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UNLV

Las Vegas, NV

Urban Land
Institute

Advisory
Services Panel
April 29 – May 4
2007

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Urban Land Institute
Advisory Services Panel
April 29-May 4, 2007



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The Panel

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Chair

John Walsh

Market Potential

-- Michael Beyard

-- Marta Borsanyi

Development Strategies

-- Bern Ewert

-- Zane Segal

Planning and Design

-- John Orfield

-- Ross Tilghman

Implementation

-- Thomas Flynn

-- Warren Whitlock

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Market Potential



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The Economy and Its Drivers

- The fastest growing big city in the United States
- Maintaining prevalence in entertainment
- World renowned international destination
- A city of the future
- Recreational amenities
- Strong market for redevelopment and densification
- Emerging center of education and culture

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Southeast Market's Unique Characteristics

- The Parkway had been the cultural center of the Valley
- Still the location of healthy, if not quite booming, retail
- Near to Las Vegas Boulevard, the airport and downtown
- Site of the major university in Las Vegas
- Ownerships with committed private enterprise

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UNLV-Strengths

- Administration committed to excellence
- Master planning is in the works
- Funding ability
- Commitment:
 - Enhance the University
 - Maryland Parkway – UNLV's Window

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Potential Demand=Opportunity

- Missed opportunity for student housing on- and off-campus
- Limited opportunities for corporate offices in the area
- Opportunities for concentrated street-front retailing

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Potential Demand=Opportunity

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- Hotel to Specifically Serve University
- Culture for Linking University with Community
- Space Needed for Extended Community Services
- Open Space as the New Backdrop

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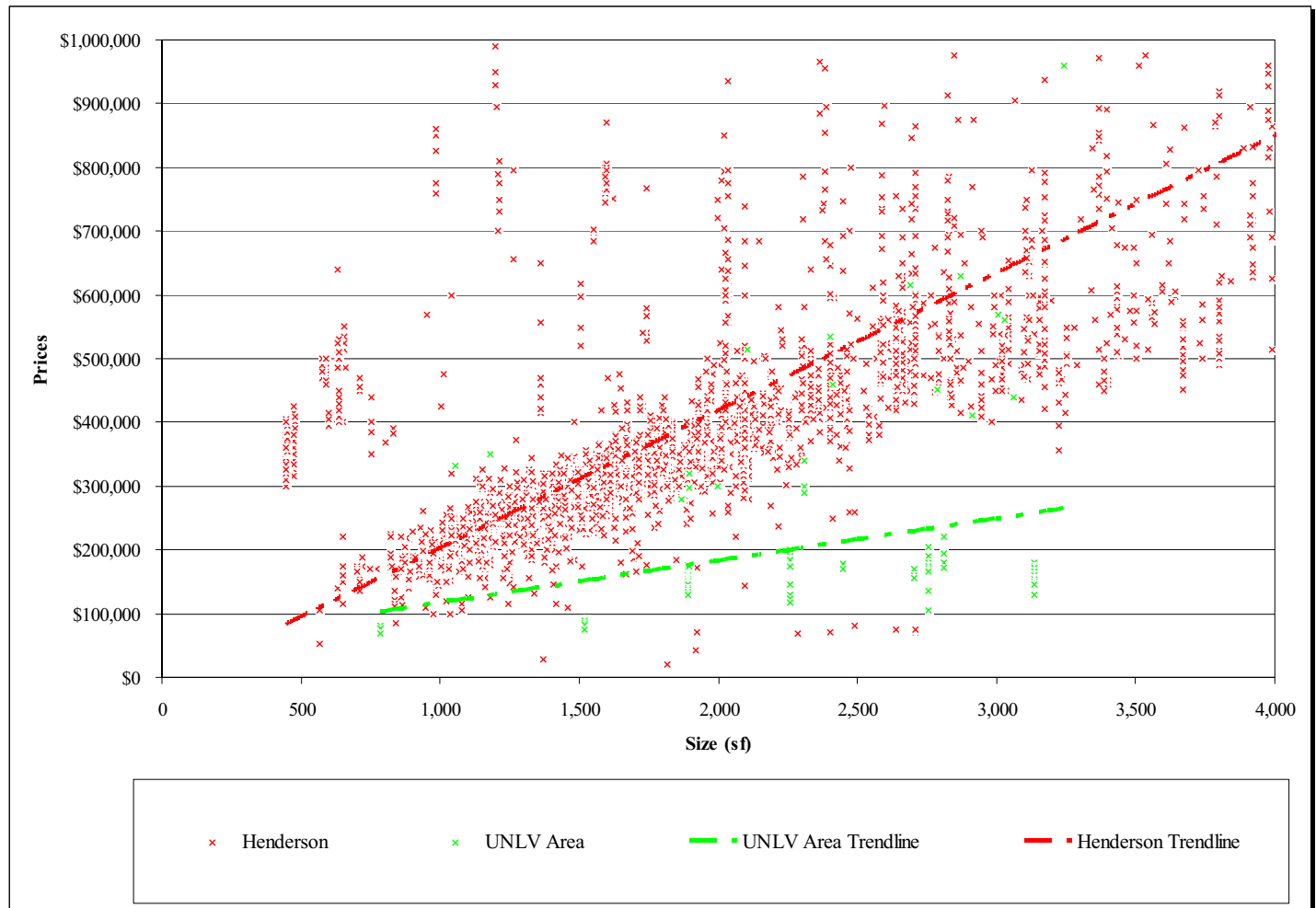
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Opportunistic Housing Market



Price to Size Relationship of Homes
In the UNLV Area and Henderson 2006

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Anchoring the Community

The University has great opportunities to be the anchor of its community.

