENT ACTION (ITEM 2)

- 2 **2027 Downtown Enhanced Municipal Services District
Work Plan and Budget - Districts 7 and 8** **Page 14**

Attachments

[Attachment A - 2027 EMSD Work Plan FINAL Approved on 6-25-2026.pdf](#)

[Attachment B - 2027 EMSD Budget.pdf](#)

INFORMATION ONLY (ITEM 3)

- 3 **Economic and Fiscal Impact Analysis of Phoenix
Convention Center** **Page 26**

Attachments

[Attachment A - Economic and Fiscal Impact Analysis of Phoenix Convention Center Expansion
Project.pdf](#)

DISCUSSION AND POSSIBLE ACTION (ITEM 4)

Page 29

- 4 **Fiscal Year 2026-27 Bioscience Healthcare Strategic
Initiative**

INFORMATION AND DISCUSSION (ITEM 5)

Page 32

- 5 **Phoenix Economic Overview and Update: Part 6 - The
Future of Phoenix's Economy - Citywide**

000 CALL TO THE PUBLIC

FUTURE AGENDA ITEMS

ADJOURN

For further information or reasonable accommodations, please call the City Council Meeting Request line at 602-262-6001. 7-1-1 Friendly.

Persons paid to lobby on behalf of persons or organizations other than themselves must register with the City Clerk prior to lobbying or within five business days thereafter, and must register annually to continue lobbying. If you have any questions about registration or whether or not you must register, please contact the City Clerk's Office at 602-534-0490.

Members:

Councilman Kevin Robinson, Chair
Councilwoman Betty Guardado
Councilwoman Ann O'Brien
Councilwoman Debra Stark

Report

Agenda Date: 9/9/2026, Item No. 1

Minutes of the Economic Development and the Arts Subcommittee Meeting

This item transmits the minutes of the Economic Development and the Arts Subcommittee Meeting on June 10, 2026 for review, correction or approval by the Economic Development and the Arts Subcommittee.

THIS ITEM IS FOR POSSIBLE ACTION.

The minutes are included for review as **Attachment A**.

Responsible Department

This item is submitted by Assistant City Manager Ginger Spencer and the City Manager's Office.

ATTACHMENT A

Phoenix City Council Economic Development and the Arts Subcommittee Summary Minutes June 10, 2026

City Council Chambers
200 W. Jefferson St.
Phoenix, Arizona

Subcommittee Members Present

Councilwoman Ann O'Brien, Chair
Councilwoman Laura Pastor
Councilman Kevin Robinson
Councilwoman Debra Stark

Subcommittee Members Absent

CALL TO ORDER

Chairwoman O'Brien called the Economic Development and the Arts to order at 10:00 a.m. with four members present.

CALL TO THE PUBLIC

None.

MINUTES OF MEETINGS

1. Minutes of the Economic Development and the Arts Subcommittee Meeting

Councilwoman Pastor made a motion to approve the minutes of the May 14, 2026, Economic Development and the Arts Subcommittee meeting. Councilwoman Stark seconded the motion which passed unanimously, 4-0.

CONSENT ACTION (ITEMS 2-3)

Items 2-3 were for consent action. No presentations were planned, but staff were available to answer questions.

2. 19th Avenue and Montebello Avenue - Authorization to Issue Disposition and Redevelopment

3. Greater Phoenix Economic Council - Authorization to Add Funding

Councilwoman Pastor made a motion to approve Items 2-3. Councilwoman Stark seconded the motion which passed unanimously, 4-0.

INFORMATION AND DISCUSSION (ITEMS 4-7)

4. Report on Art in Private Development Research and Ordinance Framework

Deputy City Manager Frank McCune introduced the item and Interim Arts and Culture Director Carrie Brown.

Ms. Brown stated staff is excited to share additional information on Art in Private Development (AIPD) and noted the participation of their legal consultant. She detailed stakeholder feedback from real estate developers requesting predictable processes, clear thresholds, flexible compliance, and clarity on maintenance and ownership, while artists requested public visibility and multiple eligible project types. She explained AIPD options and legal considerations, including comparative programs, tiered approaches, and in-lieu payments. Ms. Brown outlined considerations for Phoenix such as a mandatory ordinance, applicability to commercial and mixed-use development, valuation thresholds in a tiered structure, and flexible compliance options. She proposed seeking Council guidance, gathering additional stakeholder input, conducting legal review, and further evaluating project types.

Councilwoman Stark asked whether the in-lieu payment would require establishing a dedicated trust fund like the City of Scottsdale's and if that would need to be added as part of drafting the ordinance.

Ms. Brown replied yes.

Councilwoman Stark shared the ordinance is worth pursuing along with further research.

Councilwoman Pastor asked whether she would still be able to discuss community art preferences with commercial and mixed-use developers or if a new ordinance would limit that discussion.

Ms. Brown responded staff would not want to create any roadblocks to those conversations and confirmed dialogue can still occur. She explained the current ordinance is voluntary and incentive-based, developers want barriers reduced to make incorporating art easier, and existing processes will continue to support those projects as discussions about a formal ordinance continue.

Councilwoman Pastor asked how the process would work if the ordinance became mandatory, noting some developers may prefer to contribute a set amount to a trust fund rather than include artwork on their project.

Ms. Brown replied staff heard from the initial group who requested different options and staff have to build the program based on the needs of the community.

Councilwoman Pastor restated her concern of there being no community benefit if the ordinance were to be implemented.

Ms. Brown added the use of in-lieu funds could be shaped through program design, noting some cities apply geographic limits so funds are spent in the neighborhood where the development occurs. She stated this is an option Phoenix could also consider.

