VISION 2045

DOWNTOWN LAS VEGAS MASTERPLAN

Cover Credit: Fred Morledge, PhotoFM.com

Historic Map of Las Vegas 1947
Map Credit: http://vintagelasvegas.tumblr.com/tagged/map

VISION 2045 DOWNTOWN LAS VEGAS MASTERPLAN

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Councilman Bob Coffin, Ward 3
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From the Office of Mayor Carolyn G. Goodman

Downtown Las Vegas is a special place where we are seeing extraordinary growth and an excitement and energy that is palpable. The momentum downtown continues to build as we add new businesses to complement world-class facilities like the Smith Center for the Performing Arts, the Cleveland Clinic Lou Ruvo Center for Brian Health and the new City Hall building. The Downtown Masterplan, which evolved from the efforts of many talented individuals committed to promoting economic vitality in southern Nevada, provides a blue print for our efforts to continue the amazing renaissance underway in downtown Las Vegas .

Las Vegas continues to capture the world's imagination as the city where anything is possible. With world-class hotels, award-winning restaurants, luxurious spas, boutique and unique shopping, the finest golf courses and spectacular entertainment, Las Vegas remains one of the most electrifying destinations in the world. The core of the city is a place of incredible energy from the 188 Arts District to the nightlife on the Fremont East Entertainment District. The relocation of Zappos to downtown and the work of the Downtown Project have been catalytic, leading to increasing activity by the development community.

In addition, downtown is growing quickly beyond its traditional boundaries. In particular, growth areas include Symphony Park, the Medical District, Cashman Field, the Arts District, the historic West Side, and other areas which have diversified the local economy with new creative businesses and events and expanded what we understand a downtown should be. Major regional events held in downtown such as Life is Beautiful and Helldorado continue to grow in popularity every year and expand the reach of downtown as a cultural hub. All of these projects are testimony to our grand evolution into a world class city.

As we progress, a unified vision for the downtown is essential. The Centennial Plan which guided development in downtown since 2000, needed to be refreshed. The new Downtown Masterplan encompasses more than 13 square miles, and along with the traditional core of downtown, also includes peripheral growth areas. Our efforts have been inclusive, on a scale never before undertaken in this city; in fact, we have talked to hundreds of stakeholders, hosted dozens of meetings with city departments and staff, engaged community members at numerous outreach events, and had an aggressive online presence.

Las Vegas has always been a place where the community can come together to work toward a common goal – a place where if you can dream it, then you can make that dream a reality. I look forward to the future development of our urban core as we continue to build on the successes that so many have had a hand in over the years. Thank you for taking the time to review this plan and for being a part of fabulous Las Vegas!

Sincerely,

Carolyn G. Goodman
Mayor, City of Las Vegas

EXECUTIVE SUMMARY

BENDING THE CURVE

EXPANDED STUDY AREA

EXTENSIVE PUBLIC OUTREACH

VISION STATEMENT

AN INTEGRATED APPROACH

BIG IDEAS

COMMUNITY BENEFITS

WHY?

BENDING THE CURVE

Some would argue that Las Vegas is built upon dreams. **The *Vision 2045* Downtown Las Vegas Masterplan** represents a major planning effort by the City– of the result of an entire community dreaming of a new, improved reality, where all can benefit for generations to come.

Last year, over 20 million people came to downtown Las Vegas. Located in the center of the Las Vegas Valley and including the original Las Vegas settlement, Downtown Las Vegas now functions as the region's central business district. Downtown is not only the City's earliest gaming district but also the cultural center for visitors and residents, with Symphony Park and 18B Las Vegas Arts District, and numerous world renown events such as *Life is Beautiful* (a 3-day music and food event) and *Helldorado* (Las Vegas' own rodeo).

In its rebound from the great recession, Downtown Las Vegas is experiencing a resurgence and a building boom. Three key fundamentals are driving growth:

(1) The funky charm of downtown's historic building stock and gaming legacy,

(2) Smart communications infrastructure throughout downtown, and

(3) A low tax, business-friendly climate.

Emerging niche industries in high tech, medical training and services, fashion, art and design, and food and beverage services are clustering throughout downtown. With business comes more residents who are better educated and more diverse, with high expectations for an urban quality of life; efficient services, amenities for couples and families; lots of things to do and see.

Downtown is also confronting a series of challenges that cannot be solved by "market forces" alone. These include high land costs, lack of affordability, too little local-serving retail and services, too few parks and open spaces, overabundance of vacant and underutilized land, and an auto oriented mobility pattern. The majority of trips within downtown are by car.

The purpose of the Vision 2045 Downtown Plan (the Plan) is to craft a better, more inclusive downtown for those who live in and visit Las Vegas. It defines objectives toward a better quality of life, lays out a strategic plan for the outlay of city resources, establishes an implementation timeline for much needed improvements, and sets goals to track success for the next 30 years.

It is the most ambitious and important planning document crafted by the City since its inception in 1905.

CLOCKWISE FROM TOP TO LEFT: FREMONT ST IN 1950S, LIVE IS BEAUTIFUL, THE EL CORTEZ HOTEL

EXTENSIVE PUBLIC OUTREACH

Promoting **GAMING / TOURISM** in Downtown First

Providing **HOUSING / COMMUNITY AMENITIES**

Emphasizing **EDUCATION**

REBRANDING and **MARKETING** Downtown

Providing Options around **MOBILITY**

Creating Standards for **RENEWABLE ENERGY**

Creating More **PARKS** and **GREEN STREETS**

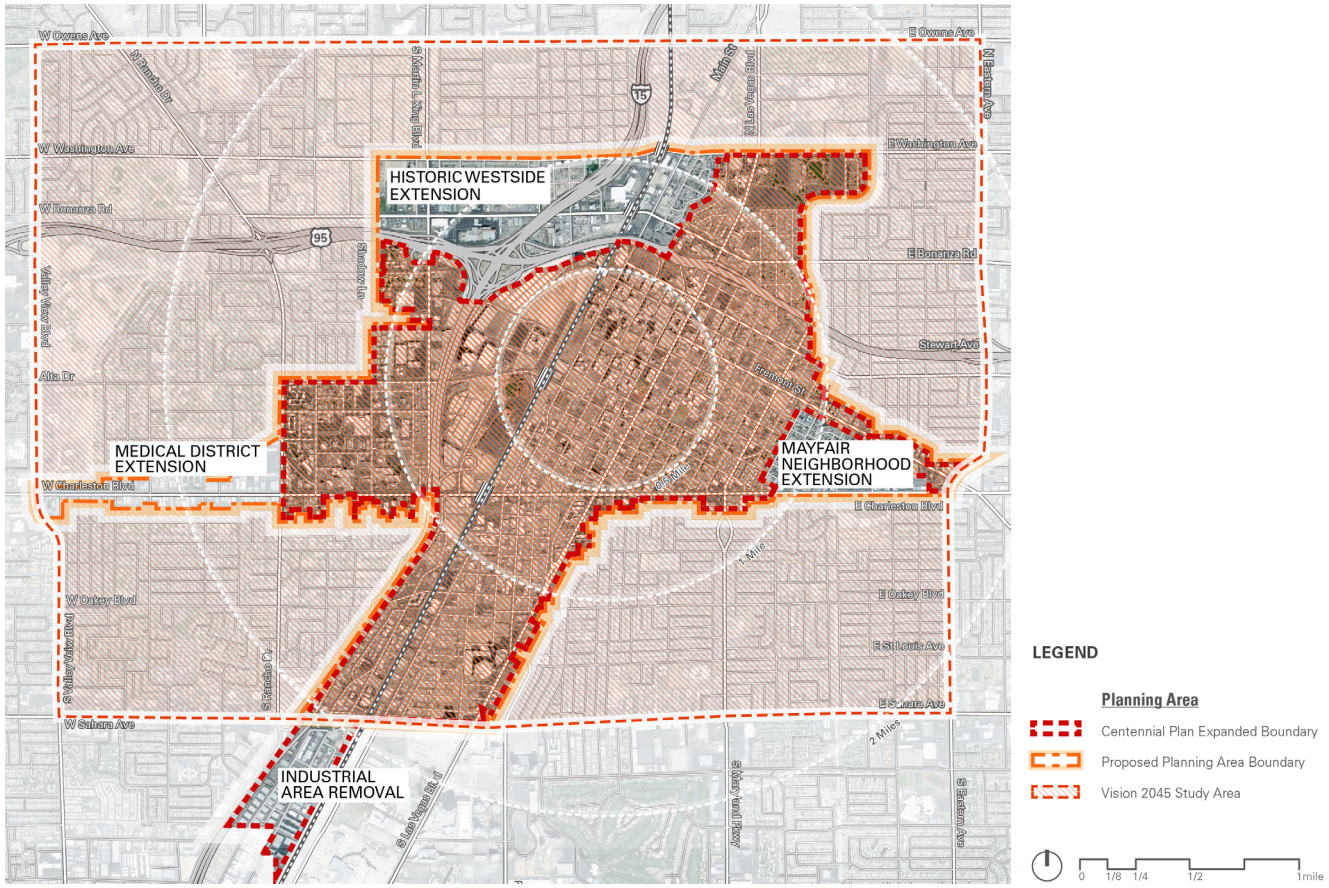
Expanding **RETAIL** and **ENTERTAINMENT** offerings

Better Coordination of **SOCIAL SERVICES**

Vision 2045 Downtown Las Vegas Masterplan is built upon extensive public engagement. To date, over a dozen outreach events, 100 stakeholder interviews, 900 shares via social media, 2,400 community outreach participants, and 20,000 website visits have provided the planning team with a fundamental understanding of the needs, and aspirations of the community at large. Key major themes include: (1) Promoting Gaming and Tourism in Downtown First, (2)) Providing Housing/Community Amenities, (3) Emphasizing Education, (4) Rebranding and Marketing Downtown, (5) Providing Options around Mobility, (6) Creating Standards for Renewable Energy, (7) Creating More Parks and Green Streets, (8) Expanding Retail and Entertainment offerings, and (9) Better Coordination of Social Services.

EXPANDED STUDY AREA

At 13.2 square miles, The Planning area is more than four times the size of the previous plan (the Downtown Centennial Plan) area. This was done by design; a result of the community goal to make the plan as inclusive as possible. The plan now includes several key subareas; the Downtown Planning Area and Peripheral downtown areas (roughly 4.3 square miles, combined) and Sphere of Influence areas (roughly 8.9 square miles). Expansion of the Study Area allows the plan to 1) **maintain and strengthen historic neighborhoods** within Downtown core, 2) **provide new amenities and services** impossible without scale, 3) **identify and connect new developments in the key growth areas** adjacent to the traditional downtown, and 4) **create sphere of influence with a meaningful impact** through street improvements and key gateway development along major corridors.

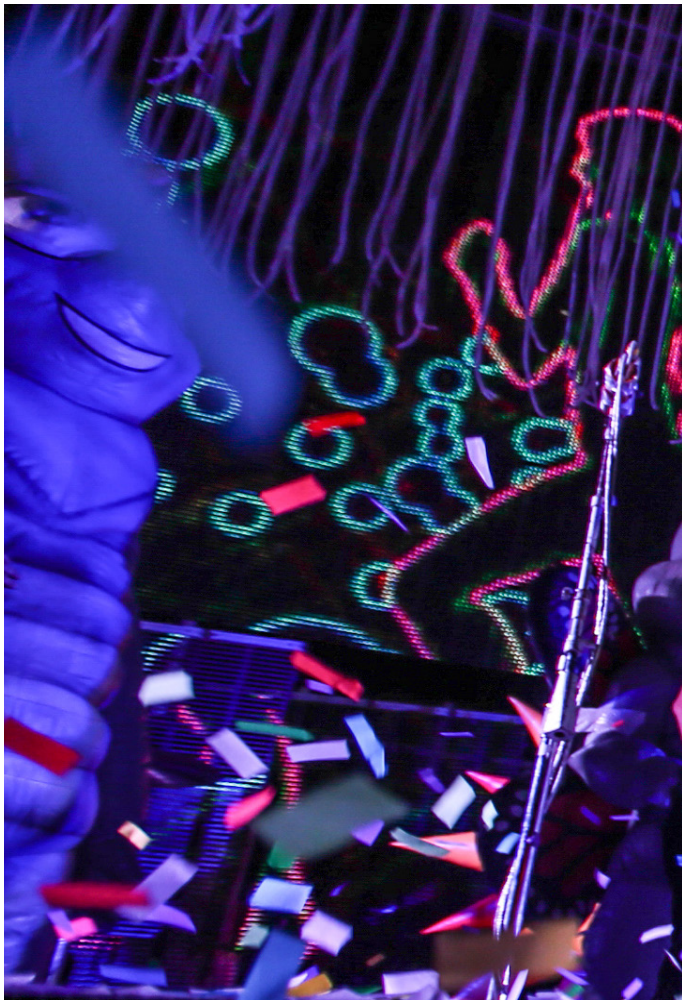


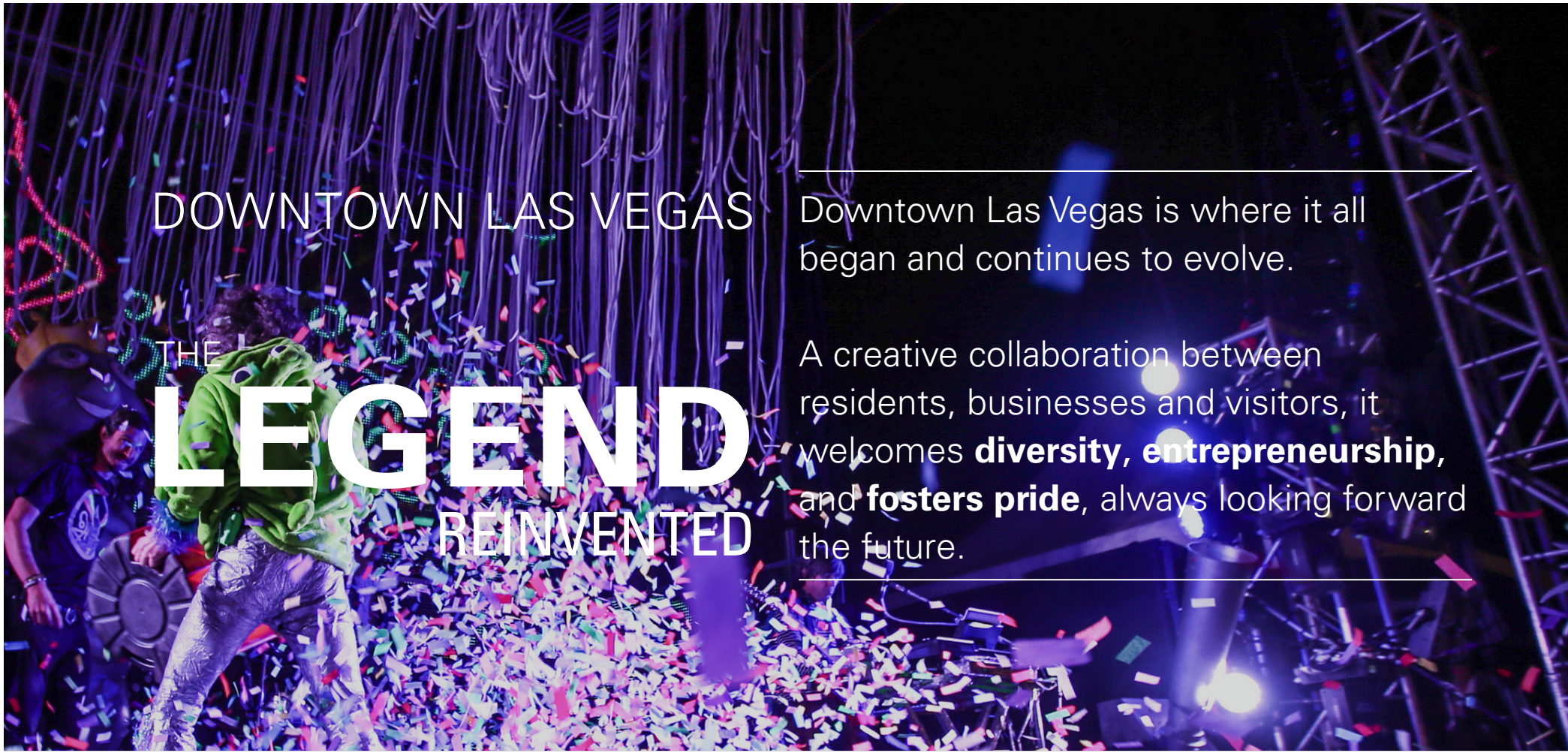
EXPANDED STUDY AREA

VISION STATEMENT

To help facilitate discussion, the planning team worked with stakeholders to craft a vision statement that defines what downtown will look and feel like in the future. The Vision Statement provides a structure that supports the planning goals, policies, strategies, and implementation actions in the Plan.

"Downtown Las Vegas- The LEGEND Reinvented" *describes a future downtown that will become a network of interconnected, diverse neighborhoods that enjoy the highest quality of life built on the legacy and energy of local culture, green infrastructure, educational opportunity, and a robust and diversified economy. It envisions a downtown that becomes the cultural and economic hub of the region, where the environment is protected for future generations and where all people can better access the abundance of Las Vegas' unique cultural and social resources. Online polling helped to refine the vision statement and focus discussion about specific goals and policies that detail the vision.*





DOWNTOWN LAS VEGAS

THE LEGEND REINVENTED

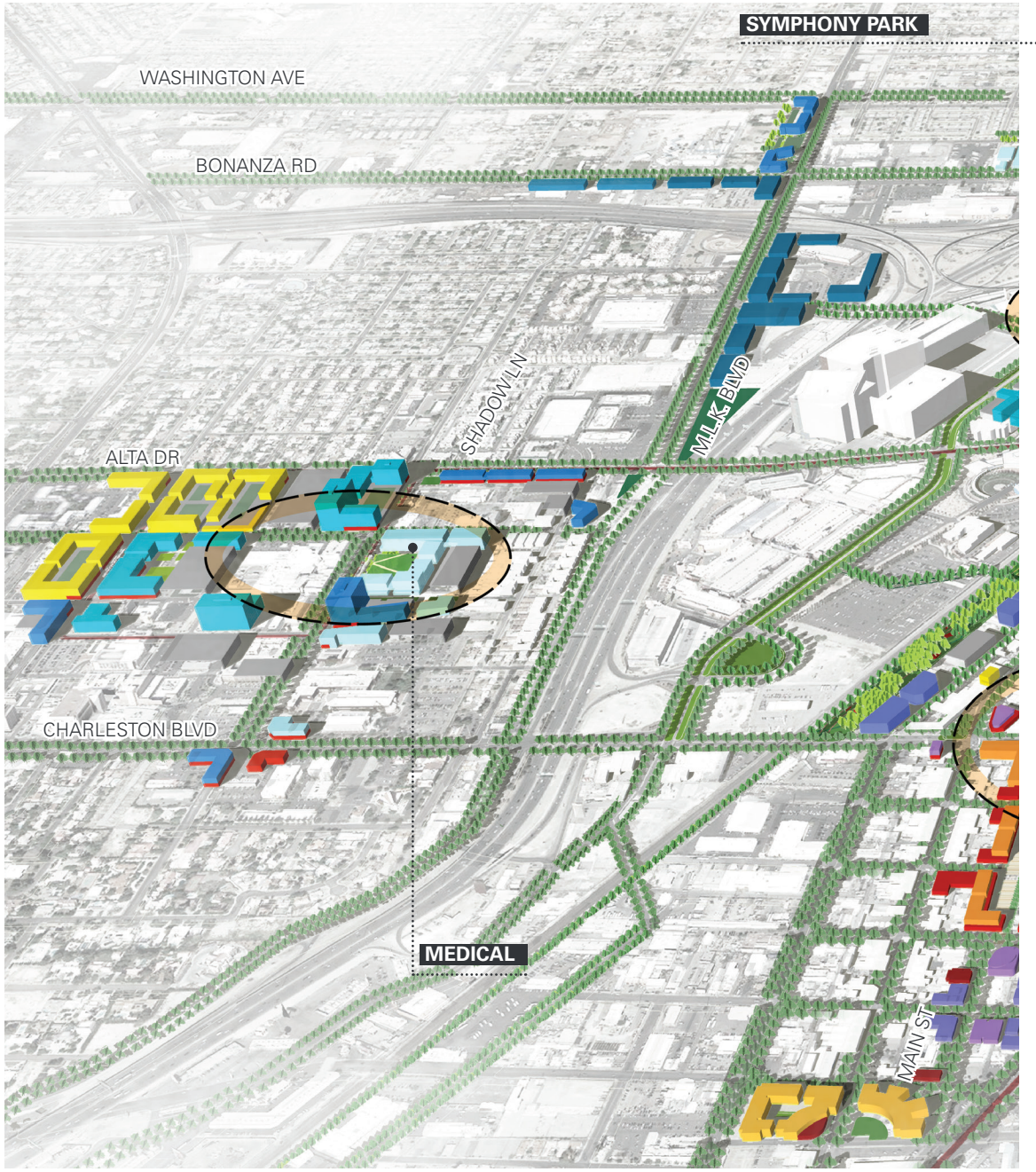
Downtown Las Vegas is where it all began and continues to evolve.

A creative collaboration between residents, businesses and visitors, it welcomes **diversity**, **entrepreneurship**, and **fosters pride**, always looking forward the future.

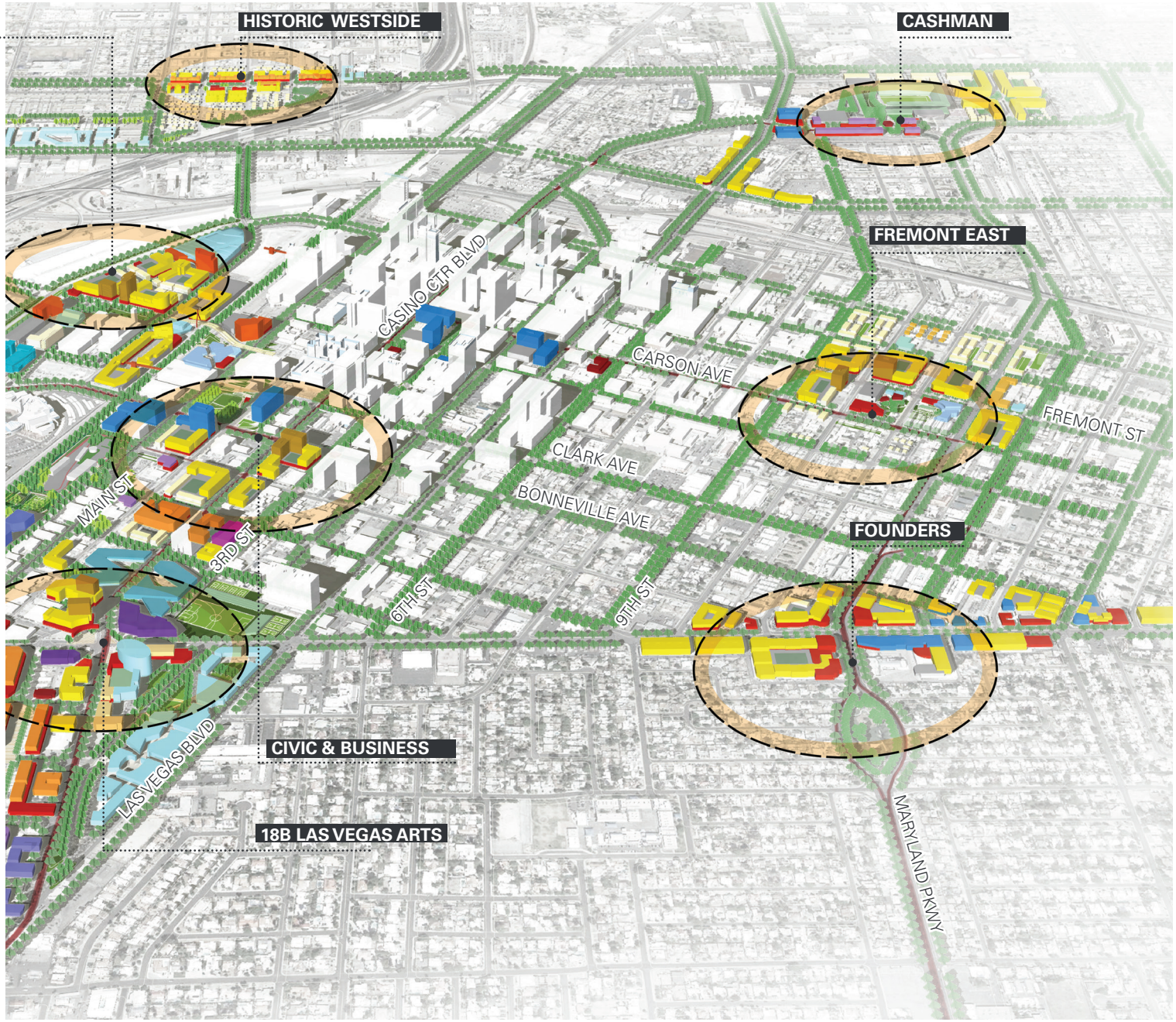
AN INTEGRATED APPROACH

As a part of the planning effort, a Market Study identifies the potential growth for Downtown's development market. The plan considers the impacts of other planning effort the City is undergoing or has recently adopted (such as the RTC's *Mobility Masterplan*, *the Hundred Plan* for the Historic Westside Community, the *Las Vegas Medical District Masterplan*, and *Project Neon* highway improvements.)

Through significant investments in public infrastructure, targeted strategic partnerships, acquisition of key land parcels, and by streamlining approvals, cumulatively these measures will all have a catalytic effect on development, resulting in a "***super aggressive growth scenario***" for downtown (some ***12 million GSF of development*** are predicted to occur in the planning area alone). It is anticipated that the added density envisioned by this scenario will help build a successful Downtown economy with a diversity of jobs, services, and sustainable economic growth for years to come.