However, all of the above assumes that the University will grow in esteem and educational excellence that match the expanding attraction of its physical plant.

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Follow Up Is Key

It is important to focus on activities and projects that maximize the return on all the above wonderful opportunities, be it educational, cultural, social or financial.

To identify and act upon the best opportunities, we recommend aggressive follow-up. This will require conducting timely and appropriate studies.

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Capture Opportunities on the Parkway

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- Build on neighborhood strengths
- Link to the university
- Change from suburban to urban scale/design
- Provide medium-rise, mixed-use
- Create synergy among uses
- Maintain vehicular throughput
- Create public/private partnerships

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Eliminate Negative Influences

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- Homelessness
- Deteriorated housing
- Perception and reality of crime
- Poor pedestrian environment
- Inconvenient and disconnected uses
- Messy traffic

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Development Program

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- Based on needs of university, community, landowners, tenants
- Synergistic mix of uses
- Creates a convenient and energized urban destination
- Appeals to the University District and wider Las Vegas area
- Serves the “real” Las Vegas rather than tourists
- Increases the DESIRE to live, work, and shop here
- Must be confirmed by market study

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Housing

- University-related housing
- Designed to appeal to students
- Housing for the community
- 10%-15% affordable housing
- Urban mixed-use
- 250 – 300 for-sale units annual demand
- 25 – 50 rental units annual demand

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Retail

- Community, neighborhood and town center
- Mix of local and chain stores
- Residential and office above
- Organized around energized public realm
- First phase: 100,000 square feet

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Preliminary Tenant Mix

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- Specialty food, restaurants, cafes, coffee shops
- Pubs and clubs
- Convenience retail
- Specialty house wares and furniture
- Specialty clothing, athletic ware, and shoes
- Music
- Drugstore

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Office Development

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- Professional and neighborhood-serving
- Not corporate offices initially
- New university offices (365,000 s.f.) locate on the east side of Maryland Parkway
- Above retail stores/restaurants

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Boutique Hotel

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- 200 rooms
- IACC-style meeting and lecture hall space
- Linked to UNLV's top-rated hospitality program
- Shift location from Flamingo to Maryland
- Supports restaurants and retail

Examples:

- Emory Conference Center (Atlanta, GA)
- South San Francisco Conference Center (South San Francisco, CA)

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Cultural, Religious, and Civic Uses

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- Key part of successful mixed-use development
- Builds sense of community
- Provides needed services
- Adds iconic presence

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Other Uses to be Explored

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Artplex Cinema:

- East of Maryland Parkway
- Small number of screens
- Lecture hall by day
- Independent and international films by night
- Co-locate with UNLV Film School?

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Other Uses to be Explored

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Medium-sized performing arts theater

- West of Maryland Parkway
- 700-900 seats
- Nevada Ballet?
- Civic, meeting and performance space
- Adds to culture cluster

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Open Space

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- A new retail anchor
- Energized with cafes, fountains, window shopping
- Intensively landscaped and maintained
- Where neighbors gather and interact
- Public and private policing

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Parking

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- Shared parking
- Mix of structured and surface
- Essential support for all uses

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Potential Harmon Gateway Development Program

To be confirmed by a market study

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- | <u>Land Use</u> | <u>Preliminary Estimate</u> |
|---------------------|---------------------------------|
| • Housing | 250-300 units for sale per year |
| • Housing | 25 – 50 units for rent per year |
| • Retail (Phase I) | 100,000 s.f. |
| • Retail (Phase II) | 100,000 s.f. |
| • University Office | 365,000 s.f. (2007-2015) |
| • Boutique Hotel | 200 rooms |
| • Artplex Cinema | 6-8 screens |

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Overarching Urban Issues

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Maryland Parkway: Background

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- City Beautiful movement
- Green space
- Unifying design
- Quality of life
- Community identification and pride
- Business attraction