Chairwoman O'Brien asked for clarification on the thought process behind proposing a one percent on-site requirement and a half percent in-lieu option, noting San Diego uses a similar structure while Scottsdale uses one percent and one percent.

Ms. Brown explained that the proposed half percent in-lieu option was based on trends in other programs and legal precedent from Oakland but emphasized it is fully negotiable. She added some programs use the lower percentage to incentivize in-lieu payments, while the one percent on-site requirement is for additional project management and overhead costs.

Chairwoman O'Brien asked how we would incorporate areas that are not located in the downtown area.

Ms. Brown stated geographic guidelines could strengthen the use of in-lieu funds, noting many programs require those fees to be spent in or near the neighborhood where the development occurs. She added Phoenix could consider a similar approach when designing its program.

Councilwoman O'Brien thanked staff for the presentation and asked when can they provide additional updates.

Ms. Brown replied that staff would like to spend additional time on outreach and research and can provide an update to Council in four or five months.

Catrina Kahler, President and CEO of ArtLink, stated all private art investment in Phoenix has been voluntary and there is strong support for a clearer, structured Citywide approach, including a tiered model and a one percent requirement. She noted residential developers are also interested.

5. 2026 NCAA Women's Final Four Post Update

Phoenix Convention Center (PCC) Director Jerry Harper and Major Events Administrator Eric George presented an update on the Women's Final Four.

Mr. George reported the Women's Final Four drew nearly 10 million championship viewers, making it the third most-watched on ESPN, with over five million viewers for each semifinal. He stated the broadcast reached 227 countries and territories, all games were sold out, and participants represented 41 states and seven countries.

Mr. George noted community events saw record or maximum attendance, including 35,000 at Ford All-Fest and 25,610 at TurnTown. He added Valley Metro recorded 139,000 riders, TSA screened 256,000 passengers with a 5.5-minute average wait, and

environmental efforts diverted 9.5 tons of material and avoided 38 metric tons of emissions. Mr. George shared extensive outreach engaged 13 neighborhood groups, and City social media generated over two million impressions and 75,000 interactions. Mr. George concluded by thanking the 10 working groups and partner organizations who contributed to the event's success.

Mr. Harper affirmed this was a well-attended event and PCC is looking forward to hosting the NBA All-Star game.

Councilman Robinson thanked staff and asked what they would change or improve for the next event.

Mr. George replied staff will continue to evaluate on the successes and build on those, using previous events as a model.

Councilwoman Pastor suggested staff look at the area of the concert due to the amount of people in attendance and safety aspect.

Mr. George stated the popularity of the concert exceeded expectations and once they reached capacity, staff sent out communication and had police support to monitor and manage.

Chairwoman O'Brien stated the event was incredible and kudos to all for an amazing job and looks forward to the NBA All-Star game and thanked staff.

6. Phoenix Economic Overview and Update: Part 5 - Building a Stronger Regional Workforce

Community and Economic Development (CED) Director Ryan Touhill provided an overview of Phoenix in the regional workforce system, workforce programs and factors influencing the workforce. He stated staff are in the center of the workforce development system.

CED Deputy Director LaSetta Hogans reported Phoenix is experiencing rapid population increases and a tight labor market. She stated industry demand has shifted from traditional industrial trades to fields such as healthcare and software development, emphasizing this shift highlights the need to continually adjust training pathways. Ms. Hogans noted the Workforce Board connects resources across partners and helps build a strong talent pipeline. She further explained the board has adopted a Community of Practice to convene workforce providers, education partners, and employers to bring solutions forward and discuss real time employer needs.

Ms. Hogans provided information on their two Arizona@Work comprehensive job centers located in Maryvale and in South Phoenix. She also shared services have expanded into libraries and that a significant number of residents have been served throughout Phoenix. She stated the Human Services Workforce Development Division provides training, assessment, counseling, and job search assistance to adults, while

youth programs offer work experience and leadership development. She explained supporting Phoenix employers includes apprenticeship sponsorship, customized recruitment strategies, and workforce training tools aimed at helping employers upskill workers and retain talent.

Matthew Rich, Director of Operations for Nautilus Systems, shared his North Phoenix manufacturing company has participated in Incumbent Worker Training in technical skills, Lean Six Sigma and quality, and leadership/coaching. He noted trainings improved manufacturing processes, reduced defects, and generated substantial cost savings through setup reduction and green-belt projects. Mr. Rich added leadership development strengthened his team and contributed to the company's four percent turnover rate. He emphasized such training would have been difficult for a small business to afford without IWT funding and expressed appreciation for the program's support.

Ms. Hogan then explained how Phoenix is using innovation to strengthen workforce efforts, highlighting investments in the Summer Youth RISE paid work program, the ElevateEd partnership connecting employers with high schools, and support from the Parks Foundation and JP Morgan Chase. She noted the City's role in a new Industry Skills Grant to upskill workers in advanced manufacturing over the next three years and reported the mobile career units held 45 events with nearly 100 employers, drawing over 2,000 job seekers and resulting in more than 600 job offers. She added the upcoming Workforce and Education Training Center will serve as a major talent-building hub and highlighted apprenticeship growth through partnerships with TSMC, the Semi Foundation, and the National Electrical Contractors Association, noting four completed cohorts, significant wage gains, 44 apprentices currently in progress, and new expansion into biomanufacturing with GPEC.

Jarret Guy, Assistant Superintendent for Teaching and Learning from West-Mec stated the program supports students in western Maricopa County and announced the schools expansion to a sixth campus with 36 programs and pathways. He stated the goal of the organization is to create economic independence for students.