ILLUSTRATIVE DOWNTOWN DEVELOPMENT SCENARIO*
(*DRAWINGS ARE CONCEPTUAL AND NOT INTENDED TO BE INTERPRETED AS DEFINITIVE PROPOSALS;
*NOTE THAT SEVERAL OF THE DISTRICTS' NAMES ARE CHANGED AS THE RESULT OF EXTENSIVE PUBLIC INPUT.)



LEGEND

RESIDENTIAL

- SINGLE FAMILY HOME
- DUPLEX / TOWNHOME
- AFFORDABLE / WORKFORCE APARTMENT
- LIVE/WORK LOFT
- HIGH-RISE CONDOS W/ PARKING PODIUM
- STUDENT HOUSING
- SENIOR HOUSING
- TEMPORARY HOUSING

COMMERCIAL

- CAFE / RESTAURANTS / BARS
- SERVICE RETAIL
- LOCAL ENTERTAINMENT
- BUSINESS HOTEL

OFFICE / EMPLOYMENT

- PROFESSIONAL OFFICE
- CLASS-A OFFICE
- TECH R&D INCUBATOR
- MEDICAL OFFICE / LAB
- MEDICAL SUPPLY MANUFACTURING
- MUSEUM
- GALLERY
- CREATIVE OFFICE / MAKER SPACE

CIVIC / INSTITUTIONAL

- CONVENTION CENTER
- REPERTORY THEATER
- COMMUNITY / SENIOR CENTER
- VOCATIONAL SCHOOL
- UNIVERSITY RELATED
- K-12 EDUCATION
- STADIUM

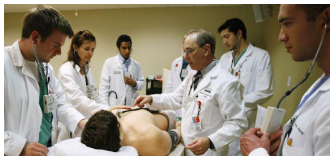
BIG IDEAS

A series of big ideas drive the *Vision 2045* Downtown Master Plan. They include:

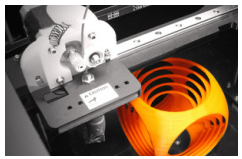
1

GAMING & HOSPITALITY

MEDICAL TRAINING & TECHNOLOGY



HIGH TECH MANUFACTURING & CREATIVE SERVICES

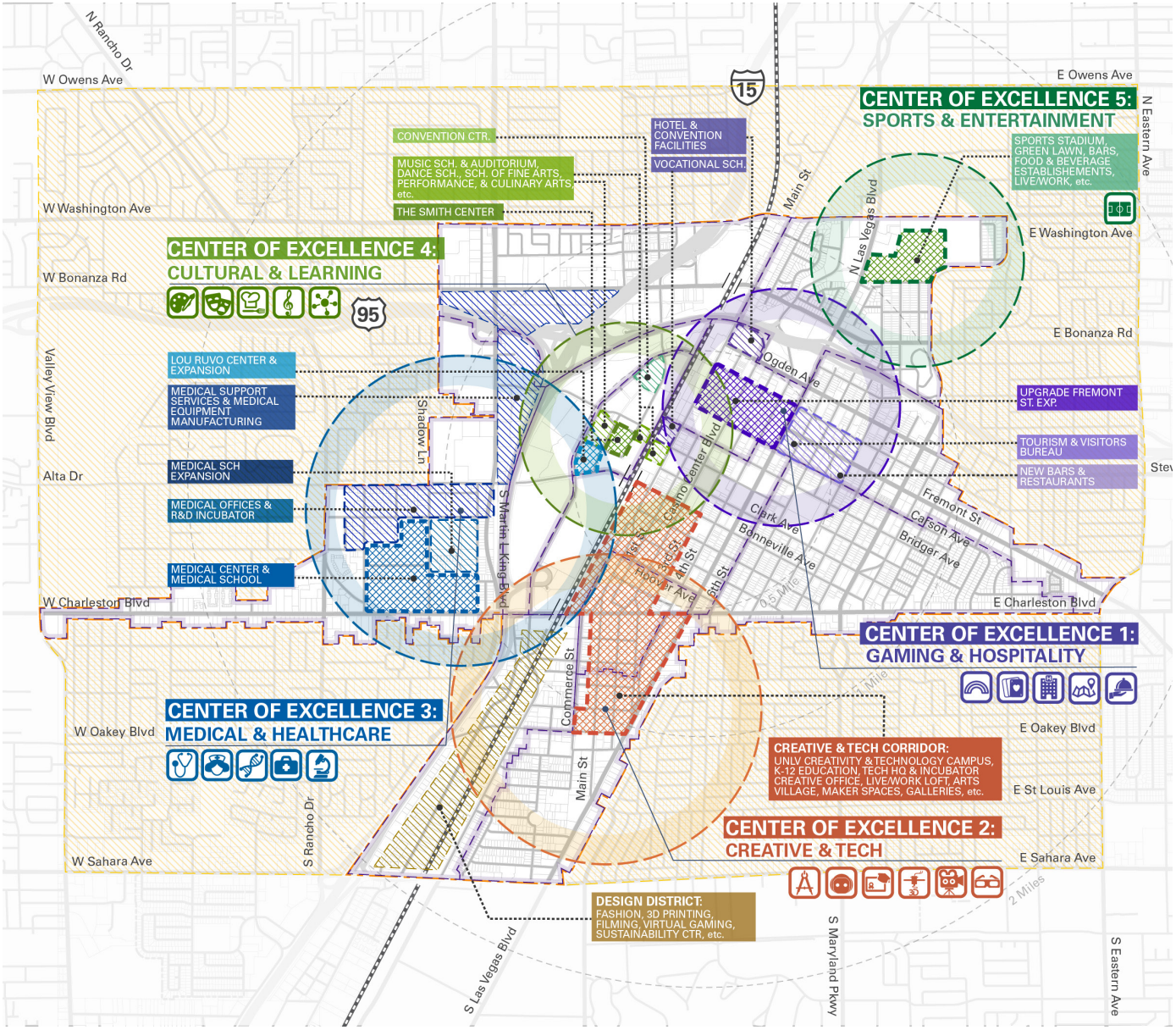


CULTURAL TOURISM

CLOCKWISE FROM TOP TO RIGHT:
KEY ECONOMIC DRIVERS INCLUDE GAMING AND HOSPITALITY, MEDICAL AND TRAINING, HIGH-TECH MANUFACTURING AND CREATIVE SERVICES, AND CULTURAL TOURISM

DIVERSIFY THE ECONOMY

Downtown has been serving as a **gaming and employment hub** in the region for a long time. It is, and will continue to be, a major driver of employment, economic activity, and excitement in Downtown. Creating **Centers of Excellence** around it and other potential economic drivers is a way of diversifying the economy to build multiple sectors in tandem. Ideas to strengthen the gaming industry could include providing better automobile access and parking management, a convention center with a business hotel, and coordinated event programming that complement the casinos. Other targeted industries include **medical training and technology, high tech manufacturing, creative services,** and **cultural tourism**. As a result of these centers there will be a growing need for education and vocational training that will further attract and concentrate human capital. New start-ups and local small entrepreneurs will be able to take advantage of incubator spaces. Tax incentives will be available to get new businesses off the ground.



LEGEND

GAMING & HOSPITALITY
- Fremont St. Exp.
- Redevelopment Site for Gaming & Hospitality
- Redevelopment Site for Non-gaming Entertainment
- Resort & Casino
- Business Hotel
- Fremont St. Exp. (The "Canopy")
- Tourism and Visitors Bureau
- Bars & Restaurants

Creative & Tech
- Creative & Tech Corridor
- Design District
- K-12 Education
- School of Creativity & Technology
- Robotics R&D
- 3D Printing Industry
- Filming Industry
- Virtural Gaming Industry

Medical & Healthcare
- Medical Center & Medical School
- Medical School Expansion
- Lou Ruvo Center & Expansion
- Medical Offices & R&D Incubator
- Medical Support Services & Equipment Manufacturing
- Medical School
- Medical Center
- Medical Office
- Medical R&D Incubator
- Medical Supply & Equipment

Cultural & Learning
- The Smith Center
- Redevelopment Site for Cultural Facilities & Institutions
- Redevelopment Site for Convention Center
- School of Fine Arts
- School of Performance
- Music School & Auditorium
- School of Culinary Arts
- Convention Center

Sports & Entertainment
- Cashman Hub
- Sports Stadium

District Boundaries

Plan Boundary

0 1/8 1/4 1/2 1mile

PROPOSED CENTERS OF EXCELLENCE CONCEPT

(* DRAWINGS ARE CONCEPTUAL AND NOT INTENDED TO BE INTERPRETED AS DEFINITIVE PROPOSALS.)

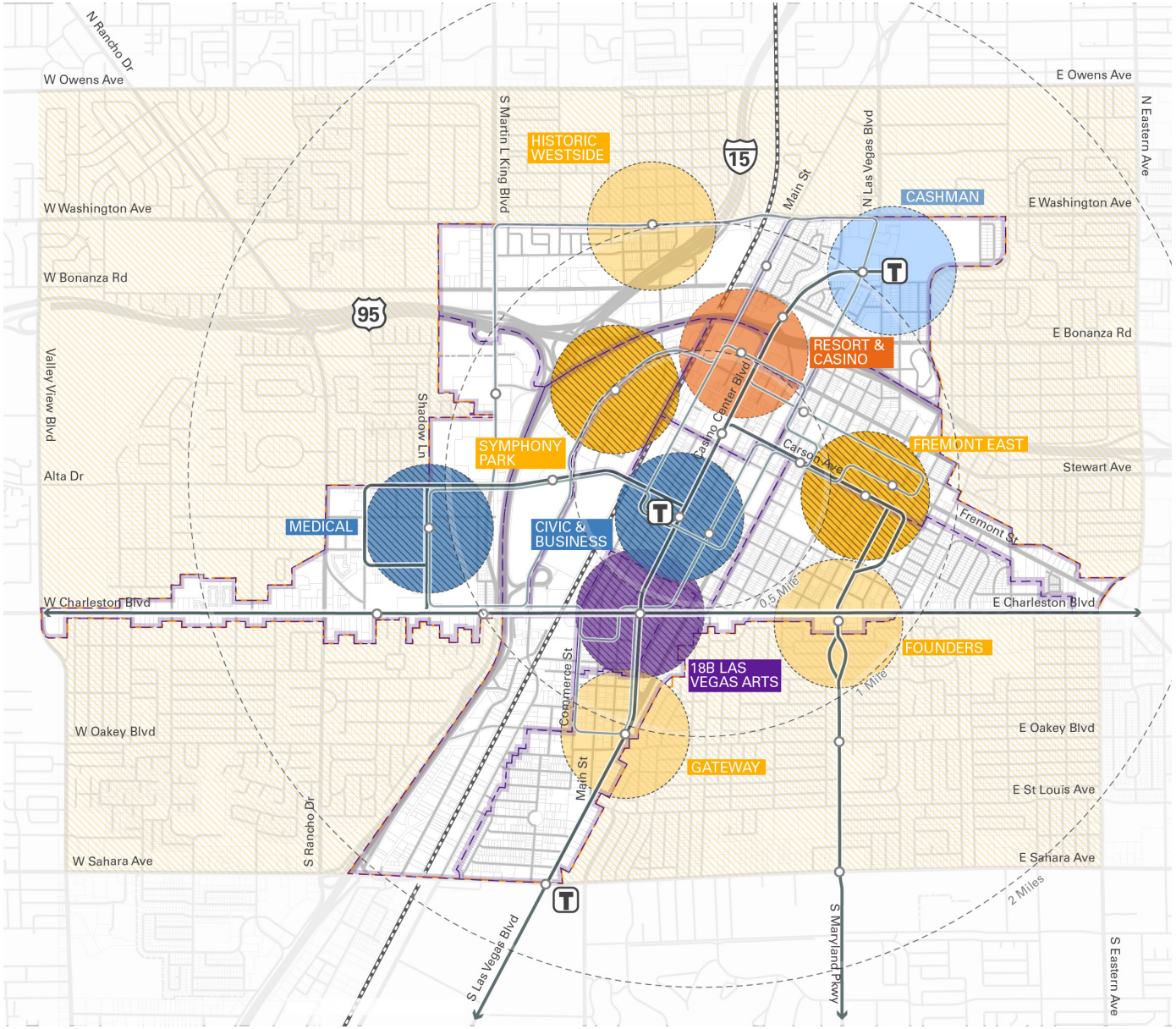
BIG IDEAS

2

CLOCKWISE FROM LEFT TO RIGHT: MIXED COMMUNITY W/ NEIGHBORHOOD-ORIENTED EVENTS, ANCHORED URBAN-FORMAT RETAILER, MIXED-USE HOUSING

CREATE MIXED USE HUBS

Because of the significant scale of the project area, the Plan recommends focusing development where it can have the most impact. The Plan identifies **ten mixed-use hubs** along **Light Rail (LRT) / Bus Rapid Transit (BRT) corridors**, aiming to promote a compact, mixed-use development pattern through infill and redevelopment on the vacant / declined properties around station areas. Phase 1 Catalytic developments will focus on housing and amenity based retail and community services, as well as improvements to the public realm, focused around the transit hubs.



LEGEND

Lifestyle Hubs
- Primary Lifestyle Hub
- Secondary Lifestyle Hub

Employment Hubs
- Primary Employment Hub
- Secondary Employment Hub

Cultural & Tourism Hubs
- Cultural Hub
- Tourism Hub

Transit Corridors
- Transit Connector (LRT/BRT)
- Downtown Circulator (Trolley Bus)

Transit Facilities
- Transit Center
- Major Transit Stop
- 5- and 10- Minute Walking Radii

District Boundaries

Plan Boundary

0 1/8 1/4 1/2 1 mile

PROPOSED TRANSIT HUBS CONCEPT

(* DRAWINGS ARE CONCEPTUAL AND NOT INTENDED TO BE INTERPRETED AS DEFINITIVE PROPOSALS.)

BIG IDEAS

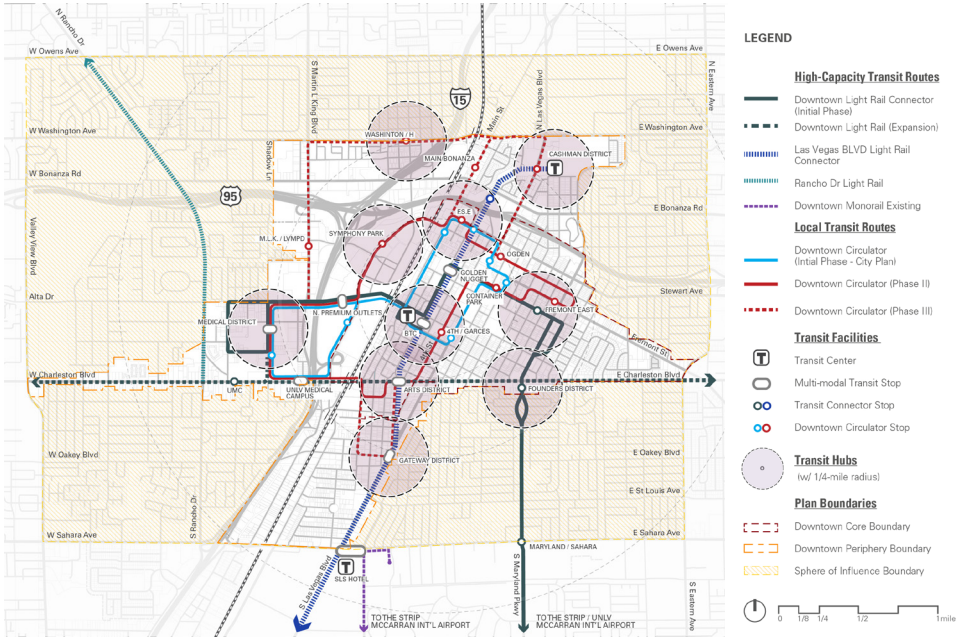
3

CLOCKWISE FROM TOP TO LEFT: URBAN FORMAT GROCERY, ANCHORED CINEMA, MIXED-USE / CORNER RESTAURANTS

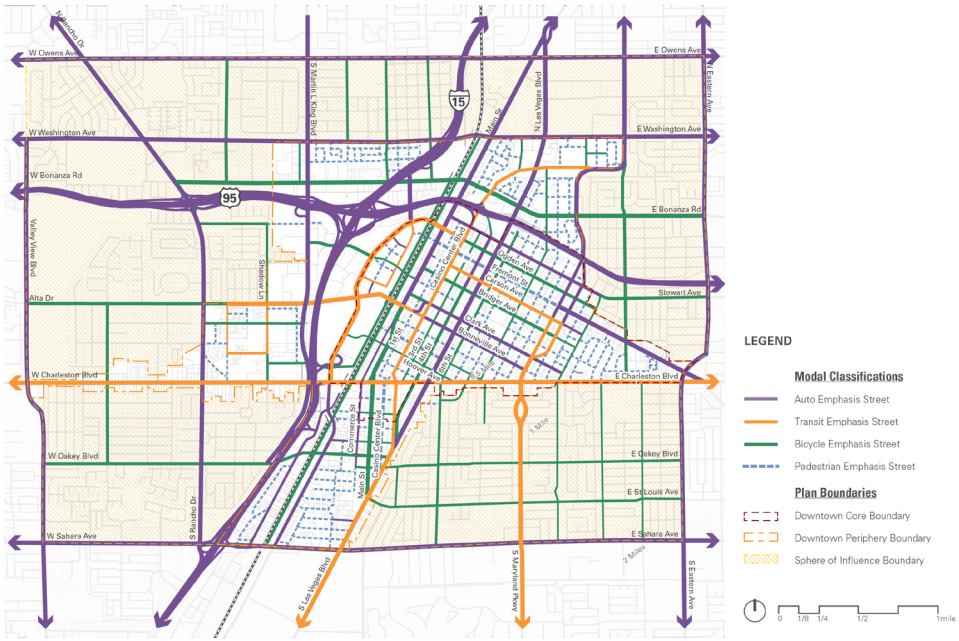
CREATE STREETS FOR PEOPLE

Primarily designed for throughput of cars, the current sparsely landscaped and overly-wide downtown street grid could be transformed into an appealing multimodal public environment that attracts investment and provides mobility choices. Through the integration of a **"layered" street network**, along with green infrastructure enhancements, the Plan prioritizes one or two modes on each street and provides for a cycling and pedestrian grid in addition to the auto and transit grids.

In addition to "hardware" improvements, the establishment of innovations that better manage existing infrastructure, such as coordinated **Information and Communications Technologies (ICT)** for traffic management, parking management, and wayfinding systems are "software" enhancements that will more effectively facilitate connectivity within the Downtown mobility network.



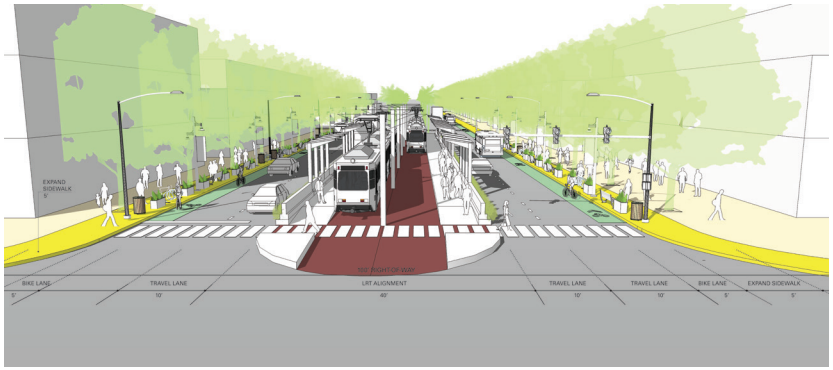
PROPOSED EXPANDED TRANSIT NETWORK CONCEPT



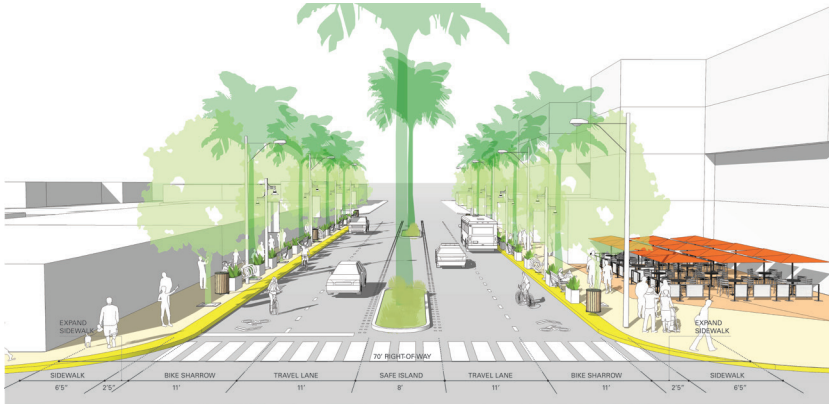
PROPOSED LAYERED STREET CONCEPT

(* DRAWINGS ARE CONCEPTUAL AND NOT INTENDED TO BE INTERPRETED AS DEFINITIVE PROPOSALS.)

BIKE EMPHASIS STREET STREETSCAPE IMPROVEMENT - MAIN STREET (AFTER)



TRANSIT EMPHASIS STREET STREETSCAPE IMPROVEMENT - CHARLESTON BOULEVARD (AFTER)



PEDESTRIAN EMPHASIS STREET STREETSCAPE IMPROVEMENT - FREMONT STREET (AFTER)

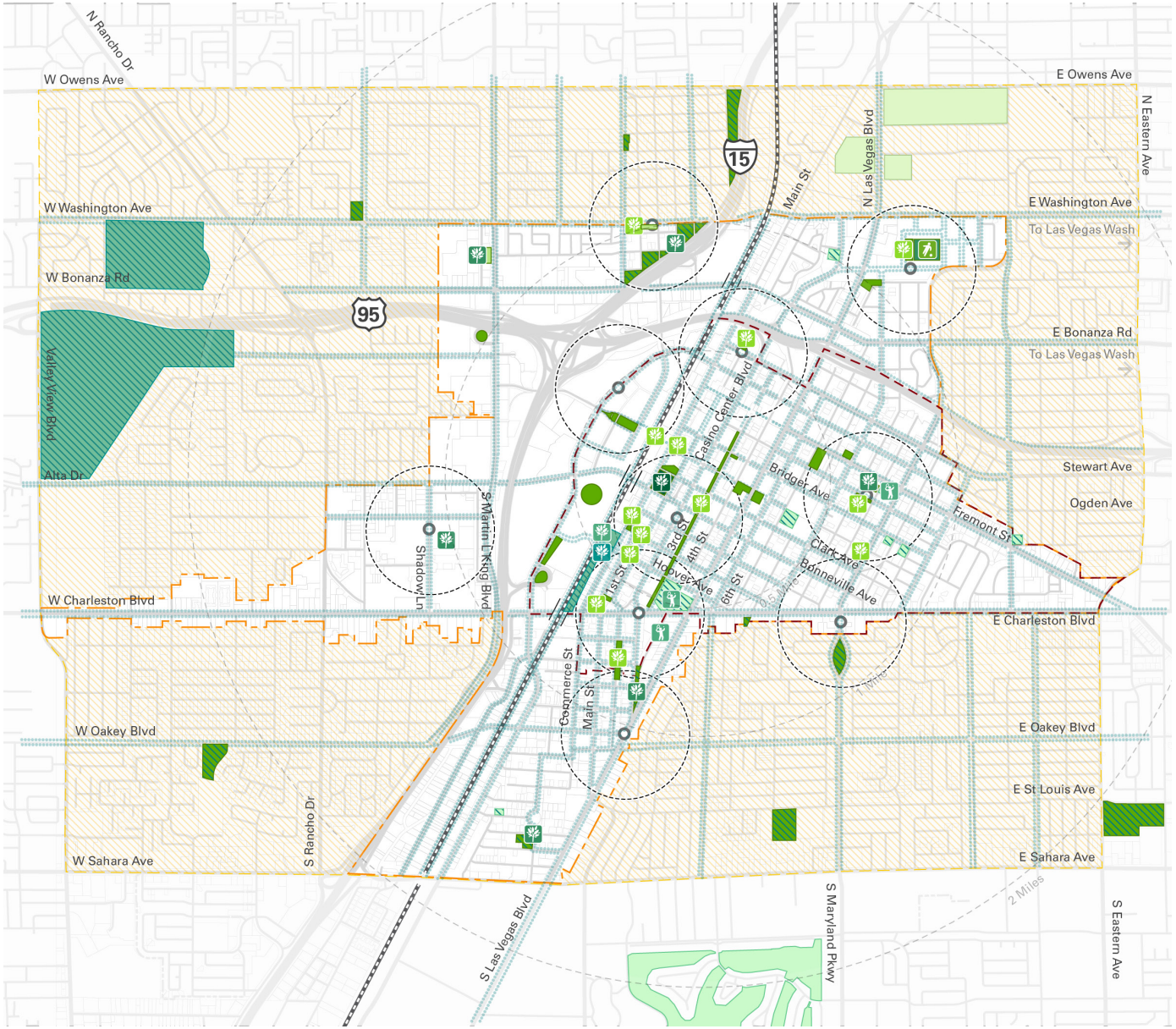
BIG IDEAS

4

CLOCKWISE FROM LEFT TO RIGHT: CENTRAL PARK, SCULPTURE PARK, RAILROAD BIKE / PEDESTRIAN TRAIL

A GREENER DOWNTOWN

It is a fallacy that desert cities cannot be green. Through the integration of drought-tolerant planting and xeriscaping, along with open spaces that take advantage of the "seams" of Downtown (such as Union Pacific Railroad right-of-ways, major thoroughfares, infrastructure corridors, alleys and pathways), the Plan sets out to create an urban desert oasis which could provide more shade and a pleasant walking environment. The green infrastructure network (including **24 acres of new parks and plazas, 30 lineal miles of new urban trails**) will increase the overall amount of open spaces in downtown from roughly 2% to more than 9% of the overall land area, and provide visitors, workers, and residents with an appealing, thermally comfortable outdoor environment.