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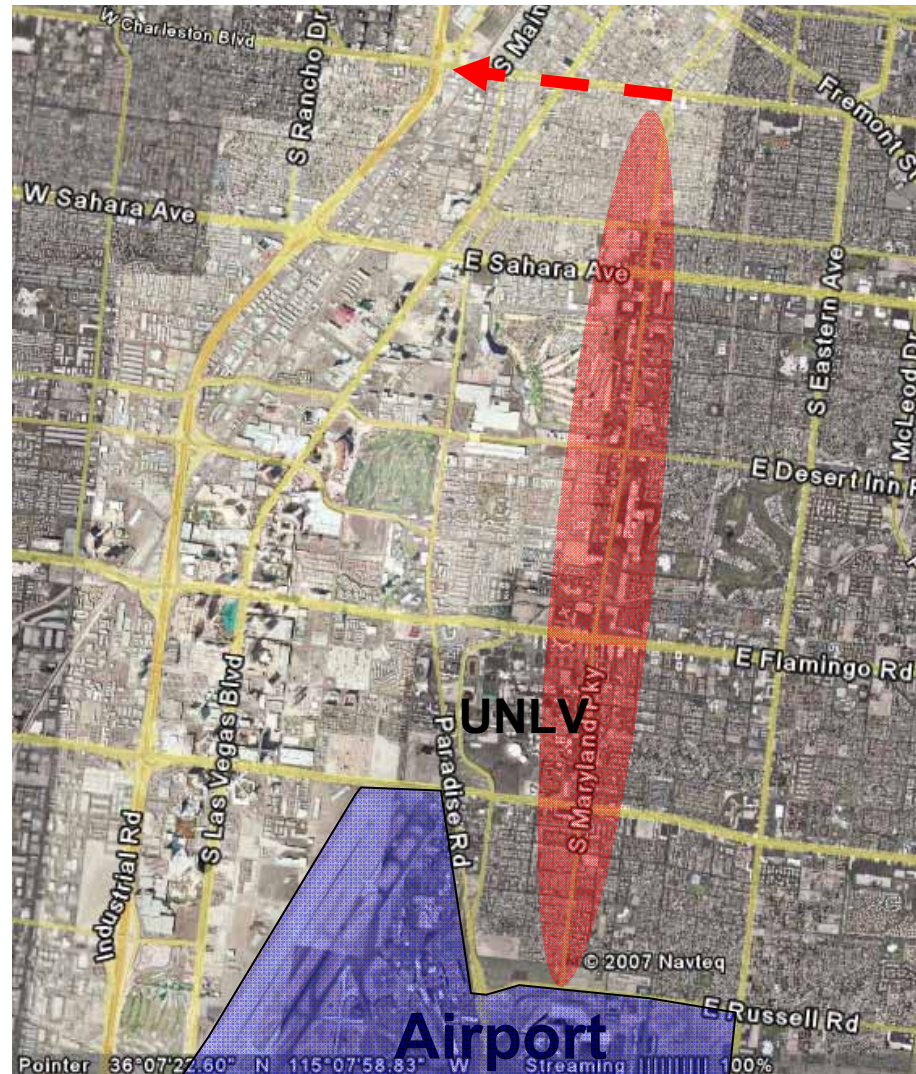
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Maryland Parkway: Connector

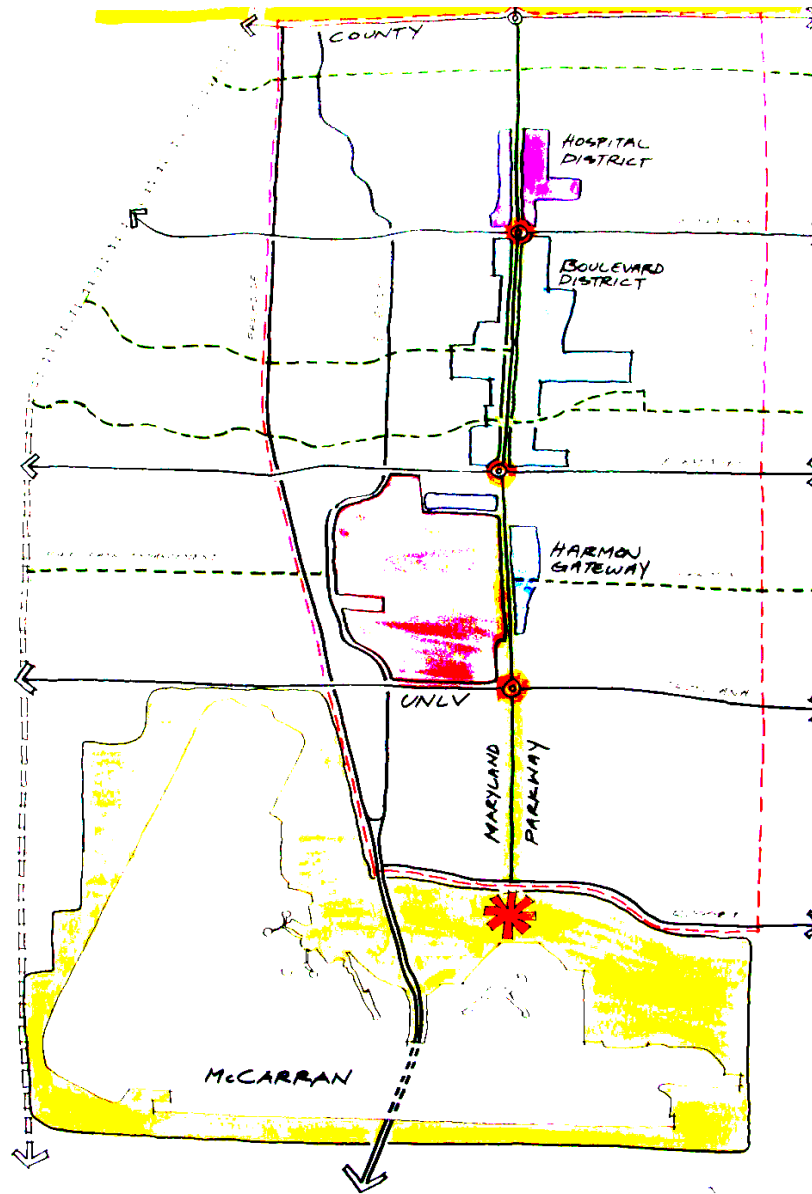


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The Parkway: Areas

- Downtown
- Hospital
- Neighborhoods
- Business Areas
- UNLV
- Airport

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Maryland Parkway: Unifying Themes