Pearl Chang Esau, Founder and CEO of TechSmart Learning Fund, and member of Phoenix Workforce Board, stated the goal of TechSmart is to ensure Arizona students are prepared for the increase in technical roles. She shared the organizations four goals which are coordinating efforts, establishing scale and high-tech career pathways, creating data infrastructure, and partnering with other states.

Whitney Marsh, Associate Vice President and Executive Director of ASU Helios Decision Center explained Helios and ASU partnered to build a longitudinal data visualization system to connect education and workforce data, developed with statewide partners and more than 60 school districts. She noted the tool projects high-growth jobs using Census, BLS, and LCAST data, identifies talent and credential gaps, and highlights needed interventions. Ms. Marsh added recent work with TechSmart focuses on semiconductor workforce demand, comparing current education program outputs to

the projected 25,000 new jobs to guide future investment in workforce and education programs.

Councilwoman Stark shared she has been enjoying the efforts of the department.

Councilman Robinson stated expanding to the medical field would be a great opportunity for West-Mec.

Councilwoman Pastor shared she has witnessed West-Mec's impact locally in Phoenix.

Chairwoman O'Brien thanked staff for the presentation and stated she is a huge supporter of West-Mec. She asked how the Council can help advocate for the program.

Mr. Guy stated West-Mec is continuing to grow campuses and there are waitlists in the healthcare programs. He shared West-Mec staff is in a planning phase for a campus in South Peoria and advocating for career and technical education would be helpful.

Chairwoman O'Brien thanked the ASU Helios Decision Center for helping leaders identify gaps, needed changes, and emerging career opportunities. She emphasized the importance of reaching students by fifth grade so they can learn about careers they may not otherwise encounter and understand how early decisions affect future opportunities. She highlighted life-changing outcomes from the TSMC apprenticeship program, noting participants who welcomed a child and purchased a first home, and pointed out the region's strong wage growth, rising from an average of \$36,000 in 2014 to about \$89,000 in 2025. She expressed gratitude for making significant improvements in the lives of those in the greater Phoenix area.

Mr. Touhill stated they will be taking a break in the summer but will revisit in the fall to strategize where economic development might be going and CED's role for the future.

7.Current Smart City Innovations

Office of Innovation Director Michael Hammet and Chief Information Officer Steen Hambric presented the current SmartCity innovations.

Mr. Hammett provided an update on Phoenix's first Citywide Smart Cities Plan, outlining five priority areas and highlighting technologies such as sensors, AI, GIS, digital twins, and drones. He noted Water Services' leadership in smart water innovations, including SewerAI, which doubled inspections from about 300 to 600 miles per year and reduced inspection cycles from 15 to 19 years to five to seven years, along with SmartCover and Kando systems that prevent blockages and contamination. He also described the low-cost smart water pilot, which uses a remote water-monitoring device. It has detected three leaks across 14 units in six months, and plans to expand its use at the Phoenix Convention Center. Mr. Hammett added that new assistive listening technology has been installed in Council Chambers, with more accessibility upgrades underway across City facilities, and thanked Information Technology (IT) staff for their support.

Mr. Hambric explained that smart operations are a key priority area and that the City is already using smart technologies to improve IT and departmental functions. He noted IT is leveraging data tools project management, and 27 AI tools have been approved to enhance employee productivity and resident services. He added that the City is improving online access through the Phoebe virtual agent, expanding digital twin capabilities, and advancing permitting modernization through Shape Phoenix, which launched its Phase 3 update in April 2026. Mr. Hambric highlighted Public Works' use of optical sorters achieving 90 to 95 percent material purity and processing three to six tons per hour. He also noted the Street Transportation Department's use of NoTraffic technology at 38 intersections, with plans to expand to 41 more, allowing real-time signal adjustments to reduce delays and improve traffic flow.

Mr. Hammett announced intelligent policing such as the unmanned aerial systems program and electric bikes for police officers.

Councilwoman Stark announced fundraising for Desert Horizon due to the success of electric bikes.

Chairwoman O'Brien shared her excitement for innovative technology being used by first responders and other departments.

Councilwoman Pastor shared her appreciation for staff's efforts.

CALL TO THE PUBLIC

None.

FUTURE AGENDA ITEMS

None.

ADJOURNMENT

Chairwoman O'Brien adjourned the meeting at 11:45 a.m.

Respectfully submitted,

Taniya Williams
Management Fellow

Report

Agenda Date: 9/9/2026, Item No. 2

2027 Downtown Enhanced Municipal Services District Work Plan and Budget - Districts 7 and 8

This report requests that the Economic Development and the Arts Subcommittee recommend City Council approval of the 2027 Downtown Enhanced Municipal Services District (EMSD) work plan and budget, as outlined in this report.

THIS ITEM IS FOR CONSENT ACTION.

Summary

The City Council authorized the formation of the Downtown EMSD in 1990 to provide enhanced public services above and beyond those offered in the rest of the city. The Downtown EMSD is generally bounded by 7th Street to 3rd Avenue and Fillmore Street to the railroad tracks south of Jackson Street. The costs for the Downtown EMSD's services are paid through assessments on property owners within these boundaries, representing approximately 746 parcels.

Arizona state law requires annual City Council approval of an estimate of expenses and a diagram showing the corresponding assessments upon individual properties within the Downtown EMSD. Once the property assessments have been determined, the City Council must hold a public hearing and pass a Resolution declaring the final assessment amount.

The City contracts with Downtown Phoenix, Inc. (DPI) to implement the work plan described in **Attachment A** for the Downtown EMSD. The work plan and budget (**Attachment B**) for Calendar Year (CY) 2027 provides a variety of service enhancements in the downtown core, including business improvement services and overall business development.