LEGEND

Urban & Local Parks
- Urban Plaza / Mini Park
- Neighborhood Park
- Downtown (Central) Park

Community & Regional Parks
- Community Park
- Regional Park

Outdoor Recreation Facilities
- School Playfield
- Golf Course
- Stadium

Misc. Open Spaces
- Cemetery

Open Space Linkages

Transit Hubs

Plan Boundaries
- Downtown Core Boundary
- Downtown Periphery Boundary
- Sphere of Influence Boundary

0 1/8 1/4 1/2 1 mile

PROPOSED PARKS AND RECREATIONAL FACILITIES CONCEPT
(* DRAWINGS ARE CONCEPTUAL AND NOT INTENDED TO BE INTERPRETED AS DEFINITIVE PROPOSALS.)

BIG IDEAS

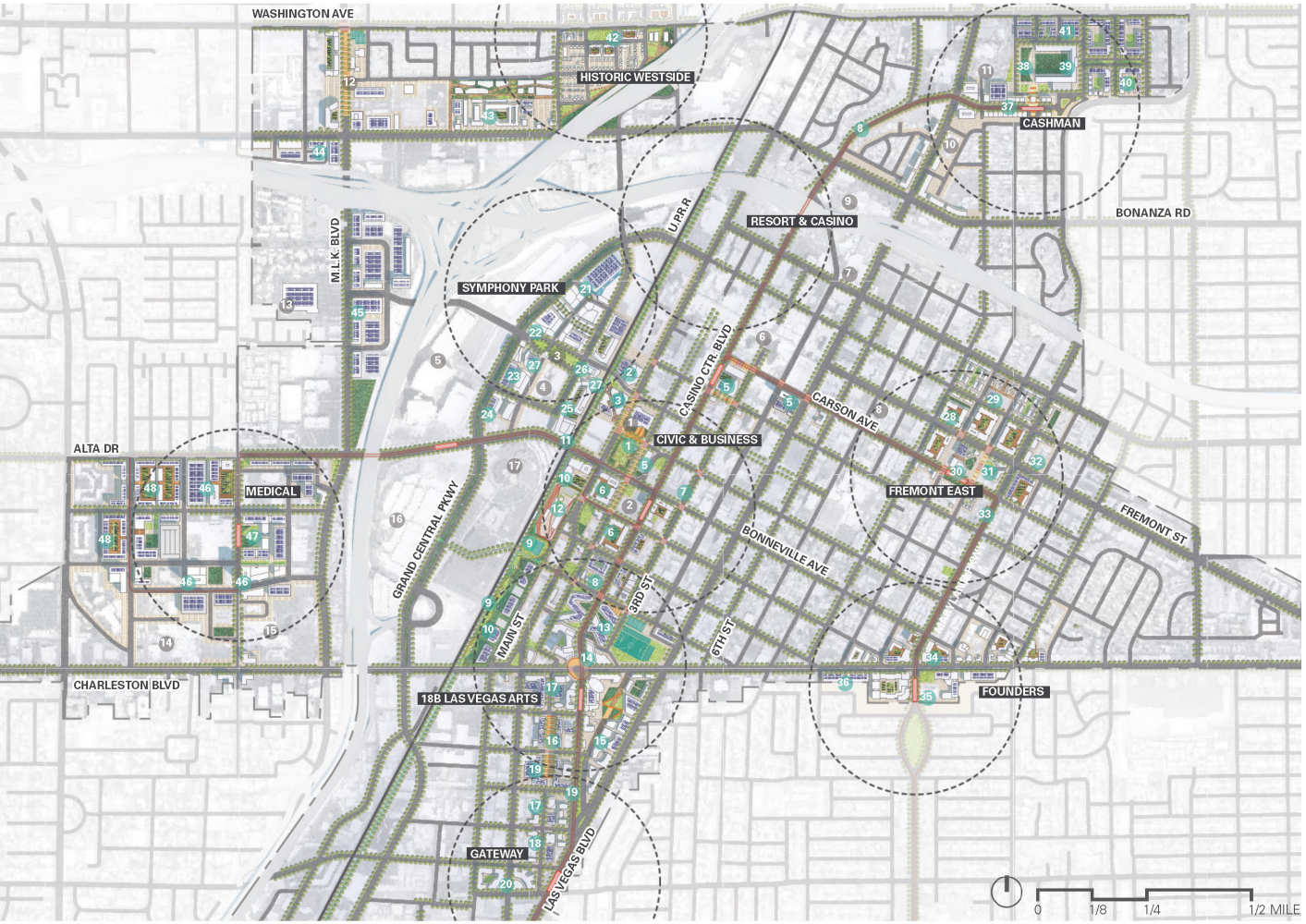
5

LEFT TO RIGHT: SOCCER STADIUM, MODERN ART MUSEUM

EXPEDITE IMPLEMENTATION

A visionary plan must be built upon solid implementation strategies. To attract new investments and expedite Downtown's development, six key implementation tools are critical to promote of the continued growth of Downtown's economy in the future.

These tools include: 1) **streamlined governance**, such as adopting form-based coding, offering zoning incentives, employing fast-track permitting/administrative review procedures, and establishing a downtown Planning Department with 3-4 employees; 2) **building catalytic projects** first, such as a the Modern Art Museum, Soccer Stadium, Convention Center/Business Hotel, and Higher-education Downtown campus. 3) providing **creative financial incentives**, including clustering local incentives around transit hubs, establishing an Economic Development Capital Fund (EDCF), aggressive grant application, etc.; (4) **infrastructure investment** that attracts state and national funding (5) promoting **public-private partnerships**, and (6) establish a **Business Improvement District (BID)** for the provision of much needed services such as street cleaning, marketing, coordinated event programming, as well as funding and services to support local developers.



CONCEPTUAL ILLUSTRATIVE PLAN WITH PROPOSED PROGRAMS

EXISTING RESOURCES

1. CITY HALL
2. BONNEVILLE TRANSIT CENTER
3. SYMPHONY PARK
4. THE SMITH CENTER & DISCOVERY CHILDREN'S MUSEUM
5. WORLD MARKET CENTER
6. FREMONT STREET EXPERIENCE
7. ZAPPOS
8. DOWNTOWN CONTAINER PARK
9. MUNICIPAL POOL & DULA GYM
10. NEON MUSEUM
11. OLD MORMON FORT / HISTORY NATURAL MUSEUM
12. BOYS & GIRLS CLUB OF AMERICA
13. COSTCO
14. UNIVERSITY MEDICAL CENTER
15. UNLV MEDICAL SCHOOL
16. LAS VEGAS NORTH PREMIUM OUTLETS
17. CLARK COUNTY GOVERNMENT CENTER

HISTORIC WESTSIDE DISTRICT

42. WESTSIDE VOCATIONAL SCHOOL (HISTORIC MOULIN ROUGE)
43. LIVE WORK LOFTS
44. FLEX OFFICES

MEDICAL DISTRICT

45. MEDICAL SUPPORT SERVICES / MEDICAL SUPPLY MANUFACTURING
46. MEDICAL OFFICES / R&D INCUBATOR
47. MIXED HOUSING PROJECTS
48. MEDICAL CAMPUS & NEIGHBORHOOD GREEN

PROPOSED PROGRAMS

CIVIC & BUSINESS DISTRICT

1. CENTRAL PARK
2. BUSINESS HOTEL
3. COURTHOUSE COMPLEX
4. TEMPORARY STREET CLOSURE FOR EVENTS
5. CLASS-A OFFICES
6. MIXED-USE PROJECTS
7. 3RD ST LINEAR PARK
8. LAS VEGAS BLVD LRT
9. COMMUNITY SPORTS PARK & SCULPTURE PARK
10. TECH OFFICES / R&D / INCUBATOR
11. RAILROAD BIKE / PEDESTRIAN TRAIL
12. LRT MAINTENANCE & OPERATIONS YARD

18B LAS VEGAS ARTS DISTRICT

13. K-12 SCHOOL CAMPUS
14. LOCAL ARTS COMPLEX
15. HIGHER-EDUCATION DOWNTOWN CAMPUS + STUDENT HOUSING
16. ARTIST LIVE/WORK LOFTS
17. "MAKER" SPACES
18. ART GALLERIES
19. OUTDOOR GATHERING SPACES
20. SENIOR HOUSING / VETERAN HOUSING

SYMPHONY PARK DISTRICT

21. CONVENTION CENTER & HOTEL
22. MIXED HOUSING PROJECTS
23. MUSIC SCHOOL & STUDENT HOUSING
24. MEDICAL OFFICE & LAB
25. RAILROAD WALKING LOFTS
26. MODERN ART MUSEUM
27. SHADED OUTDOOR DINING SPACES

FREMONT EAST DISTRICT

28. MIXED HOUSING PROJECTS
29. TEMPORARY HOUSING & CLINIC
30. COMMUNITY PARK & URBAN GROCERY
31. COMMUNITY CENTER & CONTINUING EDUCATION
32. SENIOR CENTER & SENIOR HOUSING

COMMUNITY BENEFITS

The Plan will provide tangible benefits to the Downtown community. These include significant economic and social impacts as well as environmental benefits. When fully implemented, the Plan will:

- Generate over **16,000 permanent jobs**, thousands of temporary jobs in construction, and services.
- Provide over **2,500 affordable housing units** close to the transit,
- Increase **downtown's population** by more than **200%**
- Significantly increase **learning and cultural facilities**, as well as **retail and service** amenities, including a downtown Grocery Store, daycare facilities, K-12 school, performing arts facility, community center,
- Achieve **balanced mode split**: 45% car / 25% transit / 20% pedestrian / 10% bike mobility usage,
- Increase **green spaces**, including a 200% increase in parks and plazas, a 700% increase in bike and pedestrian trails, and a 1600% increase in tree canopy.
- Generate at least 50% of its own **power** and recycle 75% of its own **waste**.

SOCIOECONOMIC BENEFITS

16,000
PERMANENT JOBS GENERATED
SOURCE: THE INSTITUTE OF TRANSPORTATION ENGINEERS (ITE) & THE URBAN LAND INSTITUTE (ULI)

2,500 UNITS OF
AFFORDABLE HOUSING CLOSE TO TRANSIT
ASSUME 40% OF HOUSING UNITS ALL WITHIN 5-MIN WALK OF TRANSIT

200% INCREASE OF
DOWNTOWN'S POPULATION

739,000 SF NEW OPENED
RETAIL & SERVICES

960,000 SF OF
EDUCATIONAL FACILITIES
FOR LEARNING & OCCUPATIONAL TRAINING

GREEN SPACES

200% INCREASE OF
NEW PARKS & PLAZAS

700% INCREASE OF
BIKE & PEDESTRIAN TRAILS

1600% INCREASE OF
TREE CANOPY

COMMUTE MODE SPLIT FOR DOWNTOWN RESIDENTS

2045 TARGET

10% **20%** **45%** **25%**

SOURCE: FEHR & PEERS

COMMUNITY RESILIENCY

50% OF
DOWNTOWN ENERGY PROVIDED BY
GREEN POWER

75 % WASTE
DIVERTED FROM LAND FILLS

SOURCE: THE INTEGRAL GROUP

WHY?

Las Vegas is a unique place; a distinctly western city. Downtown has had some major successes; the expansion of transit and bike infrastructure throughout downtown, the evolution of the arts district, Symphony Park's development, the relocation of creative industries to downtown, its sustainability program and unique events - all signs of a real urban renaissance well on its way. These successes underscore the importance of this planning effort as an investment in the future in the following ways:

- The Plan builds upon the **unique history** of Downtown. From the funky restaurants to the unique neighborhoods, to the tolerance of the community at large, this plan will help to preserve what is great about downtown while adding key elements that promote a better, more inclusive, and more interesting quality of life.
- The Plan is **proactive**, the result of an intentional planning process that imagines specific successful outcomes of benefit to the greatest number of stakeholders in Downtown.
- The Plan sets smart goals that were established by a **diverse and numerous** set of concerned and passionate citizens.
- The plan will attract **investment**, because it offers a predictable outcome for development and financial interests. It targets where investment will go and eliminates uncertainty.
- The Plan improves **affordability and quality of life**. The expansion of housing offerings and amenities, education, retail and green spaces will improve the experience of downtown for all who come to visit or live.
- The Plan offers clarity to Developers who love **predictable outcomes** with expedited approvals for projects that fit into the vision.
- The Plan will make Downtown **more resilient**; focusing on infrastructure investment that will get people out of their cars, make the streets investable places, and promote high quality buildings that provide much of their own power save water and minimize waste.

Great downtowns don't happen by chance. A community process that promotes a vision, a plan, and built elements that support growth over time, with smart goals that gauge success are all ingredients to make it happen. This Plan represents the first step in a successful path forward for Downtown Las Vegas.

TABLE OF CONTENTS

EXECUTIVE SUMMARY 7

1. PLAN OVERVIEW 35
- PLAN DESCRIPTION 36
- PLANNING PROCESS 38
- PUBLIC ENGAGEMENT 40
- DOWNTOWN IN THE REGION 43
- EXPANDED PLANNING AREA 44
- DOCUMENT STRUCTURE 46

2. DOWNTOWN VISION AND GOALS 49
- VISION 50
- DOWNTOWN LAS VEGAS 51
- GOALS 52

3. PREFERRED DEVELOPMENT SCENARIO 59
- PREFERRED SCENARIO 60
- REGIONAL DESIGN: LEARNING FROM LAS VEGAS 72
- INVESTMENT SUMMARY 74
- COMMUNITY BENEFITS SUMMARY 76

4. LAND USE AND COMMUNITY DEVELOPMENT 79
- LAND USE & HOUSING 80
- COMMUNITY RESOURCES AND SERVICES 86
- COMMUNITY CHARACTER AND DISTRICT IDENTITY 92

5. MOBILITY AND INFRASTRUCTURE 109
- MOBILITY 110
- SUSTAINABILITY 122
- ENVIRONMENT AND OPEN SPACE 126

6. ECONOMIC DEVELOPMENT AND STRATEGIC PLANNING 139
- ECONOMIC DEVELOPMENT 140
- TOURISM, ARTS AND CULTURE 146
- STRATEGIC PLANNING 150

7. CORE DISTRICTS 155
- CIVIC AND BUSINESS 156
- 18B LAS VEGAS ARTS 166
- SYMPHONY PARK 176
- FREMONT EAST 186
- FOUNDERS 196
- RESORT AND CASINO 206

8. PERIPHERAL DISTRICTS 209
- CASHMAN 210
- MEDICAL 220
- GATEWAY 222
- DESIGN 224
- MARKET 226
- HISTORIC WESTSIDE 228

9. SPHERE OF INFLUENCE 231
- GATEWAYS, CORRIDORS AND NEIGHBORHOODS 233
- TYPES OF CORRIDORS 235
- PALETTE OF INTERVENTIONS 237
- STREETS SPECIFIC RECOMMENDATIONS 238

10. LAND USE AND COMMUNITY DEVELOPMENT IMPLEMENTATION 259
- STRATEGY OVERVIEW 260
- STRATEGIC PRIORITIES 262
- PROGRAMS AND INCENTIVES 266

11. MOBILITY AND INFRASTRUCTURE IMPLEMENTATION 275
- STRATEGY OVERVIEW 276
- STRATEGIC PRIORITIES 278
- PROJECTS, PROGRAMS AND INCENTIVES 282

12. ECONOMIC DEVELOPMENT AND STRATEGIC PLANNING IMPLEMENTATION 294
- STRATEGY OVERVIEW 296
- STRATEGIC PRIORITIES 298
- PROGRAMS AND INCENTIVES 302

A1. PLANNING CONTEXT 311
- REGION 312
- PLACE 316
- PEOPLE 322
- MARKET 324
- PLANNING REALITIES 328
- RELATED PLANS 332

A2. COMMUNITY ENGAGEMENT 341
- ENGAGEMENT PROCESS 342
- CORE VALUES AND MAJOR THEMES 346
- CORE VALUES 350
- ALTERNATIVE SCENARIOS 352

LIST OF FIGURES + TABLES

1. PLAN OVERVIEW 35

FIG 1.1: DOWNTOWN IN THE REGION 42

FIG 1.2: EXPANDED PLANNING AREA 45

2. DOWNTOWN VISION AND GOALS 49

FIG 2.1: VISION STATEMENT 51

3. PREFERRED DEVELOPMENT SCENARIO 59

FIG 3.1: ILLUSTRATIVE DOWNTOWN DEVELOPMENT SCENARIO* 60

FIG 3.2: CONCEPTUAL ILLUSTRATIVE PLAN 63

TABLE 3.1: YIELD SUMMARY BY LAND USE TYPE 65

FIG 3.3: DOWNTOWN FEATURED DISTRICTS 66

FIG 3.4: STREET IMPROVEMENT RENDERING 69

FIG 3.5: DOWNTOWN GREEN INFRASTRUCTURE RENDERING 71

TABLE 3.2: KEY INVESTMENTS MATRIX 75

CHART 3.1: PUBLIC REALM IMPROVEMENT MATRIX 77

4. LAND USE AND COMMUNITY DEVELOPMENT 79

CHART 4.1: LAND USE AND HOUSING POLICY 81

FIG 4.1: PROPOSED GENERALIZED LAND USE CONCEPT 83

FIG 4.2: PROPOSED TRANSIT HUB CONCEPT 85

CHART 4.2: COMMUNITY RESOURCES AND SERVICES POLICY 87

FIG 4.3: PROPOSED COMMUNITY AMENITIES CONCEPT 88

FIG 4.4: FREMONT EAST TRANSIT HUB W/ 5-MIN WALKING RADII: 90

FIG 4.5: PROPOSED COMMUNITY SERVICE CONCEPT 91

CHART 4.3: COMMUNITY CHARACTER AND DISTRICT IDENTITY POLICY 93

FIG 4.6: PROPOSED DOWNTOWN DISTRICTS 94

FIG 4.7: PROPOSED WAYFINDING AND PUBLIC ART CONCEPT 101

5. MOBILITY AND INFRASTRUCTURE 109

CHART 5.1: MOBILITY POLICY 111
FIG 5.1: PROPOSED LAYERED STREET NETWORK 113
FIG 5.2: CHARLESTON BOULEVARD EXISTING STREETSCAPE 114
FIG 5.3: CHARLESTON BOULEVARD STREETSCAPE IMPROVEMENT 115
FIG 5.4: MARYLAND PARKWAY EXISTING STREETSCAPE 116
FIG 5.5: MARYLAND PARKWAY STREETSCAPE IMPROVEMENT 117
FIG 5.6: MAIN STREET EXISTING STREETSCAPE 118
FIG 5.7: MAIN STREET STREETSCAPE IMPROVEMENT 119
FIG 5.8: FREMONT STREET EXISTING STREETSCAPE 120
FIG 5.9: FREMONT STREET STREETSCAPE IMPROVEMENT 121
FIG 5.10: PROPOSED EXPANDED TRANSIT NETWORK 123
FIG 5.11: PROPOSED ACTIVE TRANSPORTATION CONCEPT - BICYCLE NETWORK 124
FIG 5.12: EXISTING BICYCLE ROUTES & FACILITIES 125
FIG 5.13: EXISTING URBAN TRAIL ROUTES 126
FIG 5.14: PROPOSED ACTIVE TRANSPORTATION CONCEPT - PEDESTRIAN NETWORK 127
CHART 5.2: SUSTAINABILITY POLICY 129
FIG 5.15: PROPOSED DISTRICT-SCALE SUSTAINABILITY CONCEPT 131
CHART 5.3: ENVIRONMENT AND OPEN SPACE POLICY 133
FIG 5.16: PROPOSED PARKS AND OUTDOOR RECREATION FACILITIES 134
FIG 5.17: PROPOSED OPEN SPACE LINKAGE 137

6. ECONOMIC DEVELOPMENT AND STRATEGIC PLANNING 139

CHART 6.1: ECONOMIC DEVELOPMENT POLICY 141
FIG 6.1: PROPOSED CENTERS OF EXCELLENCE CONCEPT 143
FIG 6.2: PROPOSED CATALYTIC PROJECTS CONCEPT 145
CHART 6.2: TOURISM, ARTS AND CULTURE POLICY 147
FIG 6.3: PROPOSED TOURISM, ARTS AND CULTURE CONCEPT 148
FIG 6.4: PROPOSED DOWNTOWN MANAGEMENT ORGANIZATION 152
CHART 6.3: STRATEGIC PLANNING POLICY 151

7. CORE DISTRICTS 155

FIG 7.1: CIVIC AND BUSINESS DISTRICT CONCEPTUAL PROPOSAL 157
FIG 7.2: CIVIC AND BUSINESS DISTRICT DISTRICTING CONCEPT & PROPOSED PROGRAMS 158
FIG 7.3: CIVIC AND BUSINESS DISTRICT DEVELOPMENT STRATEGY 160
FIG 7.4: CIVIC AND BUSINESS DISTRICT LAND USE CONCEPT 162

FIG 7.5: CIVIC AND BUSINESS DISTRICT EXPANDED BIKE NETWORK CONCEPT 163
FIG 7.6: CIVIC AND BUSINESS DISTRICT DEVELOPMENT YIELDS BY PARCEL 164
TABLE 7.1: CIVIC AND BUSINESS DISTRICT CONCEPTUAL YIELDS BY PARCEL 165
FIG 7.7: 18B LAS VEGAS ARTS DISTRICT CONCEPTUAL PROPOSAL 167
FIG 7.8: 18B LAS VEGAS ARTS DISTRICT DISTRICTING CONCEPT & PROPOSED PROGRAMS 168
FIG 7.9: 18B LAS VEGAS ARTS DISTRICT DEVELOPMENT STRATEGY 170
FIG 7.10: 18B LAS VEGAS ARTS DISTRICT LAND USE CONCEPT 172
FIG 7.11: 18B LAS VEGAS ARTS DISTRICT EXPANDED BIKE NETWORK CONCEPT 173
FIG 7.12: 18B LAS VEGAS ARTS DISTRICT DEVELOPMENT YIELDS BY PARCEL 174
TABLE 7.2: 18B LAS VEGAS ARTS DISTRICT CONCEPTUAL YIELDS BY PARCEL 175
FIG 7.13: SYMPHONY PARK CONCEPTUAL PROPOSAL 177
FIG 7.14: SYMPHONY PARK DISTRICTING CONCEPT & PROPOSED PROGRAMS 178
FIG 7.15: SYMPHONY PARK DEVELOPMENT STRATEGY 180
FIG 7.16: SYMPHONY PARK DISTRICT LAND USE CONCEPT 182
FIG 7.17: SYMPHONY PARK DISTRICT EXPANDED BIKE NETWORK CONCEPT 183
FIG 7.18: SYMPHONY PARK DISTRICT DEVELOPMENT YIELDS BY PARCEL 184
TABLE 7.3: SYMPHONY PARK DISTRICT CONCEPTUAL YIELDS BY PARCEL 185
FIG 7.19: FREMONT EAST DISTRICT CONCEPTUAL PROPOSAL 187
FIG 7.20: FREMONT EAST DISTRICT DISTRICTING CONCEPT & PROPOSED PROGRAMS 188
FIG 7.21: FREMONT EAST DISTRICT DEVELOPMENT STRATEGY 190
FIG 7.22: FREMONT EAST DISTRICT LAND USE CONCEPT 192
FIG 7.23: FREMONT EAST DISTRICT EXPANDED BIKE NETWORK CONCEPT 193
FIG 7.24: FREMONT EAST DISTRICT DEVELOPMENT YIELDS BY PARCEL 194
TABLE 7.4: FREMONT EAST DISTRICT CONCEPTUAL YIELDS BY PARCEL 195
FIG 7.25: FOUNDERS DISTRICT CONCEPTUAL PROPOSAL 197
FIG 7.26: FOUNDERS DISTRICT DISTRICTING CONCEPT & PROPOSED PROGRAMS 198
FIG 7.27: FOUNDERS DISTRICT DEVELOPMENT STRATEGY 200
FIG 7.28: FOUNDERS DISTRICT LAND USE CONCEPT 202
FIG 7.29: FOUNDERS DISTRICT EXPANDED BIKE NETWORK CONCEPT 203
FIG 7.30: FOUNDERS DISTRICT DEVELOPMENT YIELDS BY PARCEL 204
TABLE 7.5: FOUNDERS DISTRICT CONCEPTUAL YIELDS BY PARCEL 205
FIG 7.31: RESORT AND CASINO DISTRICT DEVELOPMENT STRATEGY 207

8. PERIPHERAL DISTRICTS 209

FIG 8.1: CASHMAN DISTRICT CONCEPTUAL PROPOSAL 211
FIG 8.2: CASHMAN DISTRICT DISTRICTING CONCEPT & PROPOSED PROGRAMS 212
FIG 8.3: CASHMAN DISTRICT DEVELOPMENT STRATEGY 214
FIG 8.4: CASHMAN DISTRICT LAND USE CONCEPT 216
FIG 8.5: CASHMAN DISTRICT EXPANDED BIKE NETWORK CONCEPT 217
FIG 8.6: CASHMAN DISTRICT DEVELOPMENT YIELDS BY PARCEL 218
TABLE 8.1: CASHMAN DISTRICT CONCEPTUAL YIELDS BY PARCEL 219
FIG 8.7: MEDICAL DISTRICT DEVELOPMENT STRATEGY 221
FIG 8.8: GATEWAY DISTRICT DEVELOPMENT STRATEGY 223
FIG 8.9: DESIGN DISTRICT DEVELOPMENT STRATEGY 225
FIG 8.10: MARKET DISTRICT DEVELOPMENT STRATEGY 227
FIG 8.11: HISTORIC WESTSIDE DEVELOPMENT STRATEGY 229

9. SPHERE OF INFLUENCE 231

FIG 9.1: GATEWAYS, CORRIDORS AND NEIGHBORHOODS 233
FIG 9.2: TYPES OF CORRIDORS 235
FIG 9.3: S LAS VEGAS BOULEVARD IMPROVEMENT RECOMMENDATIONS 238
FIG 9.4: N LAS VEGAS BOULEVARD IMPROVEMENT RECOMMENDATIONS 240
FIG 9.5: FREMONT STREET IMPROVEMENT RECOMMENDATIONS 242
FIG 9.6: N MARYLAND PARKWAY IMPROVEMENT RECOMMENDATIONS 244
FIG 9.7: S MARYLAND PARKWAY IMPROVEMENT RECOMMENDATIONS 246
FIG 9.8: W CHARLESTON BOULEVARD IMPROVEMENT RECOMMENDATIONS 248
FIG 9.9: E CHARLESTON BOULEVARD IMPROVEMENT RECOMMENDATIONS 250
FIG 9.10: MARTIN LUTHER KING BOULEVARD IMPROVEMENT RECOMMENDATIONS 252
FIG 9.11: ALTA DRIVE IMPROVEMENT RECOMMENDATIONS 254
FIG 9.12: E WASHINGTON AVENUE IMPROVEMENT RECOMMENDATIONS 256

10. LAND USE & COMMUNITY DEVELOPMENT IMPLEMENTATION 259

CHART 10.1: KEY IMPLEMENTATION ACTIONS FOR LAND USE & COMM. DEVELOPMENT 261

11. MOBILITY & INFRASTRUCTURE IMPLEMENTATION 275

CHART 11.1: KEY IMPLEMENTATION ACTIONS FOR MOBILITY & INFRASTRUCTURE 277

12. ECON. DEVELOPMENT & STRATEGIC PLANNING IMPLEMENTATION 295

CHART 12.1: KEY IMPLEMENTATION ACTIONS FOR ECON. DEVELOPMENT 297

GOLDEN NUGGET
GOLDEN NUGGET

PLAN OVERVIEW

The result of an intensive 18-month progress, the Vision 2045 Downtown Las Vegas Masterplan is one of the most inclusive and comprehensive plans undertaken in the City's history.