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- Purpose is to revitalize the entire corridor
- Connection re-established
- Transit and streetcar—bold strategies
- For Valley residents
- Entire corridor

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Maryland Parkway: Revitalization

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- Sector plans--4
- University plans
- City plan

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Public Safety Issues

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- Blight
- Real and Perceived Crime
- Neighborhood Policing
- 8-10 Pilot areas

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Neighborhood Revitalization

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- Comprehensive Approach:
 - Police
 - Code
 - Health
 - Building
- New Costs
- Community/Business Teams
- Start Now

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Transportation



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Make the Parkway Live Up to Its Name!

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- Maintain capacity but narrow lanes
- Add a landscaped median
- Mark crosswalks prominently
- Eliminate curb-cuts where possible
- Redirect campus traffic to entrances off of the Parkway

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Regional Setting

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- Cross-roads location
- Limited street network
- East-west arterials as highways
- Maryland Parkway – the heart of the Valley,
formerly with trees and landscaping
- Capacity pressures

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Tackling Regional Capacity Problems

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- Serious problems require bold actions
- UNLV to take a leadership role
- An example: grade-separated, continuous flow intersections
- Potentially significant boost in capacity
- Cost of not acting will be high

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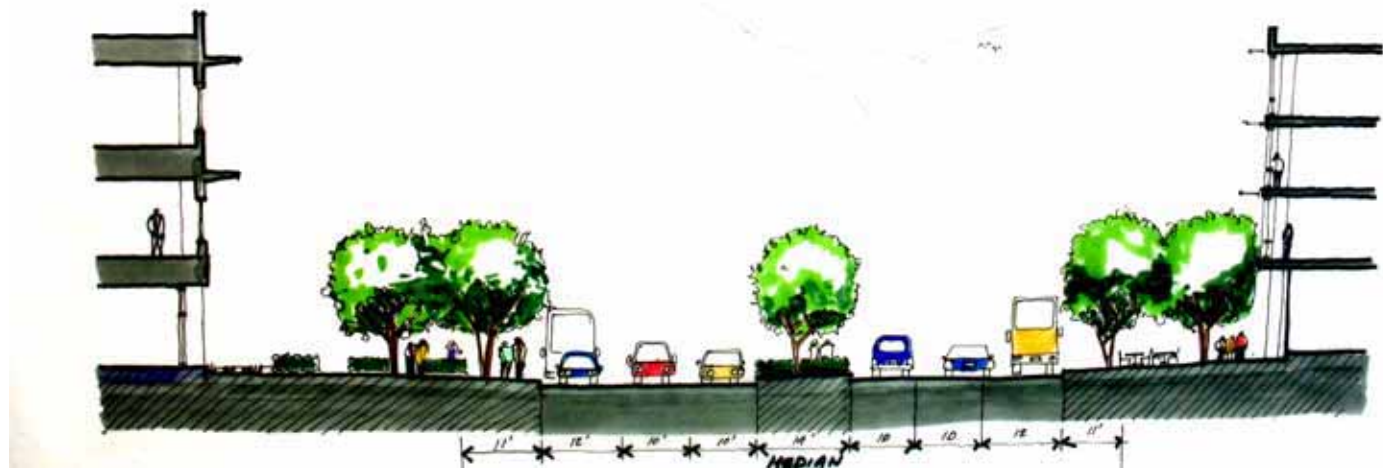
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Retain Curb-side Bus Service

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- Dedicated lanes create capacity problems
- Consider limited stop express services
- Need for access management
- Better for passengers

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Enhance Campus Transportation

- Initiate comprehensive demand management program
- Explore increased access options on from west, south and north
- Investigate potential for transit center on the campus
- Enhance Internal loop for shuttles

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Development Strategy

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Development Strategy

- Planning Areas – three geographic scales
- Variety of constituent stakeholders
- Timing from immediate to long-term
- UNLV Comprehensive Campus Master Plan by SmithGroup JJR
- Maryland Parkway Precinct Plan by Robert A.M. Stern Architects and SWA



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Harmon Gateway Planning Area

- One block in every direction from intersection of Harmon and Maryland Parkway
- Becomes ceremonial pedestrian entrance to campus
- Commercial corner with intensive mixed-use development



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Cooperation between University, Businesses and Residents

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- Visioning charettes
- Stakeholders include students, faculty, staff, families of students, alumni, potential donors, affected landowners, nearby residents, commercial tenants, and potential developers
- Clarify goals, priorities and expectations

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Harmon Gateway as Demonstration Project

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- University / private interest collaboration
- Design principles and guidelines
- Landscaping and open-space planning
- Streetscape and amenities
- Public art
- Way finding and signage
- Commercial success



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Site Acquisition

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- Private sector acquisitions
- UNLV is approved for land purchases
- University must be prepared to use condemnation as a negotiating tool
- Public / private acquisition and development entity
- Landowners could become partners
- Benefits for tenants