This is the first of three City Council actions required annually to approve the Downtown EMSD budget, work plan, and assessments. Subject to this Subcommittee's recommendation, the City Council will be asked to tentatively adopt the CY 2027 Downtown EMSD budget and assessment diagram and to provide notice of a public hearing to be held this fall at a future Formal City Council meeting. Once the City Council tentatively adopts the CY 2027 EMSD budget and assessment

diagram, City staff will distribute letters to all private property owners notifying them of their proposed assessment diagram and the date of the public hearing. At that hearing, the City Council can receive public comment and then consider final approval of the 2027 Downtown EMSD assessments.

Financial Impact

In June 2026, the Downtown EMSD Board of Directors, which includes representatives of the City and other Downtown EMSD property owners, approved the CY 2027 proposed Downtown EMSD budget of \$5,115,863. This includes \$5,040,863 in assessment revenue and \$75,000 in non-assessment revenue. Non-assessment revenue sources include banners, fees for service, and landscape fees. The budget includes \$183,915 for streetscape maintenance expenses, which are paid only by property owners and tenants adjacent to the Streetscape Improvement District.

This proposed budget reflects a 2.39 percent decrease from the CY 2026 budget to accommodate increasing costs while reducing the non-assessment budget by 70 percent to better align with actual non-assessment revenue.

The City's proposed CY 2027 General Fund assessments total approximately \$456,977, representing an increase of approximately \$4,960 from 2026 due to the increased budget. Assessments for the Phoenix Biomedical Core (PBC) land for which the City is responsible, as well as the Phoenix Convention Center (PCC) and PHX Arena (Arena), total approximately \$901,030, an increase of approximately \$9,437 from CY 2026. The City also invoices certain tenants on City-owned properties for assessments they are responsible for through their leases and treats these funds as an external pass-through to the district. These funds total approximately \$1,750,580. The remaining assessment revenue will be funded through assessment funds billed through Maricopa County property tax bills.

The total EMSD assessment revenue of \$5,040,863 is funded through the following sources:

- General fund: \$456,977;
- Internal pass-through (PBC, PCC, Arena): \$901,030;
- External billings: \$1,750,580; and
- Maricopa County property tax billings: \$1,932,276.

Location

The Downtown EMSD is generally bounded by Fillmore to Garfield streets, 7th Street to 3rd Avenue, and the railroad tracks south of Jackson Street.

Council Districts: 7 and 8

Responsible Department

This item is submitted by Assistant City Manager Ginger Spencer, Deputy City Manager Frank McCune, and the Community and Economic Development and Street Transportation departments.



Downtown Phoenix Inc.
2027 EMSD Work Plan

People + Culture + Admin + Finance | Operations + IT

Goal: To manage shared resources and facilities and maximize efficiencies while supporting initiatives and projects across the organization.

Proposed Objectives to Achieve Goal:

People + Culture + Admin + Finance

- Manage DPI employee benefits and payroll compliance
- Prioritize employee development and retention throughout the year
- Oversee the implementation and completion of mid-year and end-of-year assessments
- Continue to utilize Emfluent, a local Predictive Insights practitioner that specializes in talent optimization, office culture development, career pathing and hiring best practices
- Continue to identify process improvements, training, budget saving opportunities, and ways to help staff across all DPI departments and affiliates work more efficiently and effectively
- Manage compliance with City contract, including annual audit

Operations + IT

- Curate a desirable in-office experience for both employees and visitors, making our headquarters an increasingly magnetic nexus of city building activity
- Manage relationships, agreements, and operational coordination with partners utilizing the DTPHX Community Resource Hub
- Oversee and coordinate all repairs, improvements, and day-to-day operations for DPI leased properties, including the Corporate Headquarters and DTPHX Community Resource Hub

- Conduct and manage quarterly audits of equipment and facility maintenance to ensure operational functionality, safety, and reliability
- Manage the District 360 CRM platform as the single source of truth for all organizational contacts, properties, and public assets within the Downtown Phoenix Inc. service area
- Oversee all additional software platforms utilized by Downtown Phoenix Inc., including Everbridge, prioritizing efficiency, security, usability, and organizational alignment
- Manage and safeguard company data and technology systems to ensure protection against data loss, cyber threats, and operational disruption
- Provide administrative and IT support services to all DPI departments, affiliates, and facilities

Marketing

Goal: Sustaining our neighborhood's positive momentum through campaigns and storytelling that spotlight our small businesses, highlights the integral work of DPI, and reinforces our live/work/play/learn/create identity.

Proposed Objectives to Achieve Goal:

- With Community Engagement and street teams, provide support to City of Phoenix and Player 15 Group in hosting 2027 NBA All-Star Weekend
- Continue to develop and expand dtphx.org web site by adding helpful resources—itineraries, event/campaign information, etc.
- Continue to leverage the resurgent DTPHX Insider e-newsletter, which boasts nearly 19,000 highly engaged subscribers
- Continue to share human interest stories (business owners, students, residents, employees, community leaders, etc.) through the DTPHX blog, DTPHX Insider and social media, while also using the influence of our digital platforms to promote the important work we do to propel the neighborhood forward (Clean + Green Team, DTPHX Ambassadors, convention and mega event support, homeless outreach, volunteering, event support, business support, etc.)

- Develop targeted PR strategies that amplify the organization’s initiatives, including reports on economic growth, seasonal campaigns, DPI produced events, and other newsworthy announcements
- Track media results through a monitoring program that showcases reach, impressions, and publicity value
- Bolster strategic partnerships with City of Phoenix, Visit Phoenix, and Arizona Office of Tourism to streamline marketing efforts and increase awareness of Downtown businesses, cultural institutions, events and amenities
- Raise public awareness to the work DPI is doing to support individuals experiencing homelessness:
 - Promoting the work of our Outreach Navigators
 - Enhancing and updating our We’re In This Together campaign, including printed collateral, to be more targeted and streamlined
 - Continuing to evolve public safety collateral, directing constituents and guests to traffic non-emergency calls for service through the DTPHX Community Resource Hub

Community Engagement

Goal: To inform and engage Downtown Stakeholders in Downtown Phoenix Inc.’s events, resources, and services by building and supporting avenues of reciprocal communication; making Downtown increasingly “sticky” through placemaking initiatives and event management.