PLAN DESCRIPTION

PLANNING PROCESS

PUBLIC ENGAGEMENT

DOWNTOWN IN THE REGION

EXPANDED PLANNING AREA

PLAN DESCRIPTION

The Vision 2045 Downtown Las Vegas Masterplan is the result of an intensive 18-month planning effort, initiated in response to a Downtown revival that is gradually gaining momentum, as well as the need to reconsider and update the current Downtown Centennial Plan (DCP), and the desire to establish a compelling vision and an effective implementation strategy that will guide the urban core's growth and redevelopment for the next 30 years.

PLANNING FOR DOWNTOWN'S REVIVAL

The primary catalyst for this effort has been a nascent, yet promising Downtown recovery that follows on the heels of the Great Recession. Recently, the area has benefited from substantial private investment, various public infrastructure improvements, and key public-private partnerships. In fact, 2012 is often referred to as the "The Year of Downtown" as a number of important projects made their debut, including The Smith Center, the Mob Museum, and a new City Hall complex. **The challenge and opportunity are to extend and broaden the resurgence in Downtown activity and economic vitality to the benefit of the entire community.**

FREMONT STREET, 1955

PAST: DOWNTOWN CENTENNIAL PLAN

Initially adopted in July 2000, in anticipation of the City's Centennial celebration of spring 2005, the Downtown Centennial Plan (DCP) was intended to establish fundamental planning concepts and urban design standards for redevelopment of the Downtown core. Since its adoption, the DCP has been amended numerous times without a comprehensive update, while City staff and interested developers have regularly identified shortcomings. Consequently, **the Downtown Centennial Plan no longer meets the needs of Downtown based on present and anticipated changes in conditions.**

FUTURE: VISION 2045 DOWNTOWN LAS VEGAS MASTERPLAN

The purpose of this Masterplan is to encourage the Downtown real estate recovery, define new opportunities, leverage recent and attract new private investment, and strategically plan for the outlay of scarce city resources. It is intended to provide a clear description of what the citizenry want for their Downtown, while establishing a framework for public and private decision making, including public allocation of funds and ordinance updates that will provide needed improvements, stimulate investment, and support desired development. In summary, **the Vision 2045 Downtown Las Vegas Masterplan provides an overall vision, policy direction, and implementation strategy that support the ongoing recovery and revitalization of Downtown.**

PLANNING PROCESS

Rooted in a fundamental understanding of community needs, values, aspirations and opportunities, the Masterplan communicates a shared vision of success for Downtown Las Vegas, and lays out a road-map for achieving that success. Hallmarks of the process of preparing the Masterplan were collaboration, contextual research, exploration of alternative concepts and ideas, comprehensiveness, and a focus on successful implementation.

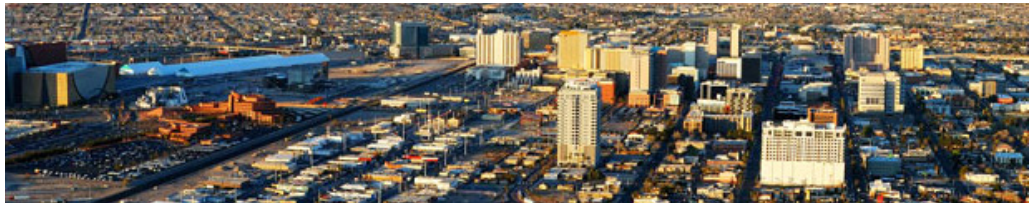
SIX PLANNING STAGES

The planning process proceeded according to six well-defined stages that regularly afforded opportunity for input and refinement: 1) Inventory and Analysis; 2) Vision Plan; 3) Alternative Masterplan Concepts; 4) Preferred Masterplan Scenario; 5) Draft Implementation Strategy; and 6) Final Masterplan Documentation. Each stage culminated in heightened community outreach and engagement, and a summary report made available for public review and comment, with the last stage delivering the Masterplan for City Council review, hearing, and adoption. This six stage process was, and is intended to be used for planning purposes only. This process does not, in any manner, reflect an intent by the City to approve any particular project(s), acquire private property, nor declare any intent by the City to engage in the acquisition of private property.

THREE WORK STREAMS

The planning process involved three parallel, yet interdependent work streams. This structure entailed a multi-disciplinary planning team, comprised of expert consultants and knowledgeable City staff to ensure coverage of the multitude of issues and the range of opportunities facing Downtown.

- **Land Use & Community Development:** This work stream relied on community participation in shaping the overall vision for Downtown growth and redevelopment, and in determining the desired quality of urban development, including proposals that reinforce community identity and enhance place making; strengthen the urban housing market and stabilize in-town neighborhoods; and deliver improved services and amenities.
- **Mobility & Sustainability:** This work stream prioritized sustainability and community resiliency in identifying recommended upgrades to Downtown's physical infrastructure, with particular concern for expanding mobility options and improving linkages; conserving natural resources while seeking resource independence; and enhancing the open space network.
- **Economic Development & Strategic Planning:** This work stream focused on diversifying and strengthening the economy by targeting new drivers of economic growth to bend the economic trend line in Downtown's favor; promoting leadership in tourism, culture and the arts; and matching the vision of a more prosperous future with sound implementation strategies.



PUBLIC ENGAGEMENT

Stakeholder interviews, public outreach workshops, and online polls determine the best course of action for the team's work.

"BY THE NUMBERS"

10 CITY COUNCIL MEMBER & EXECUTIVE STEERING COMMITTEE MEETINGS

20,000 WEBSITE VISITS

2,400 COMMUNITY OUTREACH PARTICIPANTS

900 SHARES VIA SOCIAL MEDIA (EMAIL, FACEBOOK, LINKEDIN, & TWITTER)

100+ STAKEHOLDER INTERVIEWS

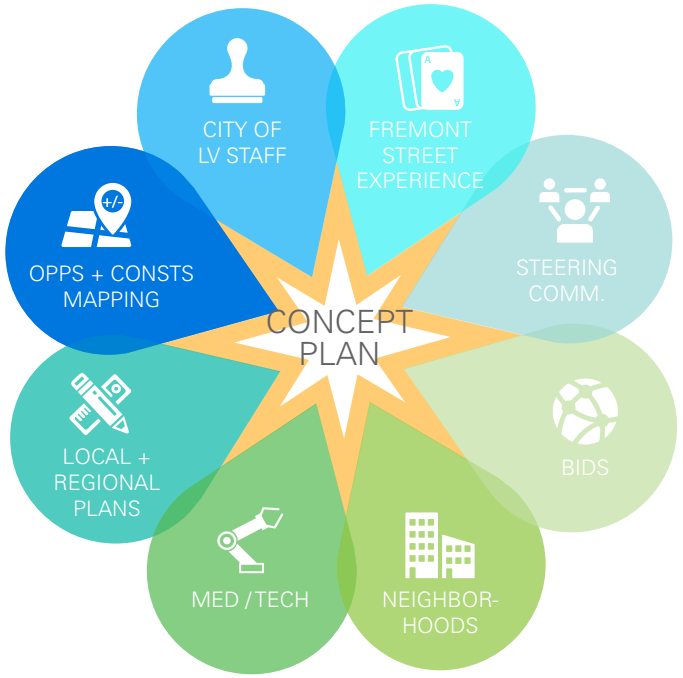
63% PREFERRED ALTERNATIVE 3*

1 CULTURAL CAPITAL

2 LIFESTYLE HUBS

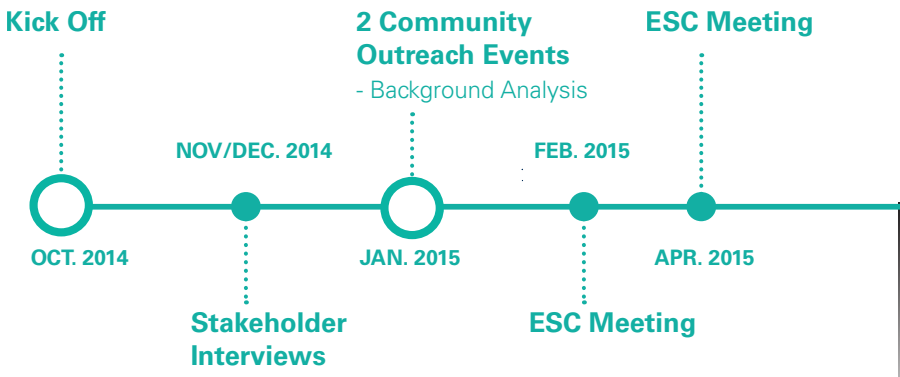
3 CENTERS OF EXCELLENCE

(*REFER TO APPENDIX 2.3 - ALTERNATIVE SCENARIOS)

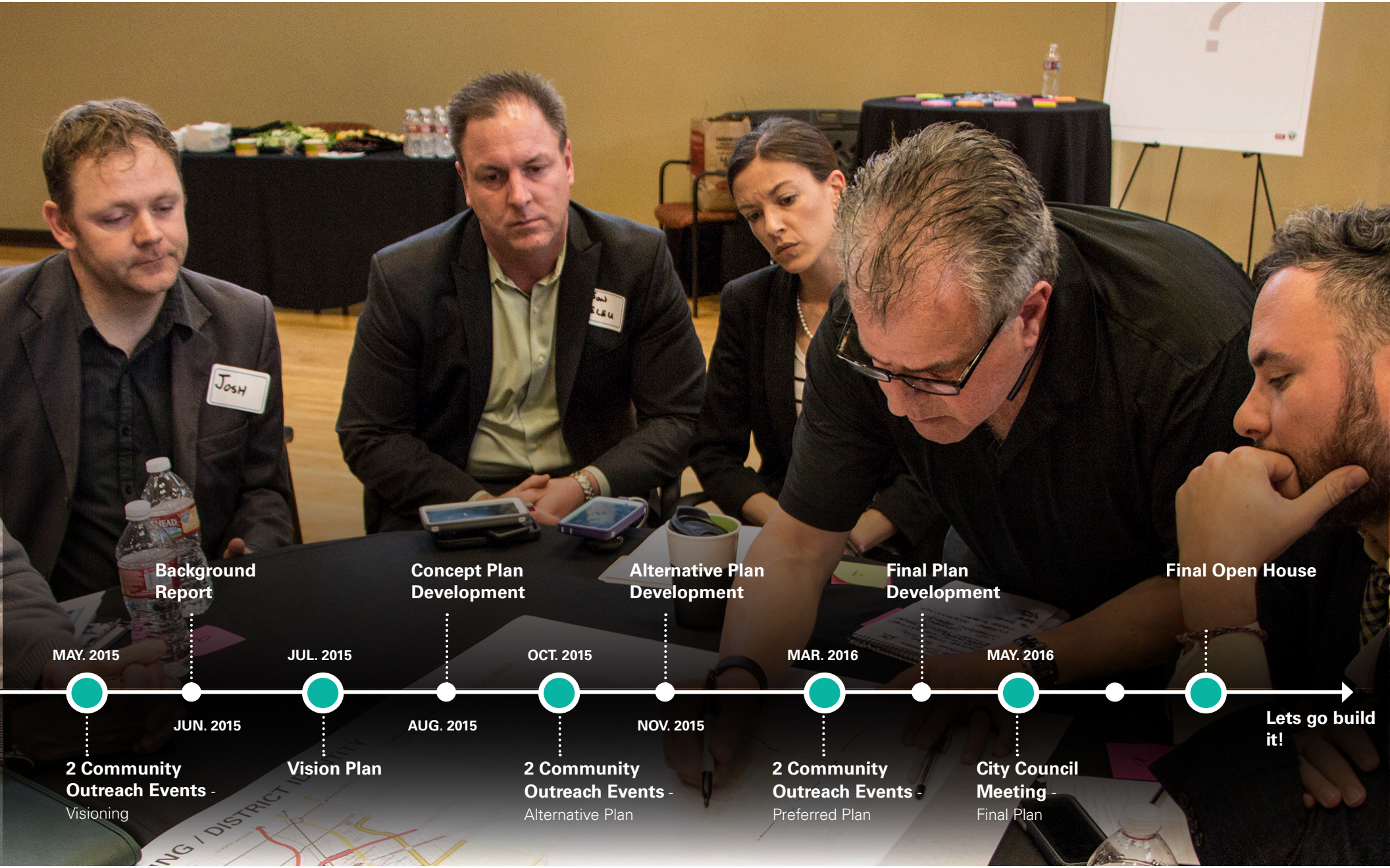


VISION PLAN CONCEPT

(*FOR ILLUSTRATIVE PURPOSES ONLY.)



PLANNING PROCESS TIMELINE



DTLV MASTERPLAN COMMUNITY WORKSHOP #1

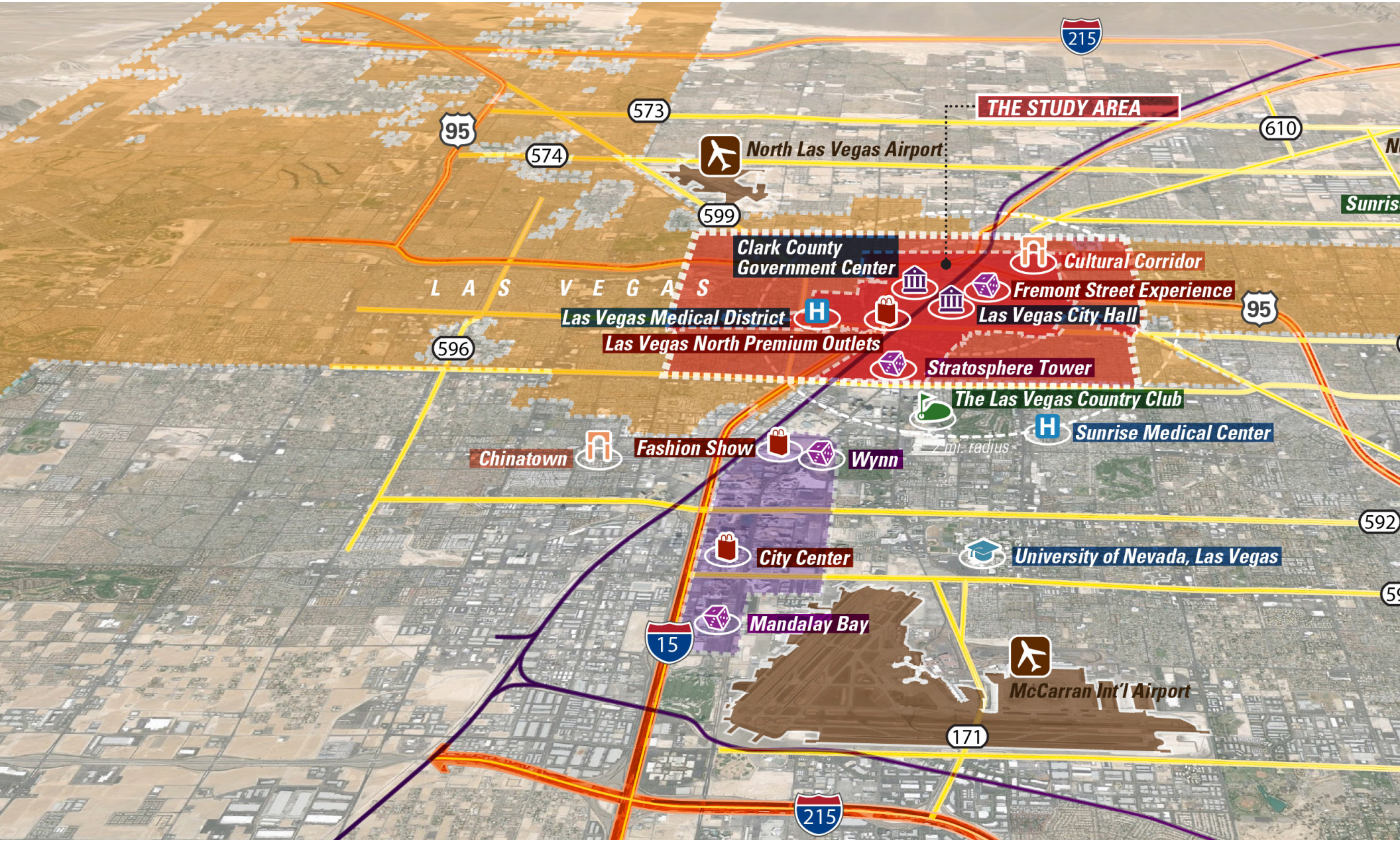
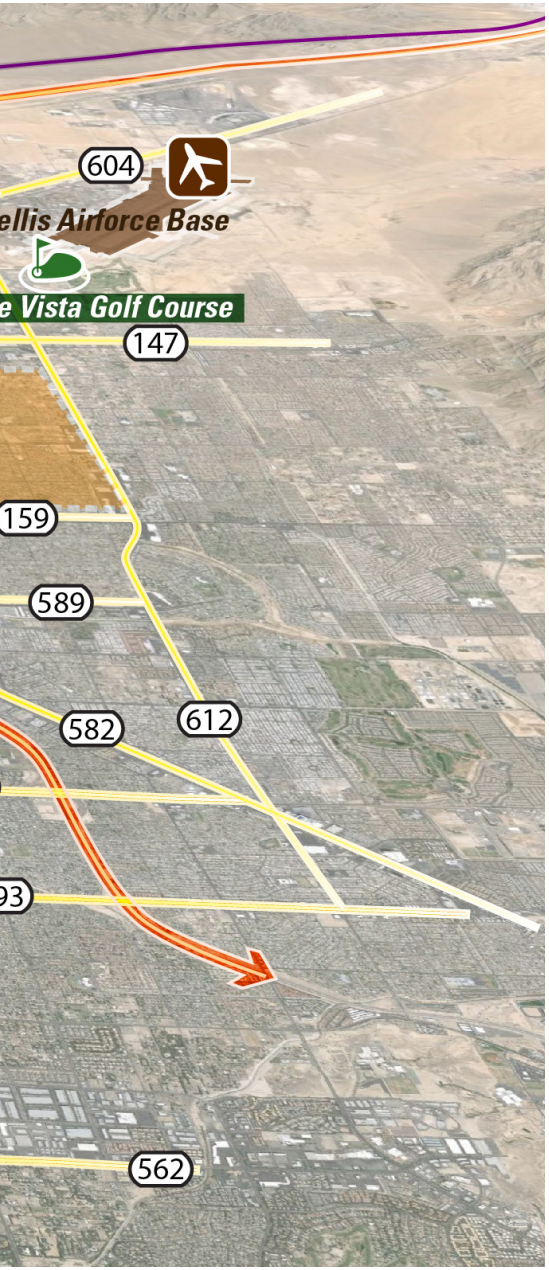


FIG 1.1: DOWNTOWN IN THE REGION

(* FOR ILLUSTRATIVE PURPOSES ONLY.)



DOWNTOWN IN THE REGION

Downtown Las Vegas is located in the center of the Las Vegas Valley, encompassing the original settlement and now functioning as the region's urban core. Just north of the Las Vegas Strip and centered around Fremont Street, this is also the City's earliest gaming district. But Downtown is not defined by gaming alone; collectively, its many resources offer a rich legacy of culture, commerce, and entertainment.

LEGEND

Boundaries
- Las Vegas City
- Project Area
- The Strip

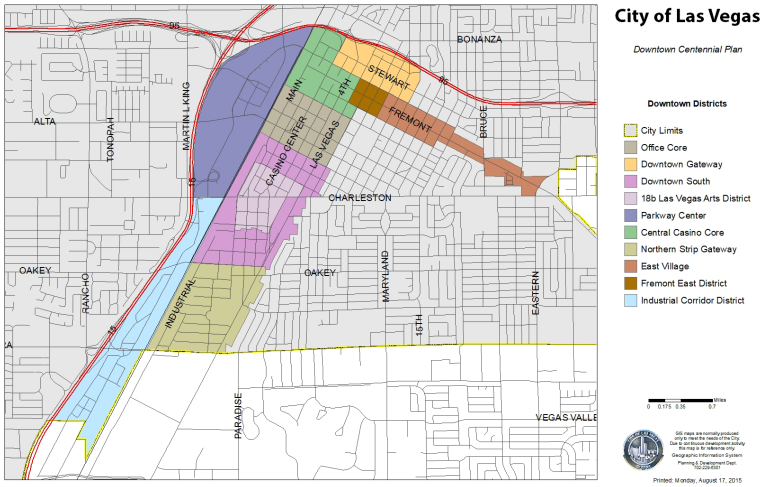
Regional Attractions
- Government Facility
- Gaming & Hotel
- Shopping Center
- Cultural District
- Golf Course
- University
- Medical Center
- Airport

EXPANDED PLANNING AREA

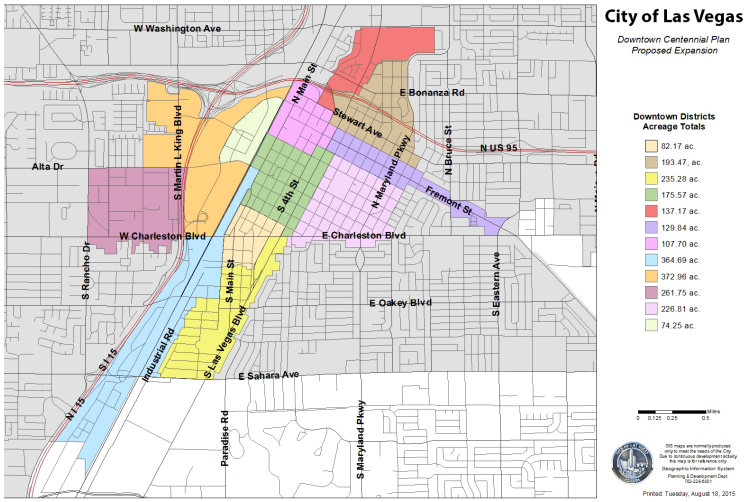
In order to better anticipate growth and change, the study area was expanded.

More than 4 times the area of the Downtown Centennial Plan, the Vision 2045 Downtown Las Vegas Masterplan Study Area encompasses some 4.3 square miles of land, addressing several key issues:

- **Historic neighborhoods** traditionally considered the core of Downtown need to be strengthened through development controls and investment in community oriented amenities that make Downtown more livable.
- **Key growth areas** such as the Cashman District, 18B Las Vegas Arts District, Medical District, Symphony Park and Historic Westside all need special incentives to reach their full potential as functional mixed use districts. These growing areas will all support and augment the experience of Downtown, improved connectivity to them will be catalytic to the local economy.
- **Sphere of influence** support the Downtown core while benefiting from increased services and improved mobility into and out of Downtown. These areas need help to preserve neighborhood character while attracting investment along key streets and mobility corridors leading in and out of Downtown.