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Architecture

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- Theme for the Gateway
- Iconic element
- Creating an inviting urban fabric
- Quality design is easier to finance

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University District Planning Area

- From Tropicana Boulevard on south to Flamingo Boulevard on north, one to two blocks on both sides of Maryland Parkway – both nodes provide pedestrian and vehicular access
- Northern node – University Cultural Center, south of Cottage Grove Road
- Southern node – Greenspun College, north of University Road



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University Cultural Center

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- Serves UNLV and all of Clark County
- Needs complementary facilities – cafes, art galleries, shops, artsy residential



- Apartments north of Cottage Grove can provide residential over retail and additional performance venue



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Greenspun College Area

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- Extensive University and donor investment
- Private properties to south and east are detriments
- Prime for University and private acquisition for redevelopment



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UNLV Campus Planning Area

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- From Swenson on west to Maryland Parkway on east and from Tropicana Boulevard on south to Flamingo Boulevard on north
- Needs detail and updating
- Needs landscape and open space plan
- Needs land acquisition plan

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Planning and Design

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Campus Master Plan



- Maryland Parkway capacity
- Harmon Gateway pedestrian environment

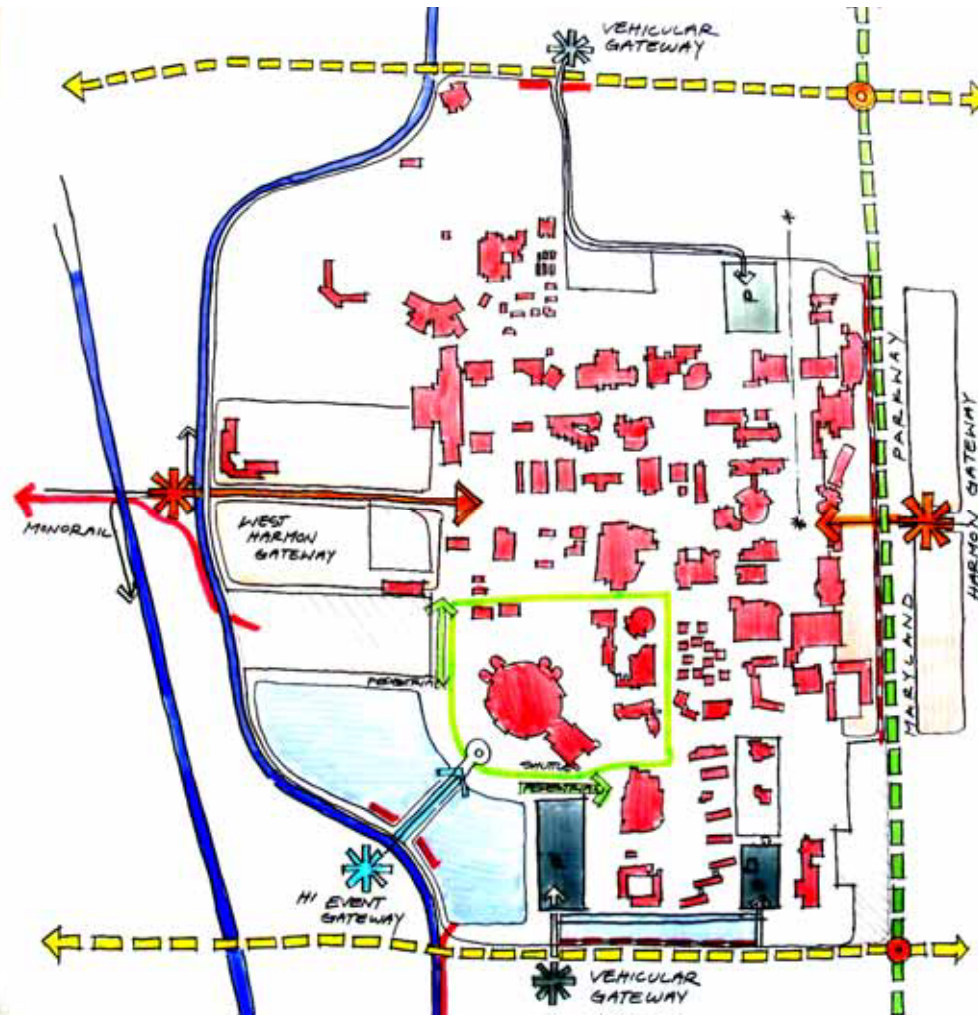
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Campus Access and Parking Plan



- Maryland Parkway pedestrian environment
- Parking
- Perimeter definition
- Shuttle bus
- Multi-modal connections