Proposed Objectives to Achieve Goal:

- Continuing to manage Downtown’s event portfolio while prioritizing key mission-driven criteria:
 - Family Friendly
 - Activating Public Spaces
 - Inclusive
 - Promoting Downtown Businesses
 - Budget Friendly
 - Multi-Cultural
 - Arts-Centric

- Continue to identify new creative event spaces with which to populate our highly in-demand Venue Menu resource, while positively impacting other areas of Downtown and relieving stress on Downtown parks
- Increase event attendance through outreach to Downtown employees, students and residents
 - Continue working with ASU leadership to activate Civic Space Park
 - Work with residential property managers to attract more Downtown residents to events
 - Track event attendance and other metrics to show value and community impact
- Continue celebration of cultural months, including DPI campaigns, produced and sponsored events, stakeholder engagement and community feedback (social media, surveys)
- Continue to advance our event recruitment and curation strategies by convening our trusted network of Downtown event producers and convening those producers twice yearly, in partnership with City partners
 - Secure and retain sponsorships, while continuing to provide meaningful opportunities for our investors and stakeholders
 - Continue to work with Visit Phoenix, Phoenix Convention Center, and hospitality partners to sell Downtown to convention clients and event producers, including assisting on site visits, executing golf cart tours and leveraging our constantly improving amenity package
- Continue to foster staff's familiarization and proficiency in the utilization of Client Relationship Management (CRM) platform District 360, and refine stakeholder lists to maximize performance and allow for more targeted communications and stronger historical data
- Continue to raise awareness of our services with residential property managers and ownership of new and recent apartment communities within the EMSD
- Continue placemaking efforts—including art, shade and sidewalk enhancements—throughout EMSD by partnering with stakeholders on a variety of projects
 - Produce and partner with local wellness organizations to bring organized sports activations to Downtown (run clubs, wiffleball tournaments, pickleball, miniature golf, etc.)
 - Continue to prioritize family friendly amenities

- Establish partnerships with local sustainability experts for greening projects and enhancement of existing green spaces
- Digitize the street pole banner inventory and reservation system within the CRM and, in collaboration with the Clean and Green Team, expand pole utilization through new hardware purchases and additional evergreen banners
- Continue stakeholder engagement through monthly meetings (Open House, Events, Streets + Transportation, Public Safety Task Force), email communications (SOE, Stakeholder Alerts), events and one-on-one touchpoints
- Leverage Downtown focus groups—made up of residents, students, event producers, employees, business owners, etc.—to help inform staff direction; formalize structure and cadence to maximize feedback
- Continue to grow DPI’s The Flock volunteer program:
 - Host a wide variety of volunteer opportunities that increase engagement with Downtown students, employees and residents
 - Continue to deploy The Flock as an additional value to event producers
 - Partner with local non-profit organizations to host satellite volunteer opportunities in public spaces and residential + office towers
 - Continue to grow database of volunteers

Economic Development

Goal: To foster Downtown as a sustainable, inclusive, family-friendly and economically-viable business, education, entertainment and residential center of our city and region.

Proposed Objectives to Achieve Goal:

- Assist the City of Phoenix’s Community and Economic Development Department with the attraction of new businesses and companies while also targeting retail gaps in Downtown, with emphasis on non-F&B businesses
- Assist the City of Phoenix’s Community and Economic Development department in prioritizing office retention efforts; enhance employee retention and attraction by leading strategic engagement initiatives, such

as regular employer/employee surveys and proactive relationship-building with company leaders

- Continue to serve as “one-stop” information + data resource for developers, brokers, and companies interested in locating/expanding Downtown, including access to the Downtown digital twin
- Maintain and regularly update Downtown Business Core data resources, including but not limited to: monthly Facts & Figures one sheet, demographic reports and development tracking; this data ensures accurate reporting by DPI and its partners and helps develop a strong understanding and visualization of Downtown trends
- Continue to promote, organize and facilitate curated golf cart tours of Downtown for brokers, potential tenants, developers and other stakeholders to showcase the area and foster valuable new business connections
- Maintain connectivity to commercial property management teams and increase their awareness of business development services and economic development data and collateral available to them through DPI
- Conduct regular business retention + expansion visits with street-level businesses in the EMSD and PCA Members inside the DPI service area to build relationships, identify challenges, connect to resources, and provide direct technical assistance where needed
- Support the Downtown Phoenix Community Development Corporation [CDC] in advancing affordable housing development in and adjacent to the EMSD
- Continue to manage and curate the Downtown Phoenix Digital Twin platform, including onboarding new subscribers, providing user support, coordinating with technical partners, maintaining existing data, and identifying new data sources

DTPHX Ambassadors and Clean & Green Team

Goal: To curate a distinguishing sidewalk experience that is clean, safe, welcoming, and inclusive.