2000 DOWNTOWN CENTENNIAL PLAN



DOWNTOWN CENTENNIAL PLAN PROPOSED EXPANSION

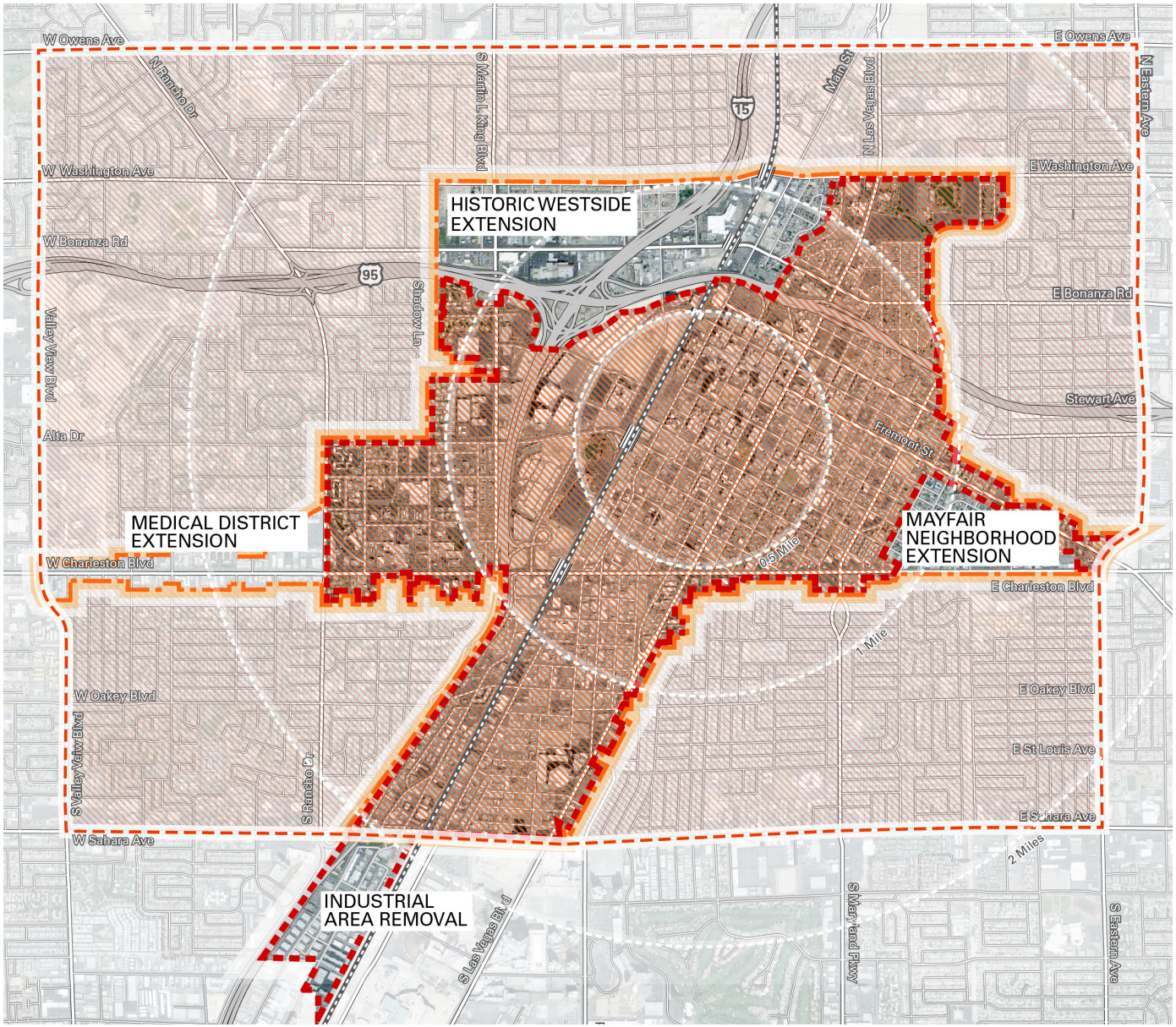


FIG 1.2: EXPANDED PLANNING AREA

(* DRAWINGS ARE CONCEPTUAL AND NOT INTENDED TO BE INTERPRETED AS DEFINITIVE PROPOSALS.)

DOCUMENT STRUCTURE

The Masterplan is organized into 12 chapters and the Appendices as follows:

- **Chapter 1 to 3:** provide a brief introduction to the Plan, the vision statement, plan goals as well as a preferred development scenario with proposed programs for Downtown 2045;
- **Chapter 4 to 6:** describe the development framework including plan goals, intent, supportive policies, as well as proposed plan elements with respect to land use and community development, mobility and sustainability, and economic development and strategic planning;
- **Chapter 7 to 9:** present conceptual proposals, districting concepts, and development strategies for each of the 12 downtown districts; and identify specific interventions for gateways and major corridors within the sphere of influence;
- **Chapter 10 to 12:** propose a framework of implementation strategies, priorities, key partners, regulatory structure and incentives with regard to land use and community development, mobility and sustainability, and economic development and strategic planning;
- **Appendices:** describe the planning context and the community engagement process of the Plan.

CHAPTER 1:

Project Overview provides an introduction to the Plan, the planning process, public engagement, the study area and document structure.

CHAPTER 2:

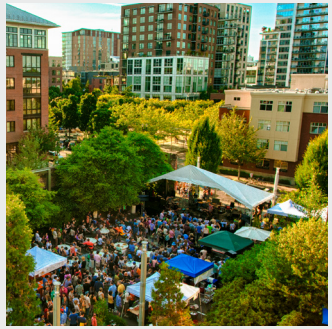
Downtown Vision & Goals offers the "Vision Statement" for Downtown, establishes goals for land use and community development; mobility and infrastructure; and economic development and strategic planning.

CHAPTER 3:

Preferred Development Scenario depicts the favored development outcome for Downtown, illustrating a physical manifestation of the vision and goals.

CHAPTER 4:

Land Use & Community Development Element establishes policies and plans for land use and housing; community resources and services; and community character and district identity.



CHAPTER 5:

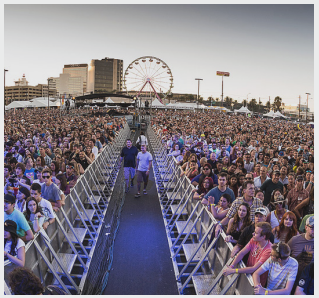
Mobility & Infrastructure Element establishes policies and plans for mobility; infrastructure and sustainability; and environment and open space.

CHAPTER 6:

Economic Development & Strategic Planning Element establishes policies and plans for economics; tourism, arts and culture; and strategic planning, addressing development incentives and management organization.

CHAPTER 7:

Core Districts presents development concepts and strategies, and identifies key redevelopment opportunities for each of the six districts that comprise Downtown's urban core.

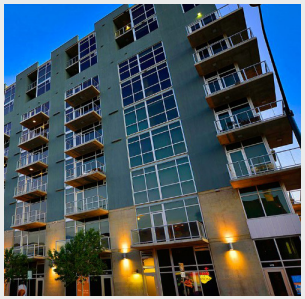


CHAPTER 8:

Peripheral Districts presents development concepts and strategies, and identifies key redevelopment opportunities for each of the six districts that occupy Downtown's periphery.

CHAPTER 9:

Sphere of Influence identifies specific interventions for gateway enhancement, streetscape improvement of major corridors that would significantly impact the surrounding neighborhoods within the sphere of influence.



CHAPTER 10:

Land Use & Community Development Implementation proposes an implementation strategy, including priorities and key partners, a regulatory structure and incentives to achieve land use and community development goals.

CHAPTER 11:

Mobility & Sustainability Implementation proposes an implementation strategy, including priorities and key partners, a financing structure, and an action plan to achieve mobility and sustainability goals.

CHAPTER 12:

Economic Development & Strategic Planning Implementation proposes an implementation strategy, including priorities and key partners, a management structure and incentives to achieve economic development and strategic planning goals.

APPENDIX 1:

Planning Context describes the regional and local setting, the Downtown population and market, including market projections, and summarizes planning realities and related planning efforts.

APPENDIX 2:

Community Engagement outlines the public participation process and its chief outcomes, concentrating on the core values, and major themes and ideas that emerged from that dialogue.

DOWNTOWN VISION & GOALS

A community-focused vision for Downtown Las Vegas will help guide the future success of the City.

VISION

GOALS

VISION

From the excitement of gaming to historic neighborhoods, the vitality of the 18B Las Vegas Arts District and the creative wave of technology entrepreneurs, the growing Medical District and live events, Downtown Las Vegas is the vital heart of one of the most diverse and compelling cities in North America.

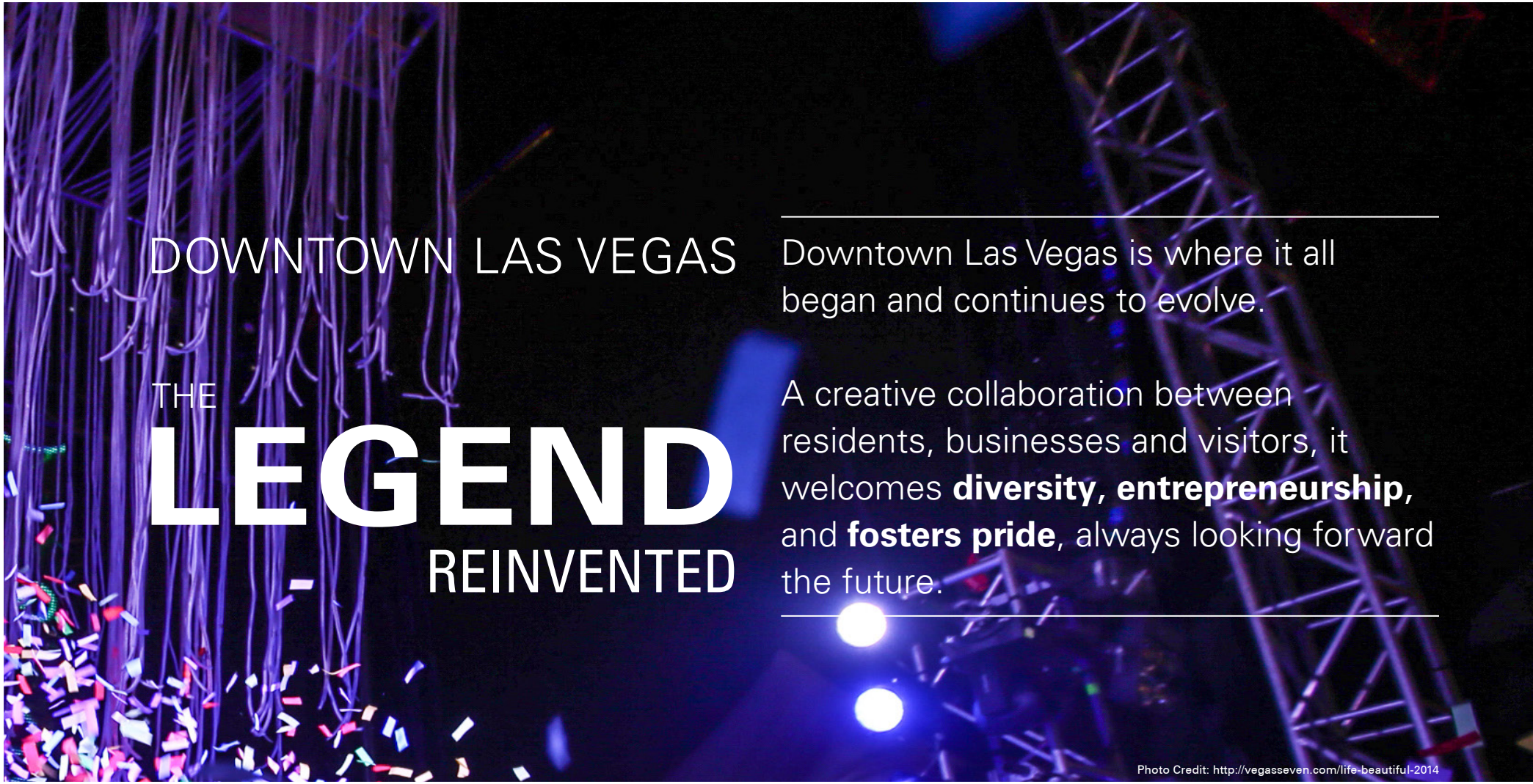


FIG 2.1: VISION STATEMENT

GOALS

LAND USE & COMMUNITY DEVELOPMENT

GOAL 1:
URBAN ENVIRONMENT

GOAL 2:
ACCESSIBLE SERVICES

GOAL 3:
VITAL PLACES

URBAN ENVIRONMENT

Downtown will achieve a compact, vibrant, urban environment, focusing higher density mixed-use development around transit hubs and transforming them into nodes of activity, delivering an energetic urban lifestyle and a high-quality physical environment to locals and tourists.

URBAN LIFESTYLE | MIXED-USE | TRANSIT HUB | HIGHER DENSITY | INFILL & REDEVELOPMENT

ACCESSIBLE SERVICES

Downtown will offer a full range of community resources, incorporating the facilities and space required to meet the social, educational and recreational needs of existing and anticipated populations. Access to basic services and urban amenities, including a range of retail and commercial services for Downtown occupants is needed.

LOCAL RETAIL | BOUTIQUES | DAILY SERVICES | GROCERIES | CAFES | RESTAURANTS | CIVIC FACILITIES

VITAL PLACES

Downtown will present a legible, vibrant city image to tourists and residents, creating vital places to attract new investments and growth. Strengthening Downtown's identity and Districts' characters includes promoting community design guidance, historic preservation and adaptive reuse, and public realm enhancement, as well as establishing a wayfinding system with signage, lighting, and public art.

DISTINCT DISTRICTS | DESIGN GUIDANCE | MULTI-USE GATHERING SPACES | WAYFINDING | PUBLIC ART |

MOBILITY & SUSTAINABILITY

GOAL 4:
SEAMLESS CONNECTIONS

GOAL 5:
COMMUNITY RESILIENCE

GOAL 6:
GREEN NETWORK

SEAMLESS CONNECTIONS

Downtown will achieve seamless connections throughout by incorporating a multi-modal transportation system to move people and goods with higher efficiency and lower economic and environmental cost. Improving Downtown's mobility system for the establishment of an innovative district in the long term includes expanding the transit and bicycle network, promoting car share/ bike share, enhancing pedestrian linkages, and applying smart mobility technology.

TRANSIT ORIENTED DEVELOPMENT | PEDESTRIAN & BIKE CONNECTIONS | MULTIPLE ACCESS | PUBLIC REALM IMPROVEMENTS

COMMUNITY RESILIENCE

Downtown will become a resilient community, striving to be the first net zero energy, water, and waste City in the country, by implementing progressive sustainability programs and policies.

NET-ZERO ENERGY USAGE | PHOTO VOLTAIC PANELS | | DISTRICT AMBIENT LOOP | PLUG-LOAD MANAGEMENT |STORMWATER MANAGEMENT | THERMAL STORAGE

GREEN NETWORK

Downtown will create a desert oasis establishing a green infrastructure network consisting of parks, plazas, tree lined streets, and various passive recreational facilities. The green network will provide visitors, workers, and residents with an appealing, thermally comfortable environment, multi-functional spaces for social gatherings, events, and activities; and create connections that link Downtown districts, amenities, and natural resources in the region.

CENTRAL PARK | EVENT PLAZAS | POCKET PARKS | COMMUNITY GARDENS | PLAY COURTS | TRAIL CONNECTIONS | THERMAL COMFORT

ECONOMICS DEVELOPMENT & STRATEGIC PLANNING

GOAL 7: DIVERSIFIED ECONOMY

GOAL 8: ABUNDANT ENTERTAINMENT & CULTURE

GOAL 9: SMART MANAGEMENT

DIVERSIFIED ECONOMY

Downtown will establish a diversified, sustainable economy, enhancing Downtown's economic competitiveness, as well as drawing new investments, business and talents, from the region and the state to the area. Creating Centers of Excellence associated with educational opportunities and potential economic drivers concentrate human capital around new niche industries, attracting start-ups and fostering long term prosperity.

GAMING & HOSPITALITY | CREATIVE & TECH | MEDICAL & HEALTH CARE | CULTURAL TOURISM | ROBOTICS | CENTERS OF EXCELLENCE | JOBS | EDUCATIONAL OPPORTUNITIES

ABUNDANT ENTERTAINMENT & CULTURE

Downtown will celebrate its legendary history and culture through new and expanding cultural attractions, fostering arts and entertainment roots, and programming abundant events and festivals. A new art museum will act as an anchor for the area bringing a steady daytime population to 18B Las Vegas Arts District. Life is beautiful, First Fridays, Helldorado, live concerts, as well as various cultural festivals will take place in Downtown year-around, entertaining locals, tourists, and attracting patrons to Downtown.

LOCAL ARTS COMPLEX | ART GALLERIES | CELEBRATIONS & FESTIVALS | LIVE CONCERTS | SPORTS EVENT | FARMERS MARKET

SMART MANAGEMENT

Downtown will establish an efficient, effective, transparent, and predicative management framework to prolong the prosperity of Downtown's economy. Diverse economic incentives and funding sources prioritized in a Renaissance Zone attract new capital and residents. A unified Downtown BID provides funding and services to support local entrepreneurs. Community benefits programs along with design standards tie economic benefits with public and private realm enhancements delivering a quality environment to locals.

RENAISSANCE ZONE | DOWNTOWN BID | ECONOMIC DEVELOPMENT CAPITAL FUND | STREAMLINED APPROVAL PROCESS | COMMUNITY BENEFIT PROGRAM

VEGAS
LIFE IS BEAUTIFUL
FESTIVAL

PREFERRED DEVELOPMENT SCENARIO

The preferred plan incorporates a number of key game-changing ideas articulated by the community and by city leaders.

PREFERRED SCENARIO

INVESTMENT SUMMARY

COMMUNITY BENEFITS SUMMARY

PREFERRED SCENARIO

The preferred scenario is the result of an intensive study of numerous alternatives. Based upon outreach from online polling and face-to-face interactions, the preferred scenario combines the transportation framework of "Lifestyle Hubs" (Alternative 2*) with the investment strategies of "Centers of Excellence" (Alternative 3*).

DOWNTOWN IN 2045

The Plan envisions a Downtown of connected districts and neighborhoods that enjoy the highest quality of life and a fully diversified economy. It envisions a region where the physical and social environment is protected for future generations and where all people can better access the abundance of Las Vegas' unique economic, social and natural resources.

*: FOR "ALTERNATIVE 2" AND "ALTERNATIVE 3, PLEASE REFER TO APPENDIX 2 - ALTERNATIVE SCENARIOS

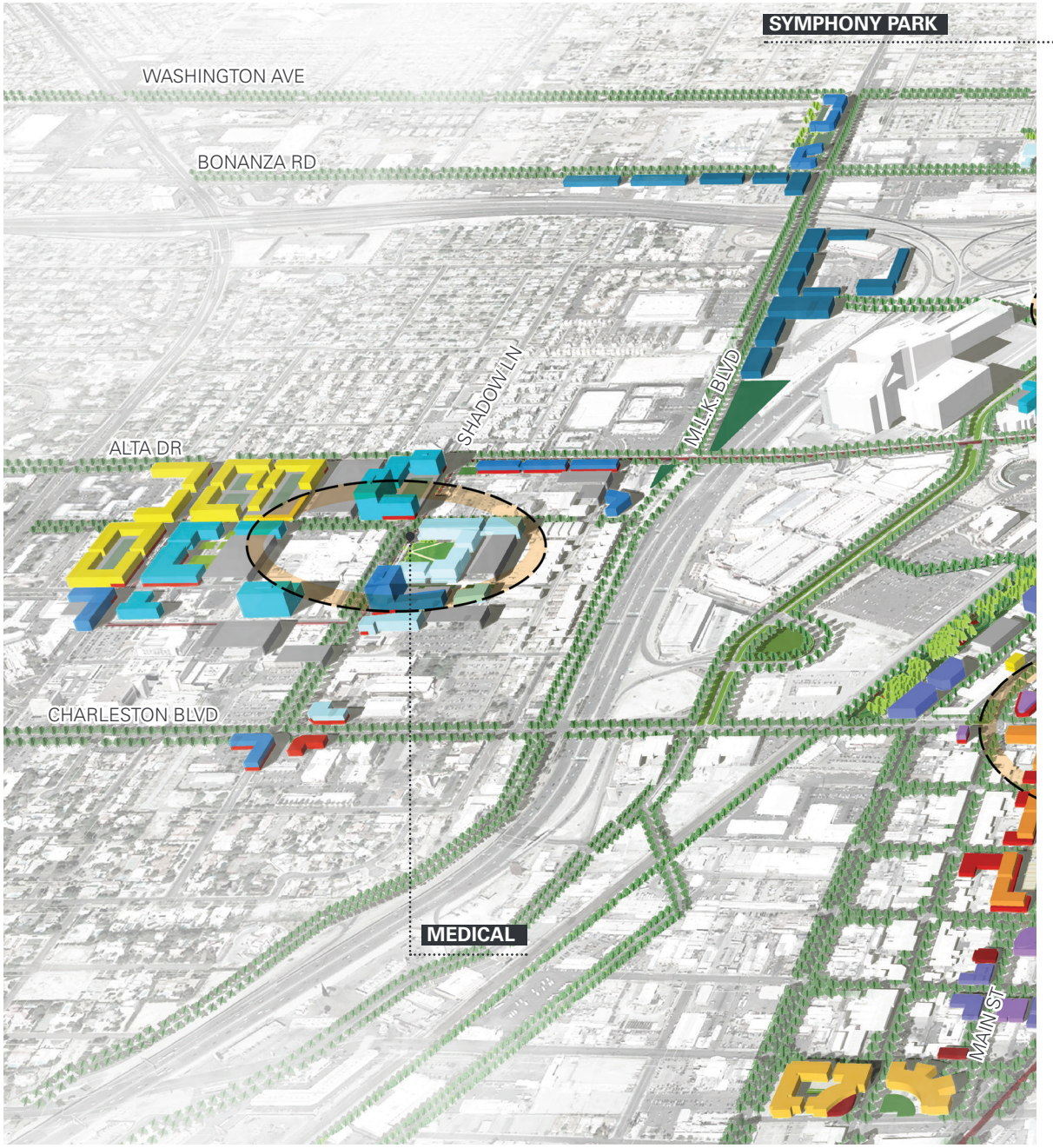
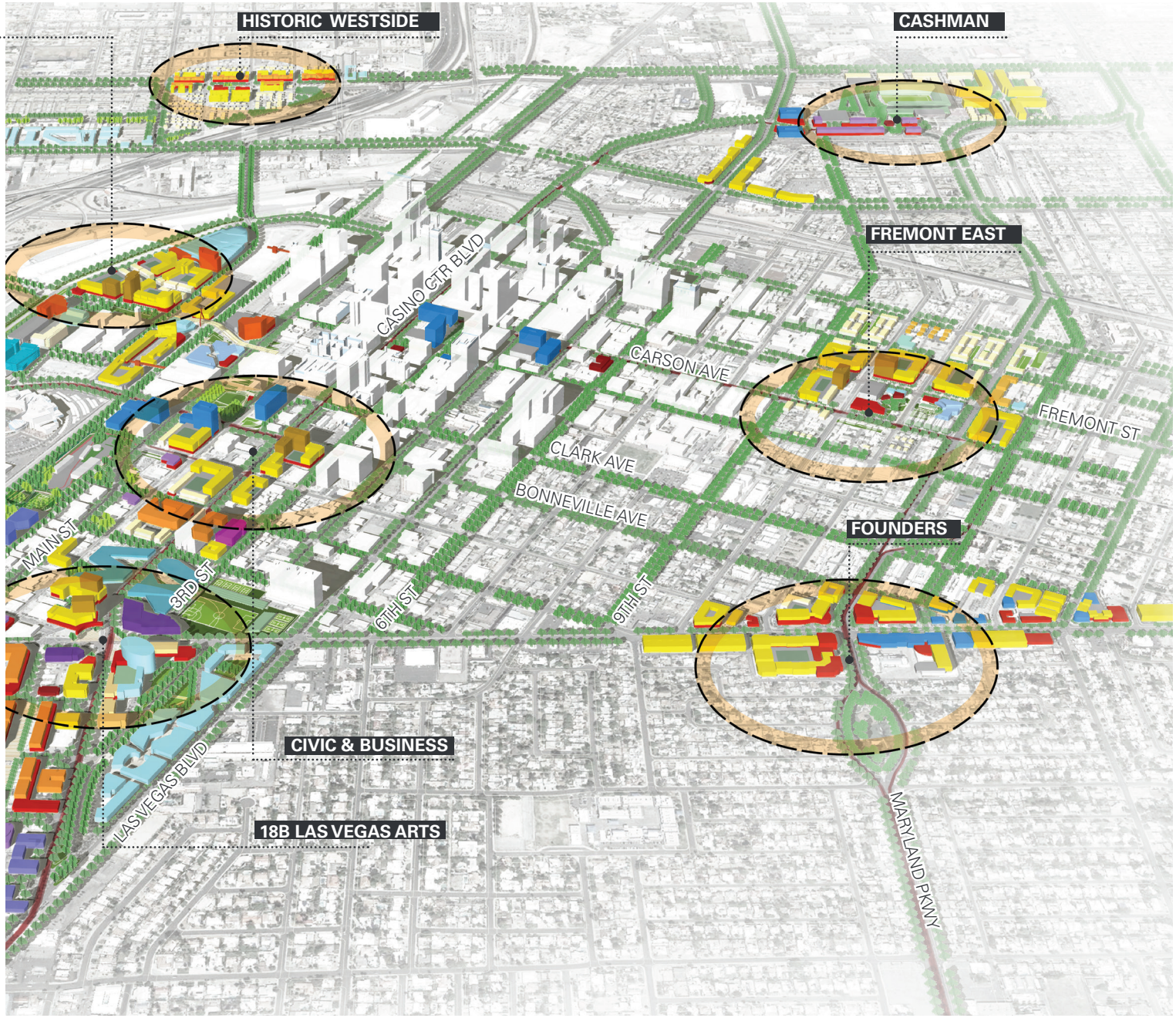


FIG 3.1: ILLUSTRATIVE DOWNTOWN DEVELOPMENT SCENARIO*

(* DRAWINGS ARE CONCEPTUAL AND NOT INTENDED TO BE INTERPRETED AS DEFINITIVE PROPOSALS;
* NOTE THAT SEVERAL OF THE DISTRICTS' NAMES ARE CHANGED AS THE RESULT OF EXTENSIVE PUBLIC INPUT.)