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Campus Master Plan

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**Architectural
Standards**



**Landscape
Standards**



Wayfinding

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New Urbanism

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Harmon Gateway Urban Design

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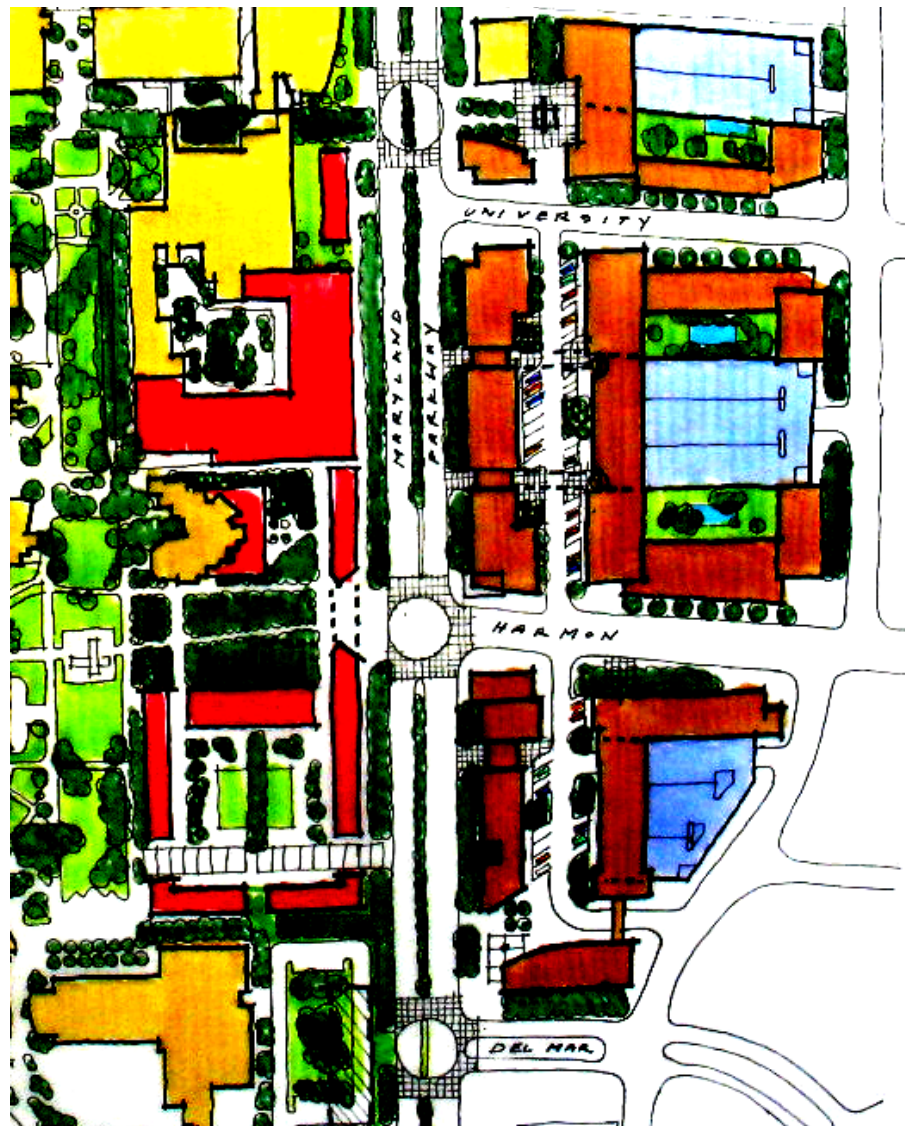
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Harmon Gateway



- Urban street design
- Shopping lane
- Structured parking
- Pedestrian scale
- Visual connectivity
- Auto access

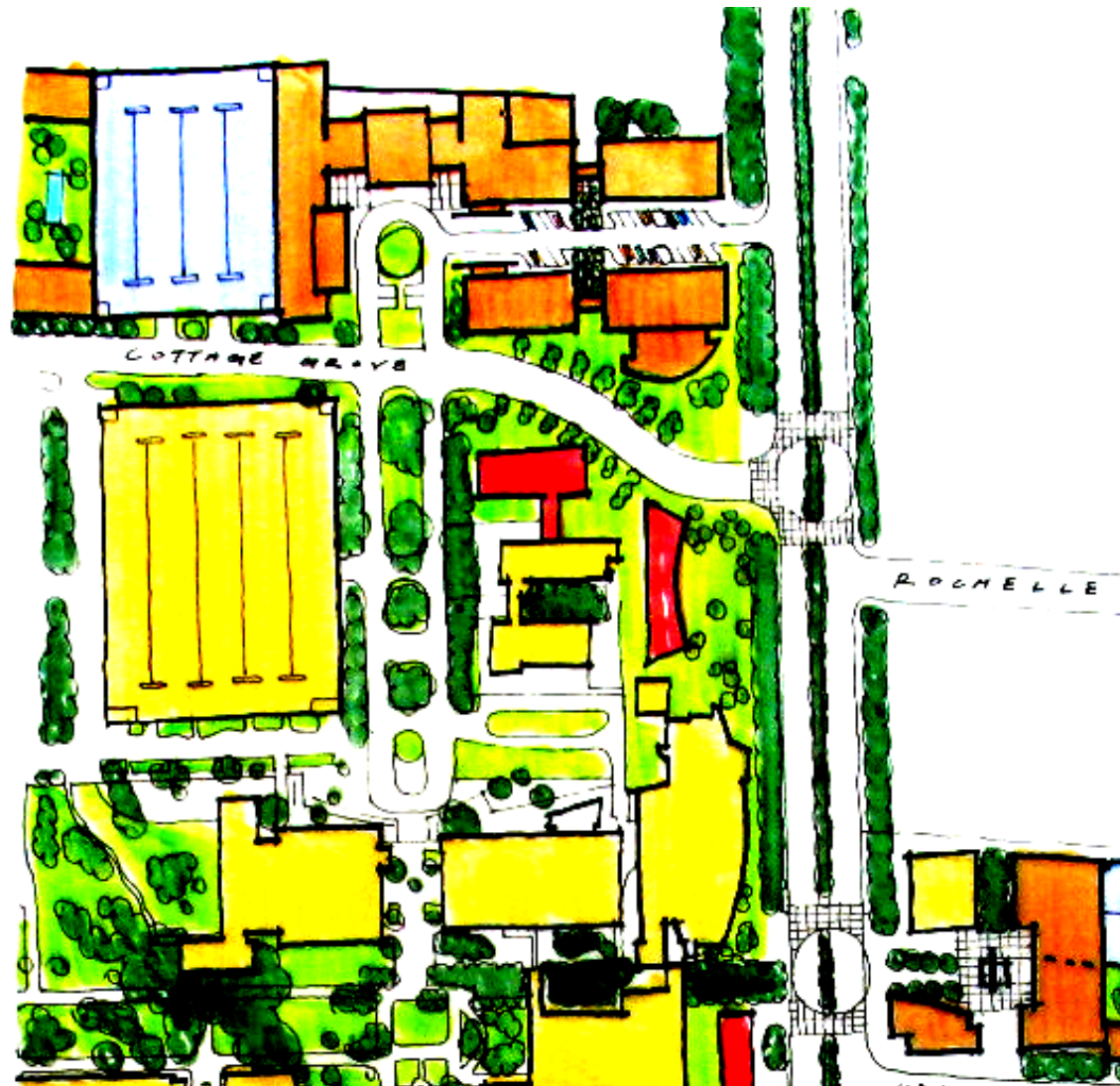
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University Cultural District