Proposed Objectives to Achieve Goal:

Ambassador Program

- Continue to serve as eyes and ears for Downtown by maintaining up to 24 full-time positions
 - Includes funding to financially support two (2) City of Phoenix Civic Space Park Rangers
- Continue to participate in the City's coordinated efforts to reduce homelessness by connecting individuals in need to services and shelter
- Continue to provide services to EMSD and Greater Downtown through two (2) dedicated dehp Integrative Services Outreach Navigators, who office out of the DTPHX Community Resource Hub and coordinate with DTPHX Ambassadors and Downtown stakeholders directly
- Professionally develop DTPHX Ambassadors through monthly training programs that go above and beyond 30/60/90-day onboarding
- Provide street-level business tours and walking familiarization tours to Ambassadors to keep up with the rapid growth and development of Downtown
- Implement ongoing field training exercises and other professional development opportunities
- Manage the lobby and front desk of DPI headquarters
- As Downtown development continues to deliver new residential and commercial offerings, evolve deployment to best serve entire EMSD, including the northern portion of Phoenix Bioscience Core, which was added to the EMSD in January 2025

Clean & Green Team

- Continue to clean high-traffic public spaces and infrastructure with pressure washing equipment
- Improve walkability of Downtown's corridors and enhance the street level experience through landscaping
- Increase pedestrian friendliness through tree plantings and, if funding is available, manufactured shade installations
- Continue adding planters with flowering plants to beautify building exteriors near intersections throughout the EMSD
- Continue to focus on west/northwest portions of EMSD, where thousands of apartment units have recently opened
- Continue to maintain 20 dog stations throughout the EMSD

- Continue to assess and improve public amenities throughout the Streetscape Improvement District (SID), such as:
 - Additional trash/recycling receptacles
- Assist City of Phoenix with implementation of Downtown Parking Plan recommendations regarding signage
- Continue to support Downtown's bike culture and pedestrian experience with an emphasis on improving the safety of sidewalks, crosswalks and bike lanes
- Continue to work with City of Phoenix Street Transportation Department to address traffic light signaling improvements throughout EMSD
- Support stakeholders, such as ASU, working with the City of Phoenix to create pedestrian malls/corridors

ATTACHMENT B

CY 2027 EMSD Budget - Estimated

Account	2027 Budget
EMSD General Office	737,315
EMSD Admin Salaries	229,797
EMSD Events	380,535
EMSD Marketing	449,071
EMSD Bus Dev	221,471
EMSD BID/Field Services	2,838,759
EMSD SID	183,915
Total Budgeted Expenses	5,040,863
Miscellaneous District Expenses	75,000
Total District Expenses	5,115,863
Assessment Revenue	5,040,863
Non-assessment Revenue	75,000
Total Revenues	5,115,863

Report

Agenda Date: 9/9/2026, Item No. 3

Economic and Fiscal Impact Analysis of Phoenix Convention Center

This report provides information on the Economic and Fiscal Impact Analysis Update on the Phoenix Convention Center, performed by the Arizona Auditor General, to the Economic Development and the Arts Subcommittee.

THIS ITEM IS FOR INFORMATION ONLY.

Summary

In 2003, the State of Arizona and the City of Phoenix agreed to jointly fund the \$600 million expansion of the Phoenix Convention Center (PCC). Economic activity from conventions and events benefits not only the City of Phoenix but the entire state. The expansion project tripled the size of the existing facilities allowing the PCC to compete for a significantly larger share of the national convention and trade show market. Construction began in 2004 with completion of Phase I in August of 2006, and completion of the full expansion in December of 2008. Today, the PCC continues to be ranked as one of the top convention center venues in the country.

By statute, the Arizona Auditor General is required to conduct an annual assessment of the value of direct, indirect, and induced economic activity resulting from regional and national conventions and trade shows held at the PCC. The estimates of economic activity provide the basis for estimates of new revenues to the State General Fund from income, sales, and other taxes generated by the expansion of the PCC. The net fiscal impact to the State General Fund is derived from gross revenues, plus construction impacts; less total distributions by the State to support the expansion project.

Between 2009 and 2025, the PCC hosted 1,064 qualified events. These events represent more than 4.2 million convention attendees and more than 10.2 million occupied hotel room nights. In addition, the estimated direct spending impact by attendees, event organizers, and exhibitors during this period is \$4.4 billion.

Attachment A provides a detailed summary of events, attendance, and hotel room nights by year and compares actual performance to a "no-build" scenario in which the

PCC did not expand. Since 2009, the total economic impact to the State General Fund from this activity is \$369.1 million. Conversely, the State distributed \$322.9 million in debt service payments resulting in a net positive impact to the State General Fund as a result of the expansion of the PCC.

In calendar year 2025, the PCC hosted a record-setting 92 qualifying events, resulting in our second-highest economic impact year, surpassed only by 2023, which included Super Bowl LVII. After an unprecedented summer with more than 70,000 convention attendees, the PCC welcomed SEMICON West 2025, the world's leading microelectronics industry conference, along with several other high-profile events that contributed to record-breaking attendance.

As we look forward to the end of calendar year 2026, activity at the PCC remains strong and continues to draw significant attention from industry professionals. At the same time, competing destinations are investing heavily in their convention assets. PCC continues to work closely with Visit Phoenix, our Destination Marketing Organization, to ensure Phoenix maintains its position as a top-tier destination.