LEGEND

RESIDENTIAL

- SINGLE FAMILY HOME
- DUPLEX / TOWNHOME
- AFFORDABLE / WORKFORCE APARTMENT
- LIVE/WORK LOFT
- HIGH-RISE CONDOS W/ PARKING PODIUM
- STUDENT HOUSING
- SENIOR HOUSING
- TEMPORARY HOUSING

COMMERCIAL

- CAFE / RESTAURANTS / BARS
- SERVICE RETAIL
- LOCAL ENTERTAINMENT
- BUSINESS HOTEL

OFFICE / EMPLOYMENT

- PROFESSIONAL OFFICE
- CLASS-A OFFICE
- TECH R&D INCUBATOR
- MEDICAL OFFICE / LAB
- MEDICAL SUPPLY MANUFACTURING
- MUSEUM
- GALLERY
- CREATIVE OFFICE / MAKER SPACE

CIVIC / INSTITUTIONAL

- CONVENTION CENTER
- REPERTORY THEATER
- COMMUNITY / SENIOR CENTER
- VOCATIONAL SCHOOL
- UNIVERSITY RELATED
- K-12 EDUCATION
- STADIUM

ILLUSTRATIVE PLAN

EXISTING RESOURCES

1. CITY HALL
2. BONNEVILLE TRANSIT CENTER
3. SYMPHONY PARK
4. THE SMITH CENTER & DISCOVERY CHILDREN'S MUSEUM
5. WORLD MARKET CENTER
6. FREMONT STREET EXPERIENCE
7. ZAPPOS
8. DOWNTOWN CONTAINER PARK
9. MUNICIPAL POOL & DULA GYM
10. NEON MUSEUM
11. OLD MORMON FORT / HISTORY NATURAL MUSEUM
12. BOYS & GIRLS CLUB OF AMERICA
13. COSTCO
14. UNIVERSITY MEDICAL CENTER
15. UNLV MEDICAL SCHOOL
16. LAS VEGAS NORTH PREMIUM OUTLETS
17. CLARK COUNTY GOVERNMENT CENTER

PROPOSED PROGRAMS

CIVIC & BUSINESS DISTRICT

1. CENTRAL PARK
2. BUSINESS HOTEL
3. COURTHOUSE COMPLEX
4. TEMPORARY STREET CLOSURE FOR EVENTS
5. CLASS-A OFFICES
6. MIXED-USE PROJECTS
7. 3RD ST LINEAR PARK
8. LAS VEGAS BLVD LRT
9. COMMUNITY SPORTS PARK & SCULPTURE PARK
10. TECH OFFICES / R&D / INCUBATOR
11. RAILROAD BIKE / PEDESTRIAN TRAIL
12. LRT MAINTENANCE & OPERATIONS YARD

18B LAS VEGAS ARTS DISTRICT

13. K-12 SCHOOL CAMPUS
14. LOCAL ARTS COMPLEX
15. HIGHER-EDUCATION DOWNTOWN CAMPUS + STUDENT HOUSING
16. ARTIST LIVE/WORK LOFTS
17. "MAKER" SPACES
18. ART GALLERIES
19. OUTDOOR GATHERING SPACES
20. SENIOR HOUSING / VETERAN HOUSING

SYMPHONY PARK DISTRICT

21. CONVENTION CENTER & HOTEL
22. MIXED HOUSING PROJECTS
23. MUSIC SCHOOL & STUDENT HOUSING
24. MEDICAL OFFICE & LAB
25. RAILROAD WALKING LOFTS
26. MODERN ART MUSEUM
27. SHADED OUTDOOR DINING SPACES

FREMONT EAST DISTRICT

28. MIXED HOUSING PROJECTS
29. TEMPORARY HOUSING & CLINIC
30. COMMUNITY PARK & URBAN GROCERY
31. COMMUNITY CENTER & CONTINUING EDUCATION
32. SENIOR CENTER & SENIOR HOUSING

FOUNDERS DISTRICT

33. MARYLAND PKWY LRT
34. MIXED USE PROJECT
35. HUNTRIDGE THEATER RENOVATION
36. LIVE / WORK LOFTS

CASHMAN DISTRICT

37. SOCCER STADIUM
38. CREATIVE OFFICE ABOVE SHOPS
39. GREEN LAWN
40. MIXED HOUSING PROJECTS
41. TOWNHOMES

HISTORIC WESTSIDE DISTRICT

42. WESTSIDE VOCATIONAL SCHOOL (HISTORIC MOULIN ROUGE)
43. LIVE WORK LOFTS
44. FLEX OFFICES

MEDICAL DISTRICT

45. MEDICAL SUPPORT SERVICES / MEDICAL SUPPLY MANUFACTURING
46. MEDICAL OFFICES / R&D INCUBATOR
47. MIXED HOUSING PROJECTS
48. MEDICAL CAMPUS & NEIGHBORHOOD GREEN

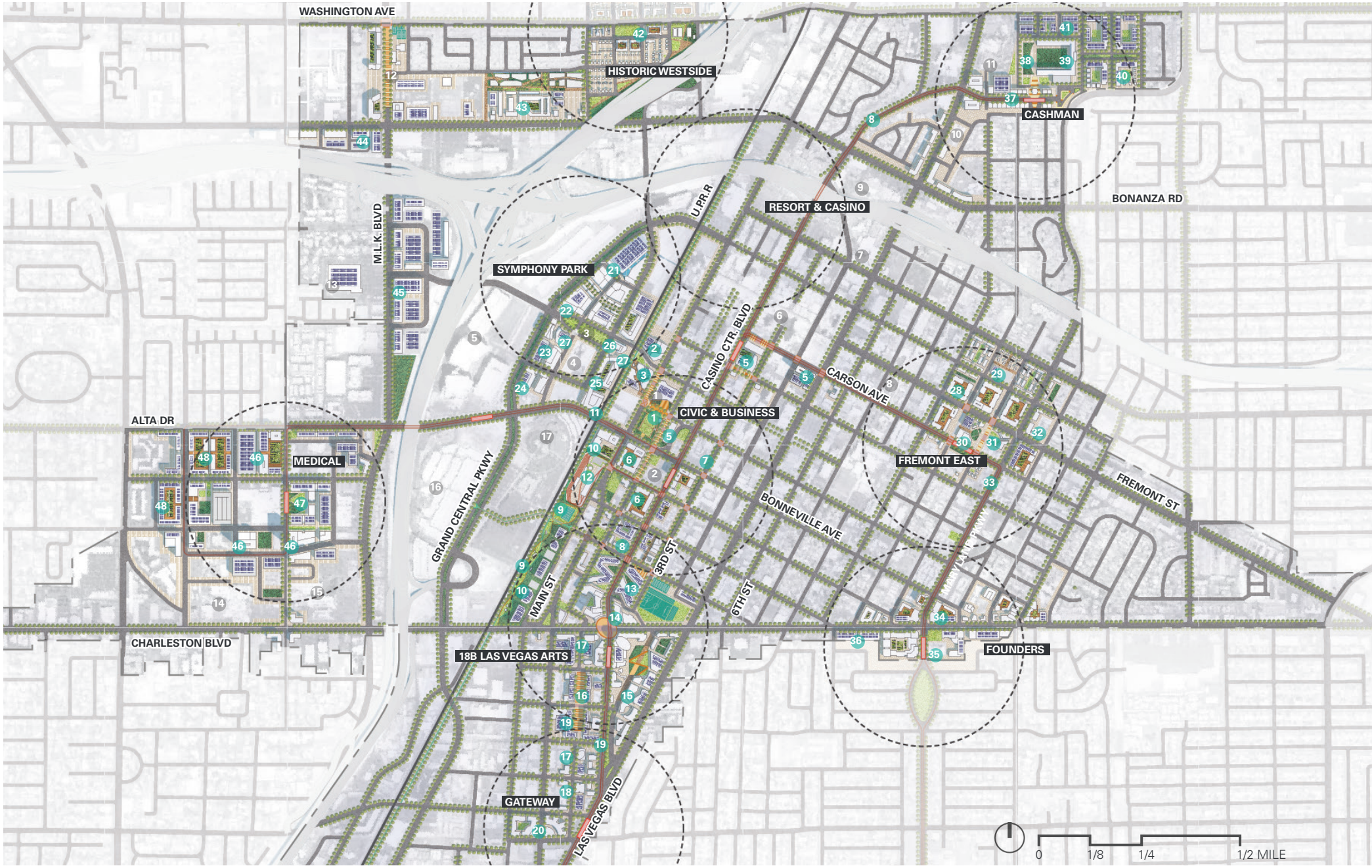


FIG 3.2: CONCEPTUAL ILLUSTRATIVE PLAN

(* DRAWINGS ARE CONCEPTUAL AND NOT INTENDED TO BE INTERPRETED AS DEFINITIVE PROPOSALS;
* NOTE THAT SEVERAL OF THE DISTRICTS' NAMES ARE CHANGED AS THE RESULT OF EXTENSIVE PUBLIC INPUT.)

PLAN OFFER

URBAN SCALE OF DEVELOPMENT

2800 acres, 640 of which is available for development. A true city - scale opportunity.

TARGETED NICHE INDUSTRIES

Downtown offers High Speed Infrastructure, space for Build-to-Suit HQ campuses, creative offices as well as flexible incubator space. Significant investments are being made in new technical training facilities oriented around key skill sets, such as medical, hi tech manufacturing, customer fulfillment, hospitality, food production, and sustainability.

IMPROVED CONNECTIVITY

New light rail lines are proposed that connect Downtown to the Strip, Airport, and University, a Parking Management District, Car and Bike Share networks, and a Downtown Circulator are all part of improved mobility planned for Downtown Las Vegas.

CLUSTERS OF MIXED USE

Mid-rise residential in various formats, with integrated parking and community oriented retail and amenities are proposed, connecting to transit improvements throughout the district. Lofts, live/work spaces, townhouses, and similar formats are encouraged.

LOCAL RETAIL & ENTERTAINMENT

Convenience shopping, entertainment, boutiques and restaurants clustered around transit hubs will support a growing local population. Locavore concepts, combining local chef run restaurants with nearby produce markets are being explored.

CONVENTION SPACE & TOURISM

Fremont Street and the expanding gaming and leisure industry will continue to grow in the district, with potential for at least several major new hotels as well as improved access from major freeways and the Strip. An urban format convention center and convention hotel should also be explored to support the World Market Center.

ARTS & CULTURE

A major art museum and a school of fine art should be explored as a part of Downtown Las Vegas' ongoing cultural growth. Expanded event programming around The Smith Center and 18B Las Vegas Arts District should be coordinated with other annual events as part of a City-run yearly calendar.

DOWNTOWN MANAGEMENT ORGANIZATION

A Business Improvement District will offer services that promote investment and long term partnerships within defined areas within the District.

DEVELOPMENT YIELD SUMMARY

The following yield summary is for illustrative purposes only and assumes the super aggressive scenario. **The super aggressive scenario** is based upon a number of incentives and investments, including 1) **creating streamlined governance** through expedited approvals and form based coding that will clarify the city's expectation for development; 2) **targeted land assembly and redevelopment zones** for public and private investment; 3) **creation of a district-wide Business Improvement District (BID)**; 4) **investment in infrastructure** including public streets and open space networks, and 5) **creation of key partnerships** with educators, major sports, cultural institutions, and major businesses to promote investment in downtown. It is thought these strategies could triple market demand over the next 30 years.

- The total amount of conceptual development for the 2045 planning horizon based on the super aggressive development scenario, is approximately **11.5 million square feet**, about 25% higher than the market projection.
- Roughly 60% of future development is anticipated to be **residential**, this includes approximately **6,500 dwelling units**, encompassing townhomes, duplexes, workforce, luxury, live/work lofts, and special housing types (i.e., senior, veteran, and temporary housing.) The conceptual housing yield is approximately 150% of the market projection.
- Around 10% of future development will be **commercial uses**, of which approximately **724,000 square feet.** is retail and related uses (33% lower than the market demand.) New hospitality development is around **515,000 square feet**, including resorts and casinos, business hotels, and a convention center. This sector is around 50% lower than the market projection though it could be counterbalanced by a higher housing unit development in the future.
- Approximately 21% of future development is **employment**, around **2.1 million square feet**, including professional office, Class-A office, R&D incubators, and light manufacturing flex, absorbing 80% of the market demand.
- 11% of the development is expected to be **civic and institutional**, approximately **1.2 million square feet**, including public/semi-public facilities, institutional, and a K-12 campus.

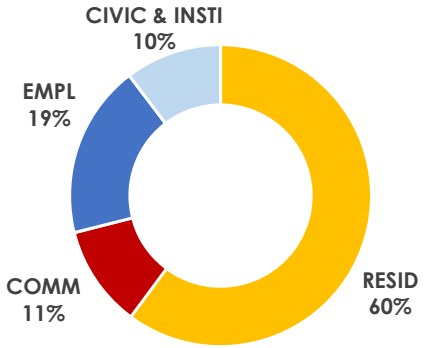
TABLE 3.1: YIELD SUMMARY BY LAND USE TYPE

LAND USE	GROSS FLOOR AREA (SF)
RESIDENTIAL	**6,889,500**
(Number of Dwelling Units*)	(6,471)
COMMERCIAL	**1,249,000**
RETAIL	734,000
HOSPITALITY	515,000
EMPLOYMENT	**2,131,000**
OFFICE	1,792,000
R&D	339,000
CIVIC & INSTITUTIONAL	**1,185,000**
CIVIC	332,000
INSTITUTIONAL	639,000
K-12 EDUCATION	214,000
TOTAL BLDG AREA (GSF*)	**11,454,500**

*1. ASSUMES 1,000 SF PER AVERAGE HOUSING UNIT;
2. GSF STANDS FOR "GROSS SQUARE FEET."

OPEN SPACE	
NEW PARKS	24 (AC)
NEW GREEN STREETS	30 (MI)

CONCEPTUAL DEVELOPMENT LAND USE MIX



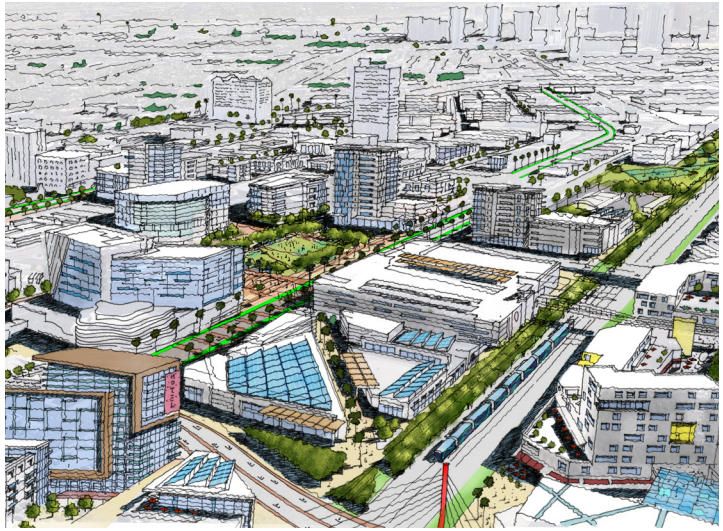
FEATURED DISTRICTS

SYMPHONY PARK DISTRICT

A cultural and living district better connected to downtown.

CIVIC & BUSINESS DISTRICT

A vibrant downtown core with more things to do and see.



18B LAS VEGAS ARTS DISTRICT

A diverse community and regional showcase for the arts.

FIG 3.3: DOWNTOWN FEATURED DISTRICTS (* DRAWINGS ARE CONCEPTUAL AND NOT INTENDED TO BE INTERPRETED AS DEFINITIVE PROPOSALS.)

FREMONT EAST DISTRICT

Improved affordability, safety and amenity.

CASHMAN DISTRICT

A community of entrepreneurs anchored by sports and culture.

FOUNDERS DISTRICT

A historic neighborhood augmented with transit-oriented mixed-use.

STREETS FOR PEOPLE

FROM THIS ...

(*PHOTO CREDIT: GOOGLE MAP)

Many streets in Downtown such as Main Street are heavily preferential to auto movement resulting in low intensity development along the street corridor, and extremely limited pedestrian activity.

FIG 3.4: STREET IMPROVEMENT RENDERING

(* DRAWINGS ARE CONCEPTUAL AND NOT INTENDED TO BE INTERPRETED AS DEFINITIVE PROPOSALS.)

TREES, WIDE SIDEWALKS, AND OTHER PEDESTRIAN AMENITIES CREATE AN "ADDRESS" FOR PEOPLE TO SPEND TIME.

A GREENER DOWNTOWN

FROM THIS ...

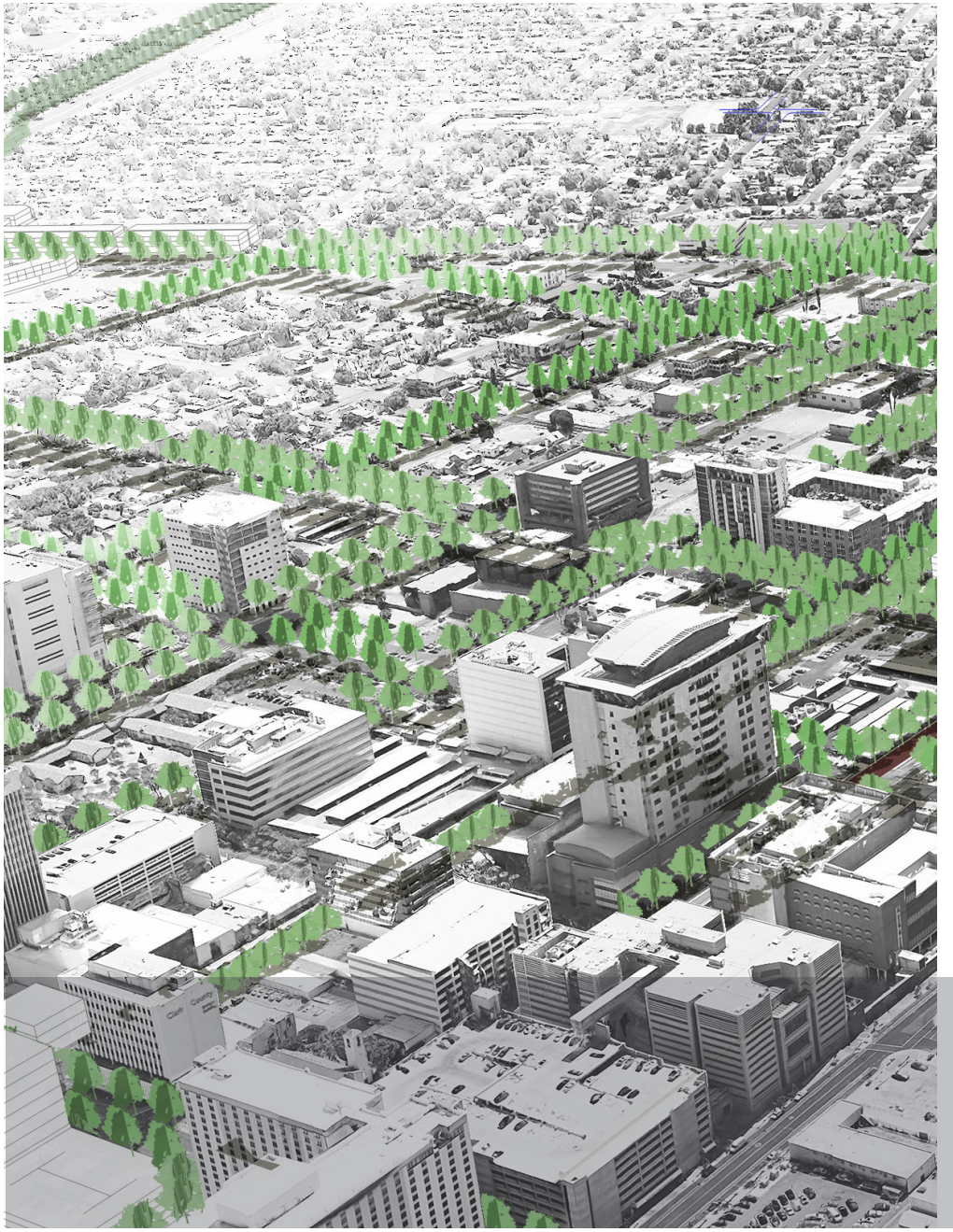
(*PHOTO CREDIT: GOOGLE MAP)

Just because the City is in the desert does not mean that Downtown cannot be much greener. Integration of drought-tolerant plants and xeriscaping along with open spaces that take advantage of the "seams" of Downtown (such as railroad right-of-ways, major streets, etc.) can provide more shade and a pleasant walking environment.

PALO VERDE TREE

HONEY MESQITE TREE

DROUGHT-TOLERANT PLANT TYPES, SUCH AS THE PALO VERDE TREE AND HONEY MESQITE TREE, DO WELL IN URBAN ENVIRONMENTS.



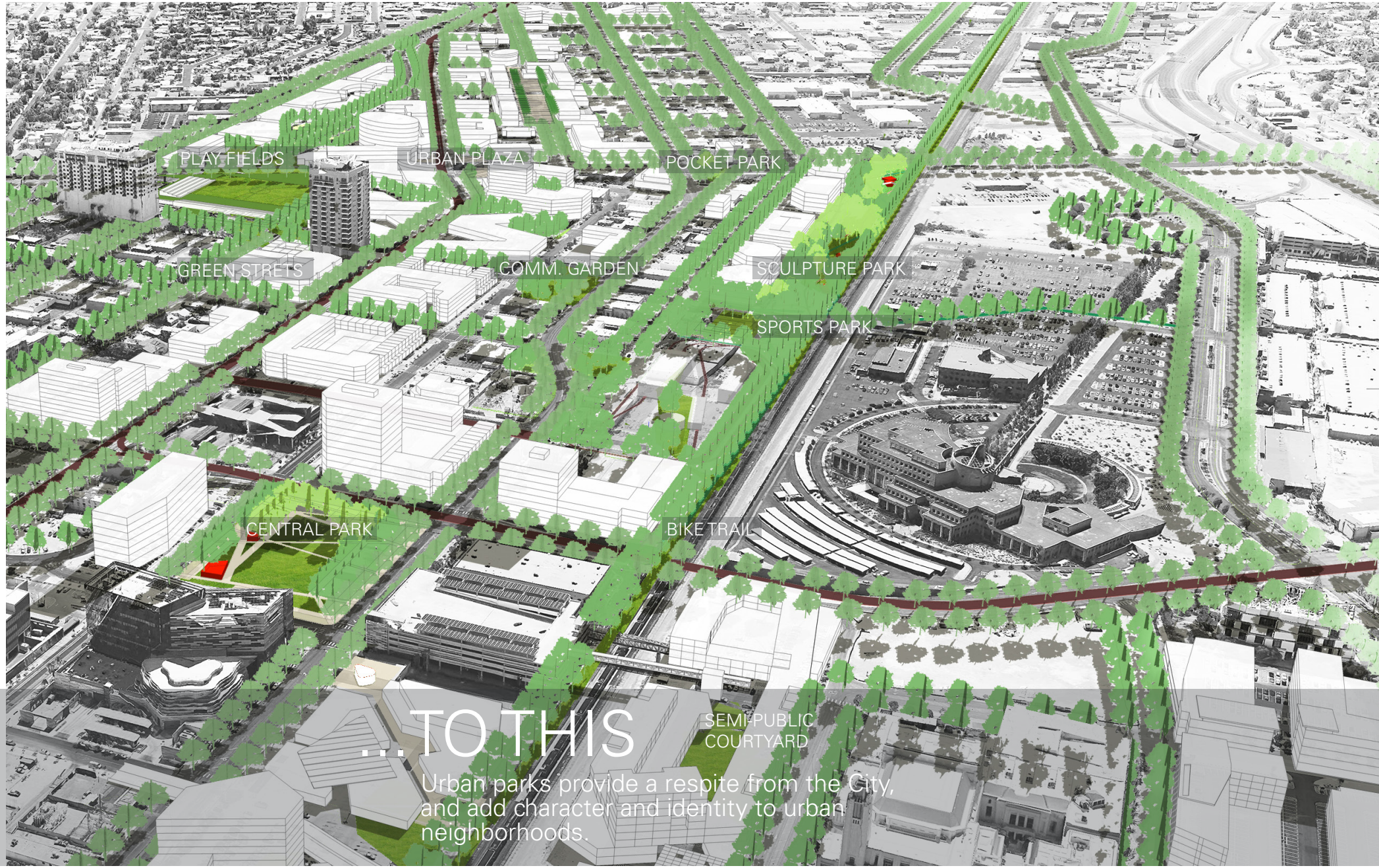


FIG 3.5: DOWNTOWN GREEN INFRASTRUCTURE RENDERING

(* DRAWINGS ARE CONCEPTUAL AND NOT INTENDED TO BE INTERPRETED AS DEFINITIVE PROPOSALS.)

REGIONAL DESIGN: LEARNING FROM LAS VEGAS

As Robert Venturi once worried: "What will happen to the Strip (or in this case, Downtown) when the tastemakers take over?"

Some might say the next phase of work in Downtown after the Vision 2045 Plan is approved might be one for concern. However, it is important to make the distinction between the **urban design and planning strategies** proposed in this document, and **design guidelines and standards**, which determine the aesthetics of buildings and places, which are yet to be created.