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Implementation



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Communications

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- Quickly adopt a sound communications strategy
- Involve every significant stakeholder
- Re-engage, update, and maintain the project website
- Hold Community Open Houses, featuring representatives of the senior planning team, to update students and other members of the community on the project.

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Senior Project Planning Team

- Create a senior project planning team under the Office of the President with representatives from all pertinent administrative and academic departments.
- Planning team members may include, but is not limited to the University President, Vice Presidents, Public Safety, Community Relations and Marketing,

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Engage Students and Alumni

- Student Survey – UNLV should undertake a campus wide student survey to better understand the views, desires and needs of the student population.
- Alumni Involvement – as with any big University undertaking, alumni involvement is vital to gaining development support.

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Applied Research

- UNLV enjoys a reputation as one of the top universities in the southwest. UNLV's proximity to the Las Vegas Strip provides its engineering, architecture, hotel administration, and business students access to some of the most robust areas in the field of business.
- Construction Management – enhance the curriculum to provide a focus on research in the field that would capitalize on UNLV's proximity to some of the most complex and forward thinking construction techniques in the industry.

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Organizing Issues

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- University needs to provide leadership
- University resources need to collaborate across their organization structure

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Continue to Grow Leadership

- University leadership is in place to elevate higher education
- New vice president to lead campus real estate development efforts and long-term vision
- ONE TEAM: Community Affairs, Public Relations, Foundation, Buildings/Real Estate Services, Finance et al

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Public/Private Partnerships

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- Organize a Task Force of key stakeholders
- Grow Task Force into a redevelopment corporation
- Organize a Merchants Association under the Redevelopment Corporation

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Public/Private Financing Needs

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- Streetscape improvements
- Neighborhood improvements
- Public service improvements
- Business property improvements

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Public/Private Financing Tools

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- Business Improvement District
- University leasing space from private developers
- Special Improvement District
- Tax Increment Financing

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Wilkerson Boulevard

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- \$30 million City investment in infrastructure and neighborhoods
- \$50 million private sector investment (Super Wal-Mart)
- Neighborhoods went from “Threatened” to “Stable”

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County Benefits

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- Neighborhood preservation
- Support workforce housing for travel and tourism industry
- Support UNLV growth to 1st class metropolitan university
- Addresses regional and local transportation issues
- Provide for population growth given BLM/Federal land policy

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Immediate Action Steps (6 months)

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- Hire VP to lead real estate (UNLV)
- Share results of ULI Panel (UNLV/Developer)
- Develop marketing and communication plan (UNLV)
- Earmark funds for land acquisition (UNLV)

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Short-Term Action Steps (6-24 months)

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- Establish Task Force (UNLV)
- Complete market study and plan for Harmon Gateway (Task Force)
- Hire Campus Architect (UNLV)
- Adopt new Campus Master Plan in response to panel recommendations (UNLV)
- Sign agreement for Harmon Gateway with private developer (UNLV)
- Implement neighborhood revitalization and community policing programs (Clark County)
- Develop transportation management plan for campus and Parkway (UNLV and RTC)

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Mid-Term Action Steps (2-5 years)

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- Build Harmon Gateway redevelopment
- Develop University District Plan and begin implementation
- Morph task Force into Redevelopment Corporation
- Establish BID, Special Improvement District, and Merchants Association
- Begin streetscape improvements on Maryland Parkway in the University District

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Long-Term Action Steps (5-10 years)

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- Complete implementation of University District Plan
- Extend streetscape improvements the full length of Maryland Parkway
- Extend BID and Special Improvement District