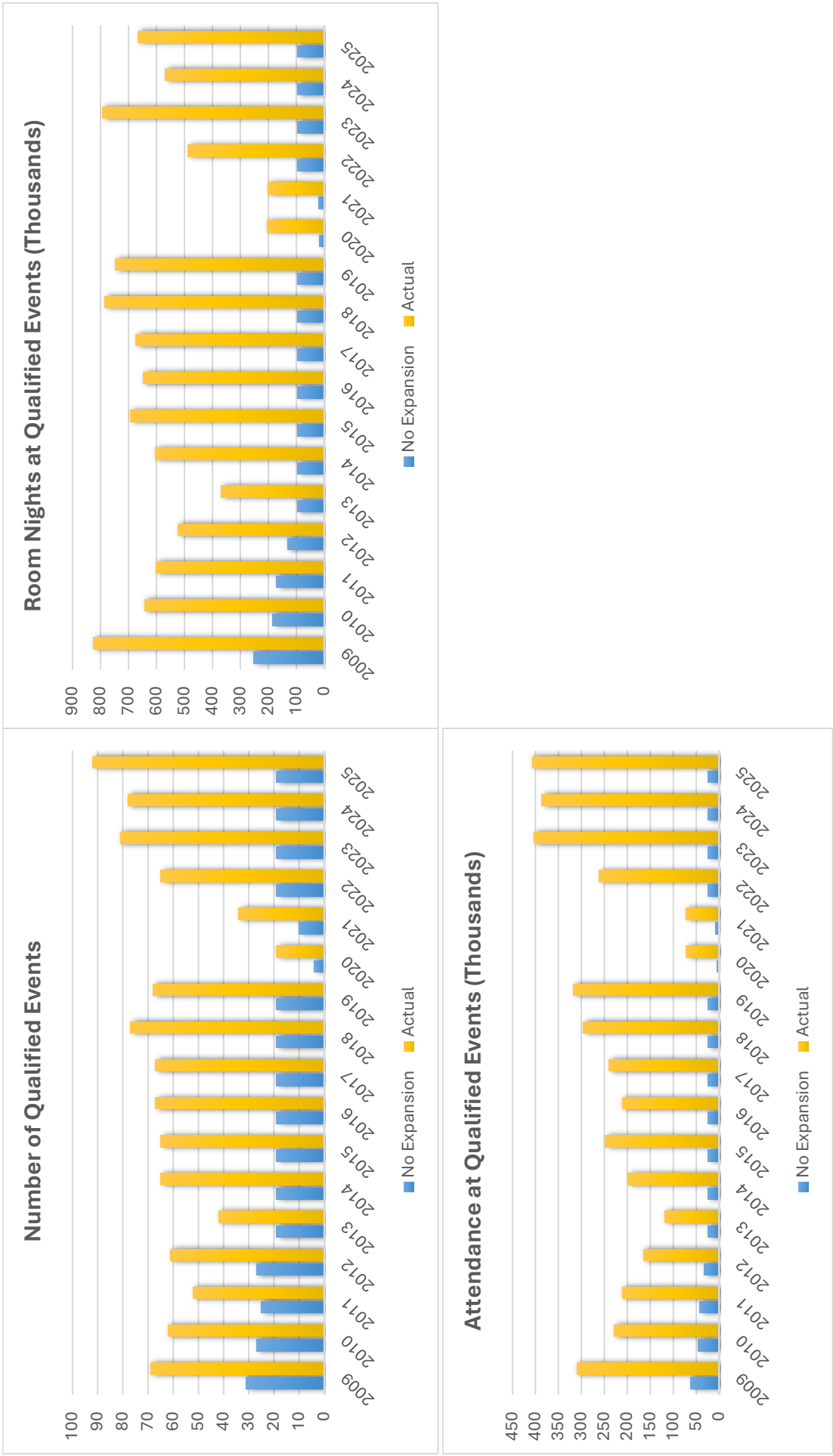
Responsible Department

This item is submitted by Deputy City Manager Cynthia Aguilar and the Phoenix Convention Center.

Economic and Fiscal Impact Analysis of Phoenix Convention Center Expansion Project

The no expansion figures represent the average annual level of Qualified Events assumed to have occurred had the PCC not undergone an expansion. The assumption is that the PCC, without reinvestment, would have become functionally obsolete and unable to attract new events. For 2020 and 2021, the no expansion demand was adjusted to account for the COVID-related restrictions that stymied events at the PCC.

The following figures illustrate differences in the number of Qualified Events, attendance at Qualified Events and occupied hotel room nights at Qualified Events between actual performance and the scenario in which the PCC did not expand.



Fiscal Year 2026-27 Bioscience Healthcare Strategic Initiative

This report requests the Economic Development and the Arts Subcommittee (Subcommittee) recommend City Council approval to implement the Fiscal Year (FY) 2026-27 Bioscience Healthcare Strategic Initiative, including participation at the BIO International Convention in 2027 and authorization of an Arizona Bioindustry Association (AZBio) membership for FY 2027-28. Further request the Subcommittee recommend approval to accept funds from the City's Bio International Convention partners to offset costs associated with the 2027 convention expenses, and for the City Controller to disburse funds associated with the request. Funding for the AZBio membership and convention efforts will not exceed \$130,000. There is no impact to the General Fund. Funding is available in the Genomics Facilities and Operations Fund.

THIS ITEM IS FOR DISCUSSION AND POSSIBLE ACTION.

Summary

Phoenix is one of the nation's fastest growing hubs for bioscience activity and is now ranked in the Top 20 of U.S. Life Science Markets. CBRE's annual life science reports ranked Phoenix First in Life Science Job Growth and First in Life Science Graduate Growth Rate among emerging U.S. Life Science Markets. Arizona is now ranked as the second fastest in life science job growth and ranked eighth in the nation for the economic impact of clinical trials. An estimated eighty percent of the state's clinical trials take place in Phoenix. Much of this success is attributed to Phoenix's world-class medical centers, institutes of research excellence, research universities, quality community colleges, a growing educated population, a pro-business environment, and the spirit of entrepreneurship and collaboration. To build upon these strengths, staff is continuing to implement a strategic plan introduced in 2018 designed to grow, strengthen and sustain a healthy bioscience industry. Since the launch of this effort, there has been an acceleration of investment and growth in the bioscience industry in Phoenix. By 2026, more than \$7 billion has been invested in new and expanded bioscience and healthcare facilities, and more than eight and a half million square feet of primary facility space for discovery, development and care delivery creating more than 15,000 quality jobs for Phoenix residents.