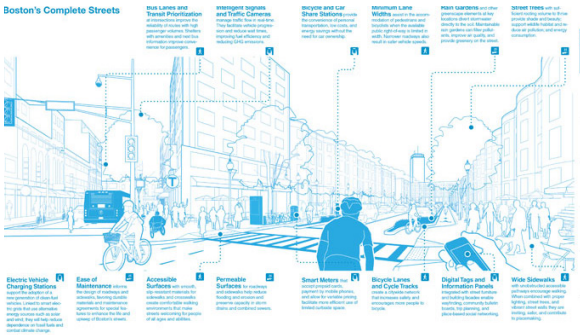
Although the Masterplan identifies key functional moves for downtown, it is important to recognize that important work still needs to be done by individual designers to make downtown distinctly Las Vegas; rooted in place. Local. To the degree that these projects need aesthetic guidance, there is work yet to be done beyond this plan.

It is important to create a representative process that continues to encourage unique design thinking in Las Vegas. To that end, we recommend the following measures:

ROBERT VENTURI; LAS VEGAS, 1966.

DESIGN GUIDELINES

Should be developed for the public and private realm, potentially on a district by district basis. Both citizens and design professionals should be involved in their drafting. Guidelines should inspire people to do great design work. They should offer basic strategies and best practices for new development and adaptive reuse, desert specific landscape, preservation of historic properties, signage guidelines, as well as other issues as appropriate.

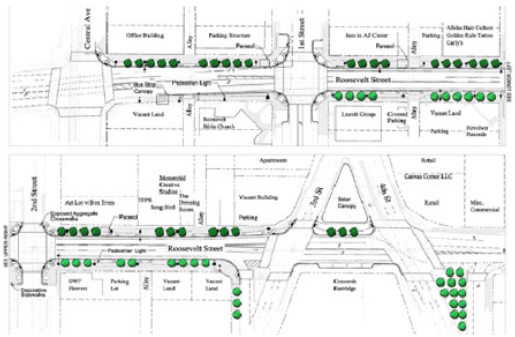


DESIGN REVIEW

Each district should have a say in determining what their aesthetic vision for their district is, and a board of concerned local residents (a design review board, or DRB) is often the best way to do it. An elected or appointed position; a DRB board member should have a set term, making design recommendations on a project by project basis for consideration at the City approval level.

AREA PLANS

Every district should have the ability to plan its district in more detail. The DRB would then have a template to help with its review process. Issues the plans could address include land use recommendations not covered in the vision 2045 plan, detailed study areas, or standards for urban conditions particular to the district.



INVESTMENT SUMMARY

The Plan recommends that key investments are made in six key areas, each will strengthen Downtown's ability to compete.

- **Streamlined Governance** will enhance the predictability for developers and show a commitment to the development community that is necessary to attract investment.
- **Identify Catalytic Projects** are important to create early successful projects that demonstrate the benefit of new opportunities to the development community.
- **Creative Financial Incentives** can help to bridge the gap to make developments viable.
- **Infrastructure Investments** can add value to properties, especially along major corridors.
- **Public Private Partnerships** create new opportunities for investment in Downtown that helps expand the local and regional economy.
- **A Business Improvement District** improves general perceptions of an area, while giving business owners better control over how best to manage commercial activity in Downtown.

The cumulative effect of these measures is to promote economic growth while forecasting maximum impact in key areas that will further implementation of the shared vision.

TABLE 3.2: KEY INVESTMENTS MATRIX

STREAMLINED GOVERNANCE	CATALYTIC PROJECTS	CREATIVE FINANCIAL INCENTIVES	INFRASTRUCTURE INVESTMENT	PUBLIC-PRIVATE PARTNERSHIPS	BUSINESS IMPROVEMENT DISTRICT
Adopt form-based coding	Purchase of key parcels	Focus incentives on transit hubs	Expand transit network, including Light Rail system & Downtown Circulator	Attract target institutions & niche industries	Advance downtown-wide priorities / support efforts of individual districts
Offer zoning incentives (density bonus, etc.)	Utilize land banking / leverage properties under public ownership	Offer suite of local incentives (property tax incentives, micro-loans, off-site improvements, etc.)	Build green streets	Realize catalytic projects	Undertake measures to improve safety & security
Employ fast-track permitting / administrative review procedures (60-day average)	Use for priority redevelopment site and catalytic projects	Establish economic development capital fund	Introduce comprehensive wayfinding system	Promote workforce education & training	Help fund Downtown Circulator
Downtown planning department (3-4 new employees)				Support incubator and accelerator programs	Oversee management of Downtown Parking
					Coordinate branding and marketing, and events programming

COMMUNITY BENEFITS SUMMARY

When implemented, the Plan will provide tangible benefits to the Downtown community. These include significant economic, social, and environmental improvements in district performance.

SOCIAL & ECONOMIC BENEFITS

960,000 SF OF
EDUCATIONAL FACILITIES
FOR LEARNING & OCCUPATIONAL TRAINING

16,000
PERMANENT JOBS GENERATED
SOURCE: THE INSTITUTE OF TRANSPORTATION ENGINEERS (ITE) & THE URBAN LAND INSTITUTE (ULI)

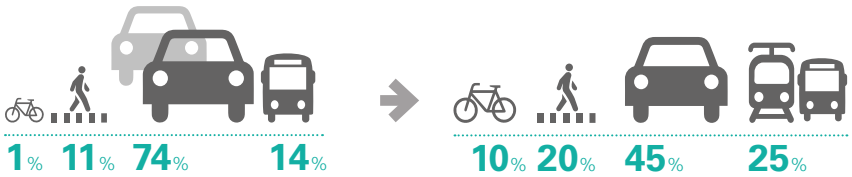
2,500 UNITS OF
AFFORDABLE HOUSING CLOSE TO TRANSIT
ASSUME 40% OF HOUSING UNITS ALL WITHIN 5-MIN WALK OF TRANSIT

739,000 SF NEW OPENED
RETAIL & SERVICES

(*FOR ILLUSTRATIVE PURPOSES ONLY)

ENVIRONMENTAL BENEFITS

COMMUTE MODE SPLIT FOR DOWNTOWN RESIDENTS



SOURCE: FEHR & PEERS

COMMUNITY RESILIENCY

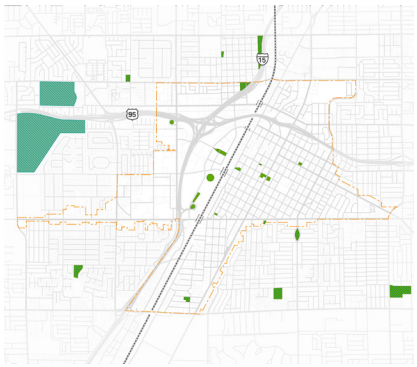
50% OF
DOWNTOWN ENERGY PROVIDED BY
GREEN POWER

75 % WASTE
DIVERTED FROM LAND FILLS

SOURCE: THE INTEGRAL GROUP

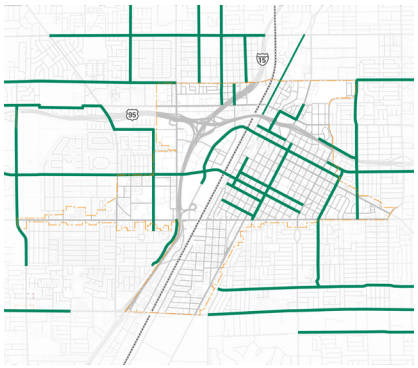
CHART 3.1: PUBLIC REALM IMPROVEMENT MATRIX

EXISTING PARKS + PLAZAS



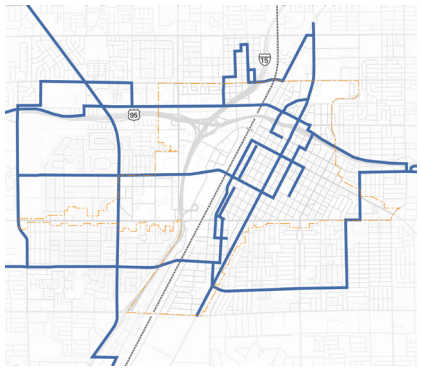
24 AC

EXISTING BIKE NETWORK



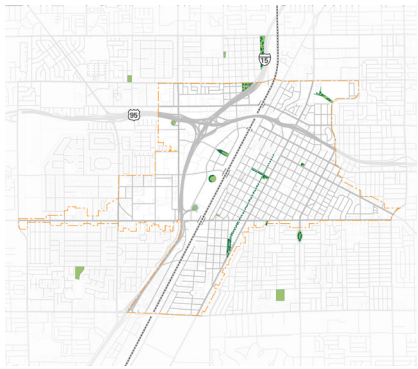
7 LINEAL MILES

EXISTING URBAN TRAILS



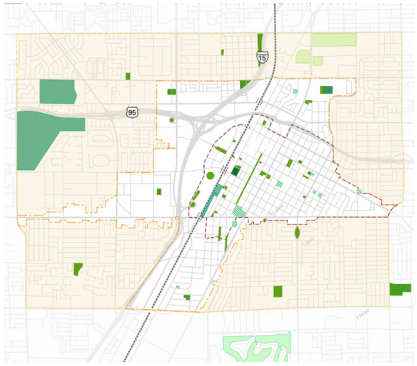
15 LINEAL MILES

EXISTING TREE CANOPY



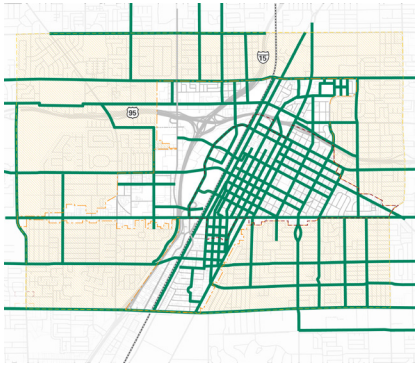
15 AC

PROPOSED PARKS + PLAZAS



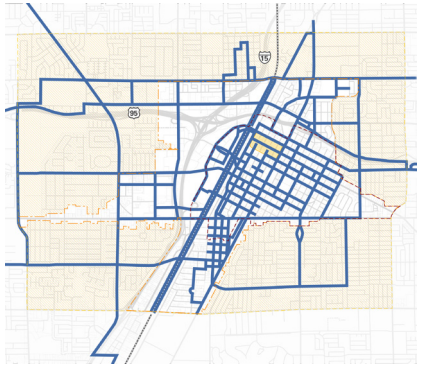
48 AC

PROPOSED BIKE NETWORK



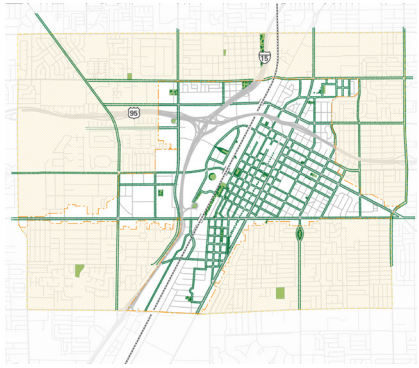
48 LINEAL MILES

PROPOSED URBAN TRAILS



45 LINEAL MILES

PROPOSED TREE CANOPY



245 AC

200% **685%** **300%** **1600%**

(* DRAWINGS ARE CONCEPTUAL AND NOT INTENDED TO BE INTERPRETED AS DEFINITIVE PROPOSALS.)

LAND USE & COMMUNITY DEVELOPMENT

Goals and policies around land use and community development will help build cohesive neighborhoods promoting a better quality of life.

LAND USE & HOUSING

COMMUNITY RESOURCES & SERVICES

COMMUNITY CHARACTER & DISTRICT IDENTITY

LAND USE & HOUSING

GOAL 1: URBAN ENVIRONMENT

Downtown will achieve a compact, vibrant urban environment, focusing higher density mixed-use development around transit hubs and transforming them into nodes of activity, delivering an energetic urban way of life and high-quality physical environment to locals and tourists.

Shaping a vibrant, compact urban environment and revitalizing Downtown's housing market includes the following key aspects:

BUILDING HIGHER-DENSITY, MIXED-USE TRANSIT HUBS

- The Plan identifies 10 transit hubs along transit corridors and aims to promote compact, mixed-use development through infill and redevelopment on vacant/declined properties around the station area.
- These hubs are also considered catalytic sites for concentrating incentives and investments to facilitate development in the early phases and further trigger new development in the vicinity where appropriate.

SHAPING VIBRANT & LIVABLE URBAN DISTRICTS

- To incorporate daily services, jobs, and educational opportunities within each hub and/or along transit corridors, the Plan creates a mosaic of nodes of activity (lifestyle-, employment-, and cultural/entertainment-focused hubs) in order to deliver a vibrant urban lifestyle to locals.
- The Plan encourages providing a pedestrian scaled, walkable environment with transit links and a bicycle network to build walkable and bikable urban districts, and to encourage a healthier living environment.

PROVIDING DIVERSE HOUSING OPTIONS

- The development of urban housing will play a lead role in revitalizing Downtown and attracting investments and growth, while counterbalancing the transient nature of the urban core.
- The Plan encourages diversity in residential product (including plexes, townhomes, apartments, and high-rise condominiums) and price points (market-rate, affordable, etc.) to attract a diversity of residents and establish a significant Downtown population.
- The Plan also calls for provision of special housing types including temporary/veteran, senior, and student housing to meet the diverse housing needs.

STABILIZING AND IMPROVING ESTABLISHED NEIGHBORHOODS

- To conserve existing residential neighborhoods, reduce crime, and improve the physical living environment, the Plan encourages infilling community amenities and pocket parks (transformed from vacant properties), providing transit access, and improving the public realm through streetscape enhancement and bicycle network expansion.

COORDINATING GREEN INFRASTRUCTURE W/ DEVELOPMENT

- Downtown lacks open space to provide locals and tourists with a comfortable walking environment and outdoor gathering spaces. The Plan calls for creating a green infrastructure network associated with developments downtown-wide. The network should be comprised of parks, event plazas, outdoor recreational facilities, trails and green streets.

CHART 4.1: LAND USE AND HOUSING POLICY

1	PROMOTE **TRANSIT-ORIENTED DEVELOPMENT**	Direct higher intensity development toward transit hubs to achieve critical mass, generate activity, and revitalize surrounding areas.	Cluster jobs, housing, and commercial and civic amenities around major transit stops to support urban living, add convenience, and build community.	Prioritize transit-oriented development in the urban core, while accommodating long-term growth in Downtown's peripheral districts.
2	ENCOURAGE **STRATEGIC INFILL**	Promote infill development and selective redevelopment of keys sites to reverse the trajectory of Downtown's zones of disinvestment and decline.	Incentivize infill development of vacant and underutilized properties, especially within the urban core and surrounding identified transit hubs.	Target catalytic projects that anchor districts, serve the public, and attract patrons, in addition to promoting mixed-use and residential infill development.
3	INCREASE **RESIDENTIAL OPTIONS**	Provide for quality housing at a range of income levels and price points, emphasizing housing product that captures the underserved multi-family market.	Supply workforce and market rate units that will expand and diversify Downtown's housing stock, and support growth in Downtown employment.	Develop housing for urban lifestyles and age-targeted markets, especially millennials and empty nesters that favor a Downtown environment.
4	INTEGRATE **SPECIAL NEEDS HOUSING**	Accommodate special needs housing and associated services for distinct population groups such as students and seniors.	Integrate transitional housing for disadvantaged veterans and homeless populations, identifying suitable locations that offer reasonable access to support services.	Explore opportunities to selectively transform vacant and underutilized motels into well-managed SRO's and transitional housing.
5	BUILD **VIBRANT URBAN NEIGHBORHOODS**	Develop a significant housing component in Downtown, creating healthy urban neighborhoods that support a range of commercial service and retail activities.	Promote higher density housing aligned with smart growth concepts of compact, walkable neighborhoods and mixed-use development.	Prioritize development of a mid-rise housing component in the Downtown core, for example, accommodating urban loft and live-work housing products.
6	UNDERTAKE **NEIGHBORHOOD IMPROVEMENT**	Encourage residential infill and redevelopment of vacant and blighted properties to stabilize and reverse decline in Downtown's maturing multi-family zones.	Explore opportunities to rehabilitate and reposition distressed multi-family complexes, for example, as more sustainable mixed-use and mixed income environments.	Improve access and connections to Downtown services, shopping, and amenities for peripheral neighborhoods, for example, through better transit and pedestrian linkages.
7	CONSERVE **ESTABLISHED RESIDENTIAL NEIGHBORHOODS**	Ensure contextually sensitive development within mature residential neighborhoods, in particular, by adopting standards and guidelines that implement needed protections.	Limit commercial encroachment on established residential neighborhoods, in particular, by restricting the conversion of homes to commercial use.	Support efforts to restore and retain historic residences, for example, through property tax relief and home rehabilitation programs.

LAND USE CONCEPT

RESIDENTIAL

The residential category includes a variety of residential types, such as single-family detached, plexes, townhomes, apartments, and high-rise condominiums. The Plan aims to do the following:

- Conserve and strengthen current neighborhoods through public realm improvements and infilling housing projects, as well as small pocket parks and amenities on vacant parcels.
- Infill medium- and high-density apartments and condominiums around the transit stations to add density to the Downtown core.

COMMERCIAL AND EMPLOYMENT

The commercial & employment category includes two major land use categories 1) commercial uses, and 2) employment uses.

- Commercial uses include service commercial and general commercial uses. The Plan encourages commercial uses to be associated with transit hubs to provide adequate and accessible community amenities and services.
- The employment category includes office and light industrial/research uses. The Plan proposes to infill Class-A offices on vacant parcels surrounding the Bonneville Transit Center to accommodate the recent growing needs of office spaces in Downtown while upgrading the industrial and warehouse zones in the Design District and Historic Westside District to accommodate research incubator and coworker uses.

MIXED USE

The mixed use category allows for a mix of uses that are normally allowed within residential, service commercial, general commercial (especially hospitality), and office land use categories. The Plan proposes to do the following:

- Concentrate mixed use patterns around transit stations or along transit corridors to facilitate higher density and compact transit-oriented development.

CIVIC AND INSTITUTIONAL

The civic and institutional category allows for large government building sites and complexes, educational facilities, police and fire stations, hospitals, and other uses considered public or semi-public. The Plan proposes to do the following:

- Maintain and strengthen current civic uses in the Downtown Core; and also encourage adaptive reuse of some underutilized governmental/civic buildings to accommodate potential growth in the future.
- Include institutional/educational uses incorporating a K-12 campus, university/college facilities (i.e., Downtown higher-education campus and UNLV Medical School expansion), and several continuing education facilities.

OPEN SPACE

The open space category allows public parks and recreation areas such as public and private golf courses, trails, easements, etc. The Plan proposes to incorporate the following:

- A central park, five neighborhood parks, a community sports and sculpture park.
- Linear green infrastructure that links public parks and semi-public outdoor gathering spaces in the Downtown area, including the 3rd Street Linear Park, bike/pedestrian trails along the UPRR track, and the green street network.

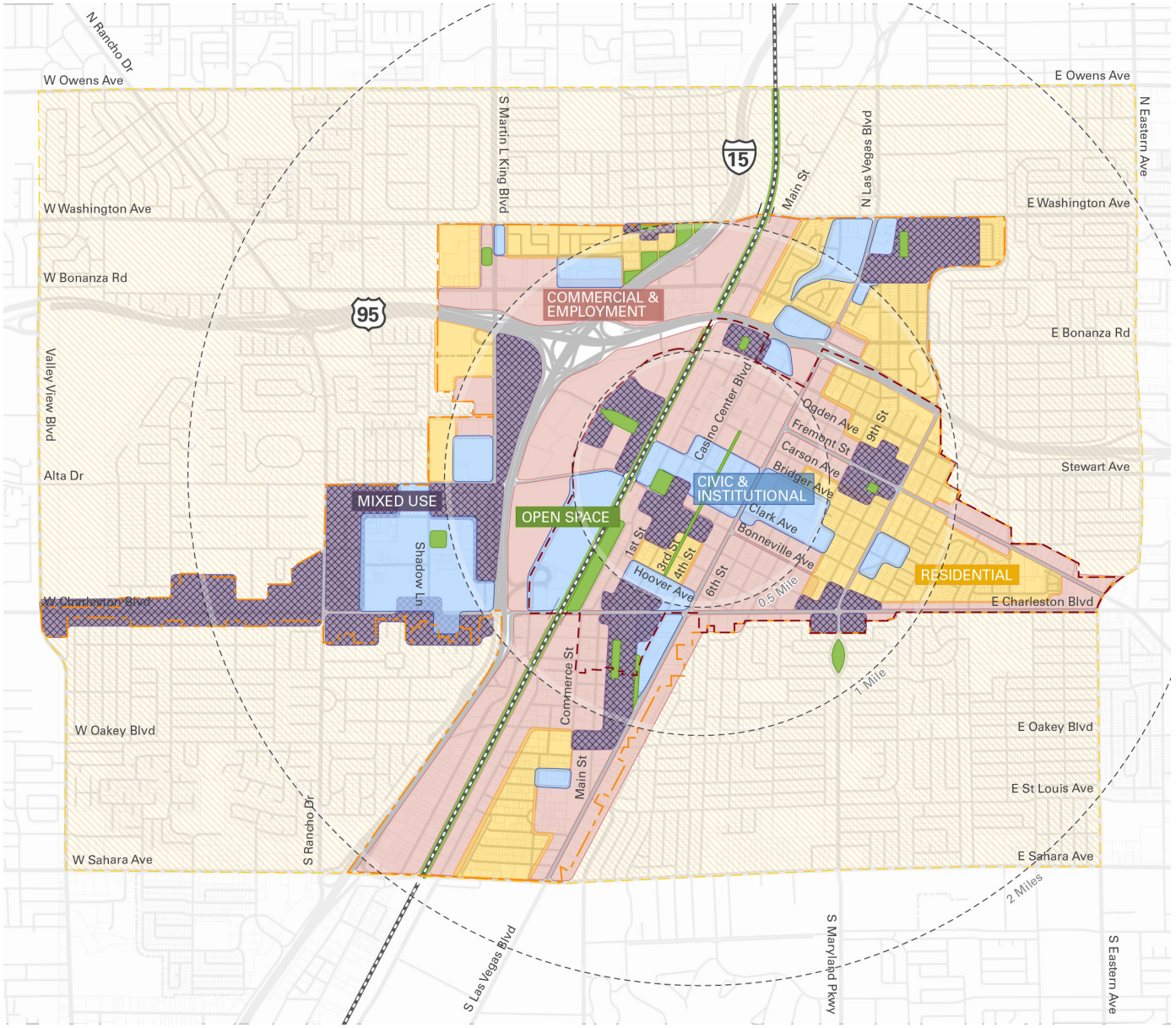


FIG 4.1: PROPOSED GENERALIZED LAND USE CONCEPT

(* DRAWINGS ARE CONCEPTUAL AND NOT INTENDED TO BE INTERPRETED AS DEFINITIVE PROPOSALS.)

TRANSIT HUB CONCEPT

The Plan proposes **10 transit hubs** in the Downtown area along the transit corridors (Downtown LRT, Las Vegas Boulevard LRT, and Downtown Circulator Loop) and categorizes them into three major types:

- **Lifestyle Hubs,**
- **Employment Hubs, and**
- **Cultural and Tourism Hubs.**

Six transit hubs are proposed within the Downtown core area they are: Civic and Business, Resort and Casino, 18B Las Vegas Arts, Founders, Fremont East, and Symphony Park Districts; 4 hubs are proposed in the peripheral districts, including Cashman, Historic Westside, Medical, and Gateway Districts.

LIFESTYLE HUBS

Lifestyle hubs focus on providing diverse housing types and ample community amenities to create a mixed, vibrant commuting "village" surrounding the station area. The Plan proposes two primary lifestyle hubs (Symphony Park and Fremont East) and three secondary lifestyle hubs (Founders, Gateway, and Historic Westside) in the Downtown area.

- **Symphony Park Hub** and **Fremont East Hub** are both characterized by a large amount of available land that could be developed in the earlier phase of the Plan. Symphony Park Hub will focus on providing diverse housing products (i.e., market rate condos, affordable rental apartments. live/work lofts and student housing units) as well as several cultural/institutional amenities such as Modern Art Museum and a School of Music and Performing Arts to complement Downtown's cultural offerings. Fremont East Hub will focus on providing affordable housing products with retail and service amenities close to transit, including rental apartments, senior housing and temporary housing.
- **Founders**, **Gateway**, and the **Historic Westside Hub** are the opportunity areas to absorb Downtown's housing growth in the later stage.

EMPLOYMENT HUBS

Employment Hubs focus on providing jobs and educational opportunities to attract workers and residents in order to add density to the Downtown area. The Plan proposes three employment hubs in the planning area as follows:

- **The Civic and Business Hub** is proposed within Downtown's civic core adjacent to Bonneville Transit Center and City Hall, mainly focusing on providing Class-A offices, civic spaces, and live/work lofts to accommodate civic and business activities.
- **The Medical Hub** is proposed along Shadow Lane within the Las Vegas Medical District. The Hub will accommodate UNLV Medical Campus' expansion and provide opportunity sites for accommodating medical offices, R&D incubators, and housing products in the vicinity.
- **Cashman Hub**'s proposed location is within the current Cashman field. Approximately 50 acres of available land will provide a great opportunity to develop a sports and entertainment district on the northern end of the Downtown core to accommodate a soccer stadium, a multi-functional green lawn, office space, as well as a diverse range of residential units.

CULTURAL AND TOURISM HUBS

Cultural & Tourism Hubs focus on providing cultural amenities and tourism-related facilities to further strengthen the arts, cultural, and entertainment character of Downtown. The Plan proposes:

- **18B Las Vegas Arts Hub** as a cultural-oriented hub, located adjacent to the Charleston Boulevard/Casino Center Boulevard intersection. This Hub focuses on expanding Downtown's cultural role, offering a number of cultural and institutional facilities including a local art complex, YMCA, and a Higher-education Downtown Campus.
- **The Resort and Casino Hub** - a tourism hub - is proposed a high-profile site on the Main Street Station surface parking lot, adjacent to Downtown's current resort and casino properties. The Hub will further accommodate the spin-offs of the gaming and hospitality industries' needs of Downtown in the future.