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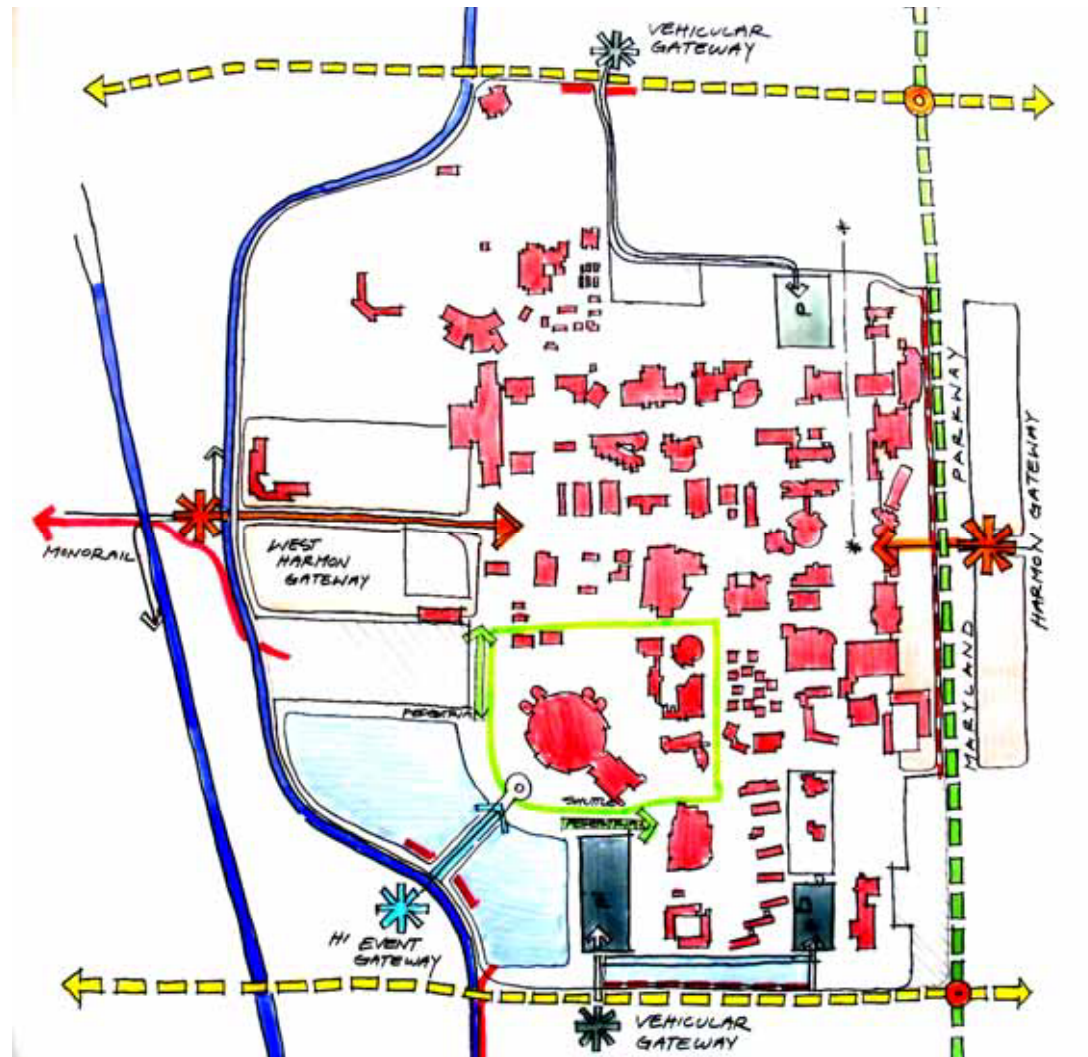
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Questions?



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Acknowledgements

- UNLV: David Ashley, Gerry Bomotti, Ron Smith, Juanita Fain, David Frommer, Rebecca Mills
- Student Body President Jeff Panchevinin
- The Vista Group: Mike Saltman
- Clark County: Chris Giunchigliani, Liz Quinllen, Don Burnette, Phil Rosenquist
- American Nevada Company: Brian Greenspun
- Regional Transportation Commission: Jacob Snow, Tina Quigley and Bruce Turner
- Colliers International Las Vegas: Alex Rodrigo and Michel Mixer
- ULI Las Vegas District Council: Frank Beck & Debra March

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Acknowledgements

- McCarran Airport
- JMA Architects
- The Lied Institute for Real Estate Studies
- Southern Nevada Water Authority

- Dozens of Other Organizations, UNLV Students and Residents

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Urban Land Institute

- Established in 1936
- Independent nonprofit education and research organization
- More than 37,000 members worldwide
- Representing the entire spectrum of land use and real estate development disciplines



www.uli.org

The mission of the Urban Land Institute is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.

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ULI Advisory Services

**Urban Land
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- Applies the finest expertise in real estate, market analysis, land planning and public policy to complex land use and development projects
- All volunteer, independent panel
- Over 400 ULI-member teams assembled worldwide since 1947 to assist sponsors find creative and practical solutions

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The Panel Process

- Studied and discussed information provided by the sponsors
- Briefed by Sponsors
- Toured the project area
- Met with key stakeholders
- Heard a variety of perspectives from dozens of community members and discussed issues and concerns
- Debated the issues and framed recommendations