Staff has focused its economic development efforts in the areas of research, development, precision medicine, bio-manufacturing, healthcare delivery, health-tech and education. Focusing on these areas strengthens and solidifies Phoenix as a leader in the nation's bioscience healthcare industry. The Community and Economic Development Department (CEDD) will continue to facilitate the development of a world-class real estate inventory to meet the unique needs of life science companies. This commitment includes support of Phoenix's four bioscience hubs: Mayo Clinic's Discovery Oasis, the Phoenix Medical Quarter/Midtown, the Phoenix Bioscience Core (PBC) and the Cotton Center, in addition to other submarkets within the City. As an example of our efforts, CEDD has been working closely with Wexford Science & Technology, to bring prospective tenants to the 850 PBC building and its Connect Labs by Wexford. The National Institute of Diabetes and Digestive and Kidney Diseases (NIDDK) is the latest example of a major tenant to lease space in 850 PBC. NIDDK recently moved to its new 35,000 square-foot lab on the seventh floor and Vitalant Biotherapies moved to its 9,000 square-foot lab.

To continue to advance the City's position in the bioindustry, CEDD is requesting to continue the City's annual membership with the AZBio, the only statewide organization exclusively focused on building Arizona's bioindustry. AZBio is committed to building a top-tier life science industry in Arizona and is a critical partner for Phoenix. As specialists, AZBio provides industry insight, programs specifically designed for life science organizations, visibility into investment opportunities, and a voice for the industry in the media, across the community, and with elected leaders and government agencies at the local, state, and federal levels. The AZBio annual membership cost is \$15,000 for FY 2027-28.

Another key effort is the promotion of Phoenix's bioscience efforts nationally and internationally by attending and exhibiting at the 2027 BIO International trade show to be held in Philadelphia. The 2026 BIO International was held in San Diego, with over 20,000 attendees and 68 countries represented. As a sponsor of Start-Up Stadium, the City was able to kick off the event this year and nominate three Phoenix-based companies that were selected as finalists. These early-stage companies were able to engage with key members of the investment community, venture philanthropy groups, and BIO attendees. This year's Phoenix delegation included 60 attendees. The delegation held more than 400 productive meetings along with continuous engagement with BIO conference attendees in the Phoenix Pavilion. More than 200 people attended the Phoenix Gene-ius Chats Reception featuring Phoenix life science leaders sharing their innovations with the audience. This year the Phoenix pavilion hosted a Memorandum of Understanding (MOU) signing with AZBio and the Taiwan Bio Association. Attendance at the event provided valuable networking and partnership opportunities and synergy with the City's attending partners looking to promote their

research and products to a global audience. The knowledge and contacts generated by attending this trade show will be used in communicating the City's competitive advantage, existing ecosystem and resources in Phoenix to attract and grow companies in this industry to thrive and generate quality jobs for the community.

Planning is currently underway, subject to City Council authorization of funding, for the 2027 BIO International trade show. Preliminary estimates for participation such as sponsorships, pre- and post-targeted advertising, lead generation/retrieval, equipment, pavilion set-up and shipping costs total approximately \$115,000. Staff will continue to work with industry partners and the State to co-locate at the trade show. This shared effort may allow the City to reduce its costs and boost visibility while assisting its partners in promoting Phoenix.

These continued efforts enable CEDD staff to showcase Phoenix's citywide assets and ensure success of future projects. CEDD and its partners continue to generate qualified prospects to create a pipeline of businesses considering expansions and/or relocations to Phoenix through a multi-faceted marketing approach targeted at this industry. Phoenix's involvement and partnership with AZBio and the BIO International trade show elevates the City's visibility as a hub for bioscience, building a critical mass of life science and healthcare-related companies and attracting and developing top talent vital to sustain the long-term growth of this thriving industry.

Financial Impact

There is no impact to the General Fund. Funding for the AZBio membership and to participate in BIO International 2027 will not exceed \$130,000 total for both efforts. Funding is available in the Genomic Facilities and Operations Fund. Funding received from the City's BIO International Convention partners will reimburse the Genomic Facilities and Operations Fund.

Responsible Department

This item is submitted by Assistant City Manager Ginger Spencer and the Community and Economic Development Department.

Report

Agenda Date: 9/9/2026, Item No. 5

Phoenix Economic Overview and Update: Part 6 - The Future of Phoenix's Economy - Citywide

This report provides the Economic Development and the Arts Subcommittee with the final presentation of the six-part series on Phoenix's economy. The presentation will highlight key themes shaping Phoenix's economic future. It will also outline how the City can build on its momentum to attract high-value jobs, support sustainable growth, strengthen economic resilience, and ensure that Phoenix remains competitive in a rapidly changing global economy.

THIS ITEM IS FOR INFORMATION AND DISCUSSION.

Summary

This final presentation in the six-part Phoenix Economic Overview series will bring together the major economic themes explored throughout the year and look ahead at the forces that will shape Phoenix's next chapter. The Community and Economic Development Department will provide a forward-looking overview of Phoenix's economic trajectory, including population and job growth, global investment, emerging industries, workforce development, infrastructure, real estate and quality of life. The presentation will examine what Phoenix's economy could look like over the next five to ten years and what the City needs today to prepare for that future. It will connect economic growth with the workforce, infrastructure, development, and community conditions necessary to sustain Phoenix's momentum and strengthen its long-term competitiveness.

Responsible Department

This item is submitted by Assistant City Manager Ginger Spencer and the Community and Economic Development Department.