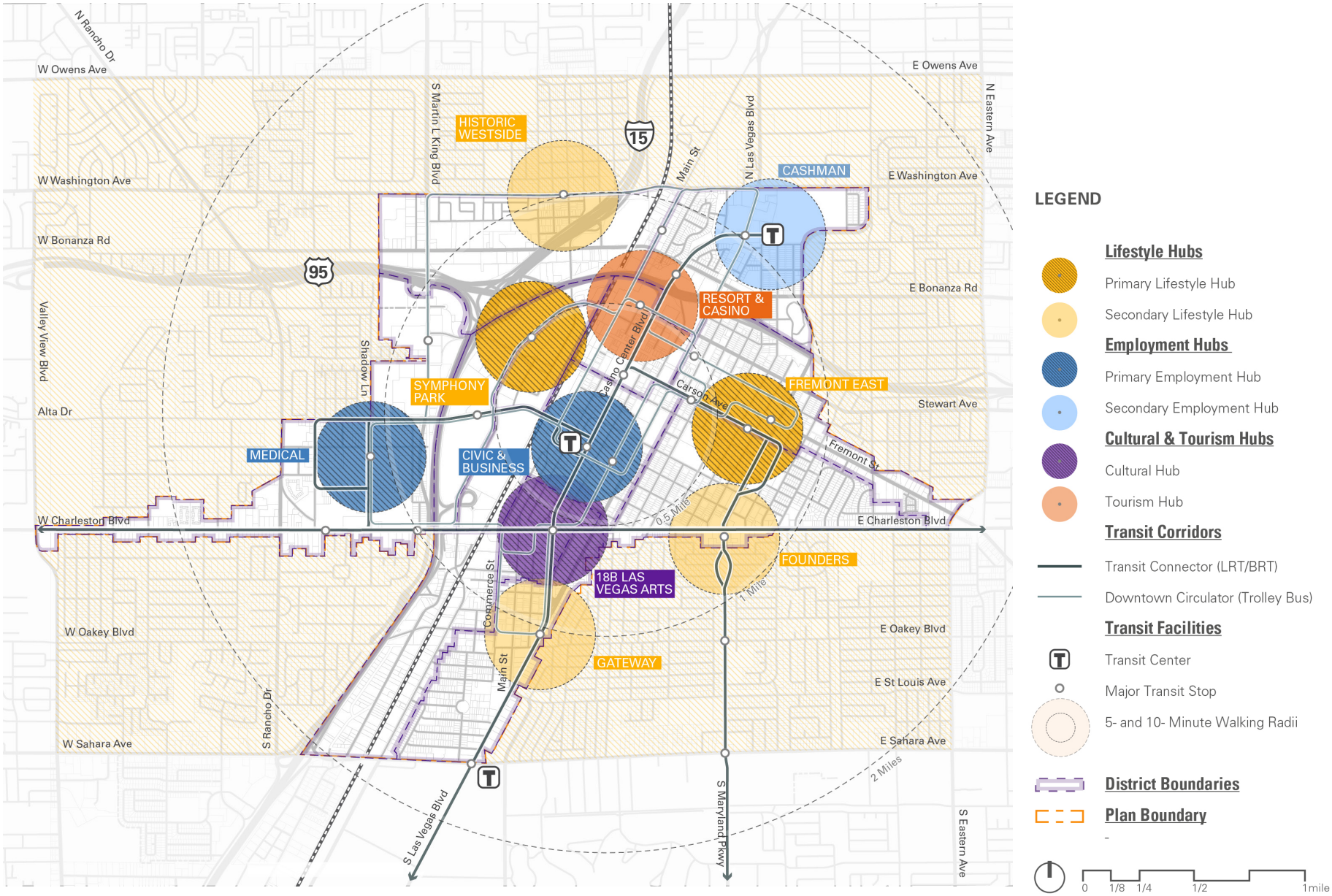


FIG 4.2: PROPOSED TRANSIT HUB CONCEPT

(* DRAWINGS ARE CONCEPTUAL AND NOT INTENDED TO BE INTERPRETED AS DEFINITIVE PROPOSALS.)

COMMUNITY RESOURCES & SERVICES

GOAL 2: ACCESSIBLE SERVICES

Downtown will offer a full range of community resources, incorporating the facilities and space required to meet the social, educational and recreational needs of existing and anticipated populations. Access to basic services and urban amenities, including a range of retail and commercial services, for Downtown occupants is needed.

The Plan's intent is to provide local residents with various types of accessible resources and services including the following aspects:

ENCOURAGING LOCAL RETAIL AND ENTERTAINMENT ATTACHED TO TRANSIT

- Clustering local retail and entertainment facilities around a transit station can create several urban local retail/entertainment nodes that serve the nearby population. This approach supports a compact transit-oriented development concept and increases the value of properties in the station area.
- Local retail encourages locals to access daily-need amenities using transit other than vehicles, thereby reducing environmental costs and enhancing social equity.

PROVIDING DIVERSE EDUCATIONAL RESOURCES

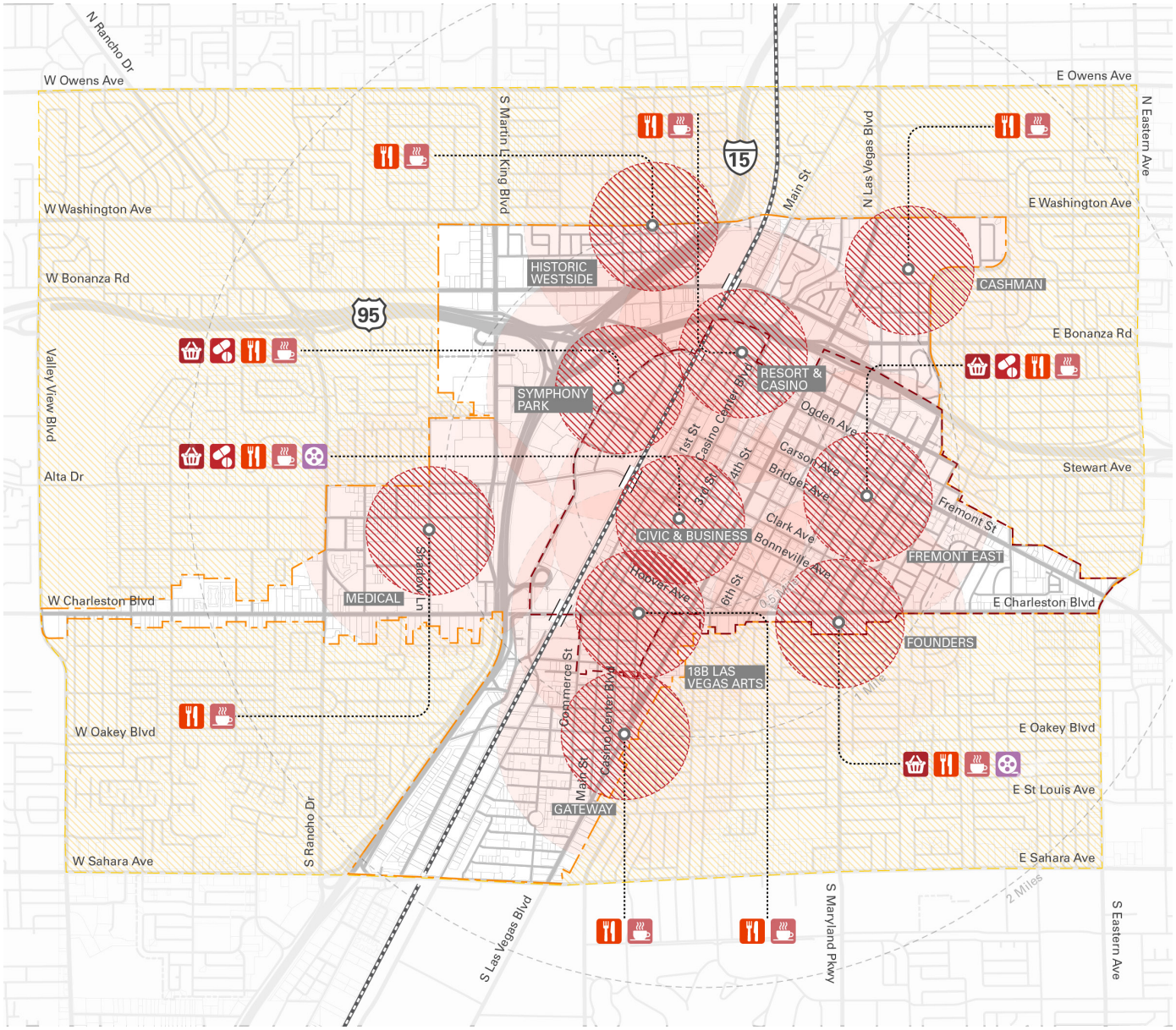
- To capture a more educated population living and working in the Downtown area and enhance the locals' skills and competitiveness in the regional job market, the Plan aims to provide diverse educational resources to locals.
- Plan solutions include incorporating the UNLV Medical Campus expansion in the Medical District, proposing a higher-education campus located in Downtown, and encouraging shared-use of facilities with various continuing educational and occupational training programs.

INCORPORATING A COMPASSIONATE SOLUTION TO HOMELESSNESS

- The prevalence of homelessness is a key deterrent to achieving the goals of Downtown revitalization. The Plan calls for encompassing a collaborative approach to address the homeless issue in the Downtown core, including provision of mental health services and special needs housing (shelter/transitional housing).

CHART 4.2: COMMUNITY RESOURCES AND SERVICES POLICY

1	OFFER **LOCAL SHOPPING & SERVICES**	Deliver a more diverse array of commercial offerings that will improve Downtown's livability and attract more residents.	Bring convenience shopping and services to better meet the day-to-day needs of Downtown residents and workers, especially an urban format grocery store.	Integrate commercial amenities such as shopping, dining, and personal services within transit hubs.
2	INCREASE **EDUCATIONAL OPPORTUNITIES**	Provide educational facilities and programs that will develop a skilled workforce and expand the career horizons of Downtown residents.	Expand programs that will prepare local youth for higher-education and skilled employment, and deliver continuing education and skills training for area adults.	Invite corporate and non-profit partners to participate in adult education, job training, and youth employment programs.
3	ENHANCE **RECREATIONAL OFFERINGS**	Accommodate a healthy range of both active and passive recreational activities suitable to occupants of the urban core.	Increase the availability of parks and recreational amenities through cooperative efforts with developers and coordination with infill development projects.	Locate new leisure service centers, upgrade existing facilities, and expand recreational and leisure programs to address residential population growth.
4	PROVIDE **ACCESSIBLE CIVIC, SOCIAL & HEALTHCARE SERVICES**	Ensure accessibility to essential civic, social, and healthcare services for the entire Downtown community, expanding services as needed to improve Downtown's livability.	Build and upgrade public facilities as necessary to address the anticipated increase in Downtown's population, aligned with redevelopment efforts.	Coordinate with non-profit and business partners in the provision of essential civic, social and healthcare services, augmenting available public services.
5	DELIVER **HOMELESS SUPPORT SERVICES**	Give high priority to finding solutions to homelessness in Downtown, encompassing access to comprehensive social services, mental health services and transitional housing.	Seek the assistance of non-profit and business partners in addressing the challenges of homelessness in Downtown, as providers of services and for philanthropic funding.	Facilitate access to the collection of social services and homeless support services located within the "Corridor of Hope" located just north of Downtown.
6	IMPROVE **PUBLIC SAFETY**	Utilize a Downtown Management Association to improve safety and security, in particular, by helping to address the challenges associated with street populations.	Advocate crime prevention through design, emphasizing activation of Downtown's streets and public spaces.	Empower Downtown neighborhoods in the fight against crime by supporting neighborhood watch programs and community policing initiatives.
7	ENCOURAGE **SHARED USE OF FACILITIES**	Maximize opportunity for Downtown's various civic, cultural, and educational facilities to serve as venues for community programs and events.	Encourage shared use of Downtown schools as venues for social, cultural, and recreational programs, activities, and events.	Explore opportunities to integrate public and non-profit space into private development projects, for example, by lease, dedication, or community benefit agreement.



LEGEND

Local Retail & Entertainment

- Urban Format Grocery Store
- Pharmacy
- Restaurants
- Convenience Retail / Daily Service
- Cinema / Theater

Transit Hubs (w/ 5-10 min walking radii)

Plan Boundaries

- Downtown Core Boundary
- Downtown Periphery Boundary
- Sphere of Influence Boundary

0 1/8 1/4 1/2 1 mile

FIG 4.3: PROPOSED COMMUNITY AMENITIES CONCEPT

(* DRAWINGS ARE CONCEPTUAL AND NOT INTENDED TO BE INTERPRETED AS DEFINITIVE PROPOSALS.)

COMMUNITY AMENITIES CONCEPT

For each of the proposed transit hubs in Downtown, the Plan calls for incorporating basic services and urban amenities associated with new housing/ office developments within 5-min walking radii around transit stations.

URBAN FORMAT GROCERY STORE/PHARMACY

- **Four urban format grocery stores** (approximately 30,000 - 50,000 sf) are proposed to be located in the dense Downtown Core. These amenities are recommended to be developed in new high-rise residential condos with parking podiums for shared-use purposes in the daytime.
- One possible grocer location for serving the nearby workers and residents is in the Civic and Business Hub adjacent to the Bonneville Transit Center. The second possible grocer location is at the Fremont East Hub adjacent to Carson Station serving future Downtown occupants and nearby established neighborhoods. Two smaller grocery stores are proposed to be located at Symphony Park and Founders Hub.

CONVENIENCE RETAIL/DAILY SERVICES

- The Plan promotes **compact, vertical mixed-use development with active ground floor uses** close to transit. Thereby, new amenities are recommended on the ground floors of new mixed-use projects for creating active and appealing streetscape. Proposed elements could include convenience retail stores, local restaurants and beverage establishments, laundromats, salons, post offices, etc.

CINEMA / THEATER

- A 72,000 square feet, three-story theater complex is under construction at the 3rd Street/Gass Avenue intersection for providing local entertainment services to future new occupants in the Downtown core. The theater is also expected to be a boon to the local economy, providing new jobs and driving the population to a resurgent Downtown.
- **Potential adaptive reuse of the historic Huntridge Theater** includes renovating the theater into a community theater to serve large established neighborhoods in Huntridge and Founders District while preserving the community's historic identity.

CLOCKWISE FROM TOP TO LEFT: URBAN FORMAT GROCERY, ANCHORED CINEMA, MIXED-USE / CORNER RESTAURANTS

(* DRAWINGS ARE CONCEPTUAL AND NOT INTENDED TO BE INTERPRETED AS DEFINITIVE PROPOSALS.)

COMMUNITY SERVICE CONCEPT

In addition to the provision of local retail and entertainment amenities, each transit hub is also expected to incorporate various types of community resources and services within walking distance as follows:

PUBLIC EDUCATIONAL FACILITIES

- A K-12 school is recommended in the 18B Las Vegas Arts District near Hoover Avenue to accommodate the growing need for schools due to new Downtown residents. The Plan also recommends building a new elementary school in the Gateway District to serve the nearby Meadows neighborhood.

POST-SECONDARY ADULT EDUCATIONAL FACILITIES

- A Higher-education Downtown campus is planned within the 18B Las Vegas Arts District with provision of educational programs related to the emerging economic niches in the region, including design, robotics, green tech, and so forth.
- Diverse continuing education facilities and/or occupational training schools are expected in each transit hub for the purpose of developing Downtown's "human capital," improving the job skills of area residents and attracting new talents. Provide pocket libraries in the neighborhoods where appropriate.

PUBLIC SERVICE FACILITIES

- A new fire sub-station is planned for the Symphony Park District near UPRR track according to the *Las Vegas Master Plan 2020 Public Services & Facilities Element* (adopted in November 2008).

HEALTH CARE / SOCIAL SERVICE / LEISURE SERVICE FACILITIES

- Community health clinics are expected to be incorporated in transit hubs (i.e., Fremont East, Historic Westside, and Gateway) or in areas accommodating new residential growth (i.e., Symphony Park and Cashman) as necessary.
- Fremont East, Gateway, and the Historic Westside are primary sites identified for provision of shelter/temporary housing, senior housing, as well as community centers with outdoor play courts.

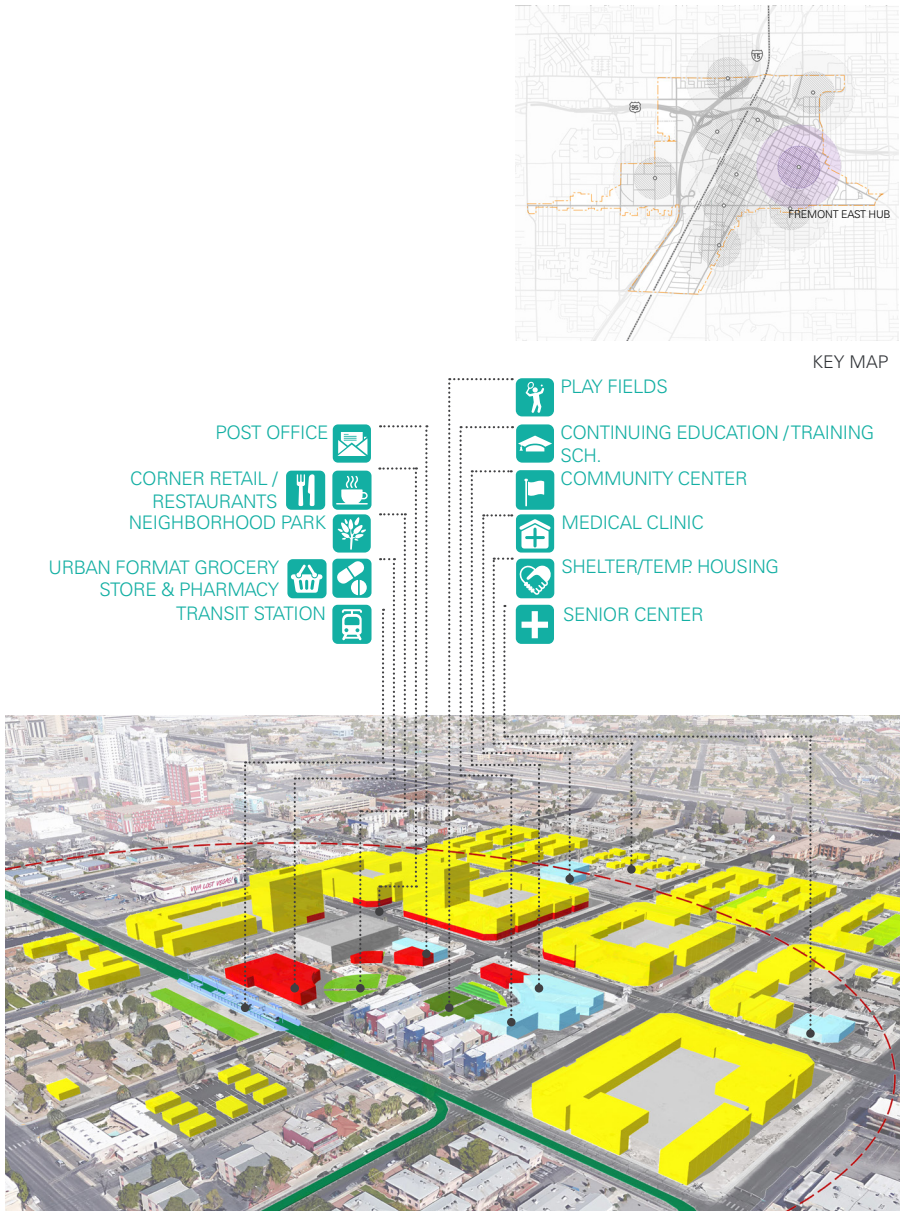
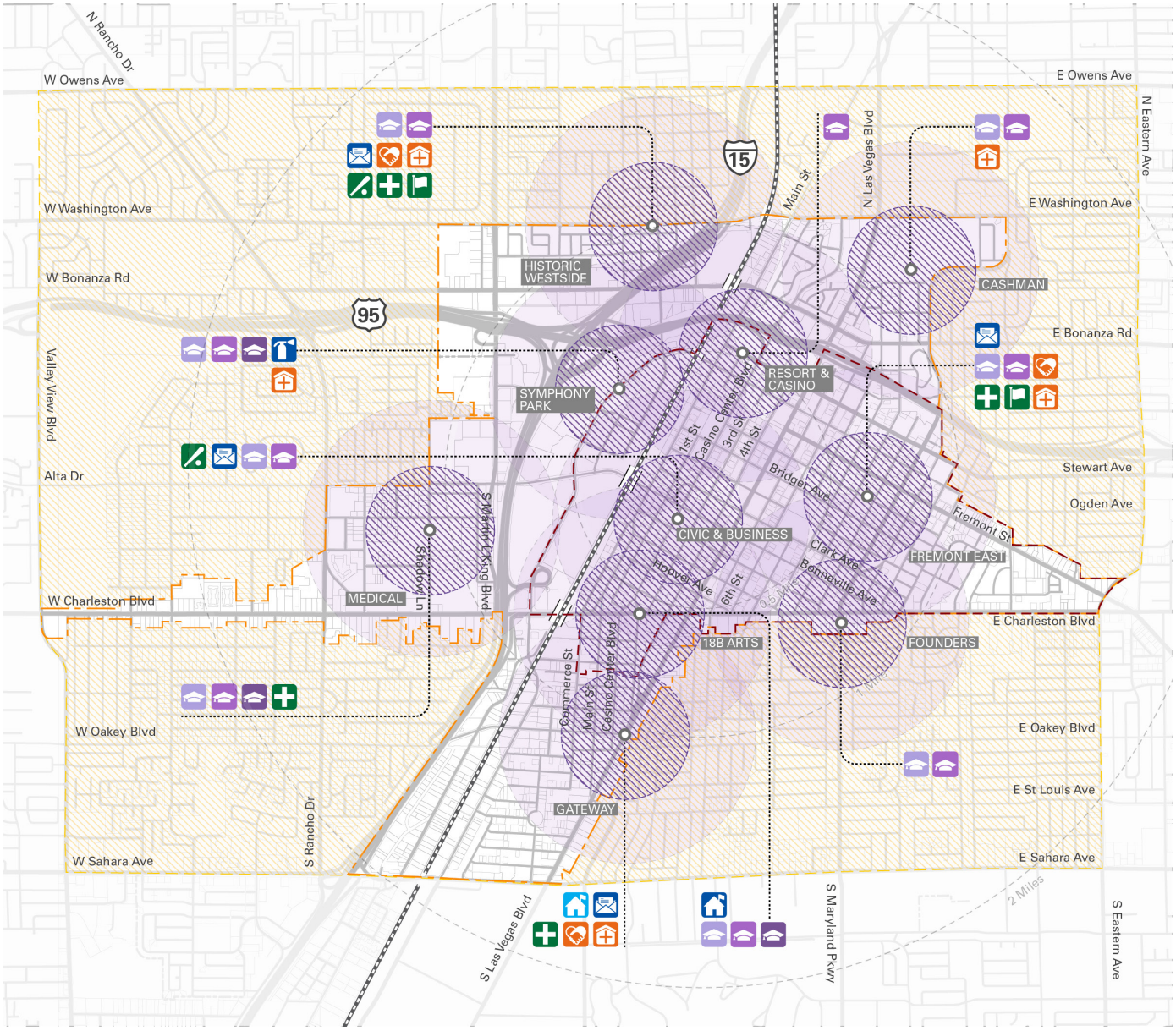


FIG 4.4: FREMONT EAST TRANSIT HUB W/ 5-MIN WALKING RADII:

CLUSTERING AMENITIES AROUND TRANSIT MAKES URBAN LIVING MORE CONVENIENT AND COMMUNITY ORIENTED

(* DRAWINGS ARE CONCEPTUAL AND NOT INTENDED TO BE INTERPRETED AS DEFINITIVE PROPOSALS.)



LEGEND

Public Educational Facilities
- Elementary School
- K-12 School

Post-Secondary / Adult Educational Facilities
- Continuing Education Facility
- Trade School / Occupational Training Center
- College / University Facility

Public Service Facilities
- Post Office
- Fire Station

Healthecare / Social Service Facilities
- Medical Clinic / Community Health Center
- Shelter / Transitional Housing

Leisure Service Facilities
- Community Center
- Senior Center
- Sports Park

Transit Hubs (w/ 5 - 10 min walking radii)

Plan Boundaries
- Downtown Core Boundary
- Downtown Periphery Boundary
- Sphere of Influence Boundary

0 1/8 1/4 1/2 1mile

FIG 4.5: PROPOSED COMMUNITY SERVICE CONCEPT

(* DRAWINGS ARE CONCEPTUAL AND NOT INTENDED TO BE INTERPRETED AS DEFINITIVE PROPOSALS.)

COMMUNITY CHARACTER & DISTRICT IDENTITY

GOAL 3: VITAL PLACES

Downtown will present a legible, vibrant city image to tourists and residents, creating vital places to attract new investments and growth. Strengthening Downtown's identity and Districts' characters includes promoting community design guidance, historic preservation, adaptive reuse, and public realm enhancement, as well as establishing a wayfinding system with signage, lighting, and public art.

The Plan's intent to create vital places attracting tourists and locals includes the following key aspects:

MAINTAINING DOWNTOWN'S HISTORIC CHARACTER

- Downtown's legendary history and numerous historic assets tell the City's story while attracting tourists and establishing locals' pride. Thereby, plan efforts should aim to:
- Maintain Downtown's historic character through preserving Downtown's historic properties, sites, and landmarks while conserving historic neighborhoods.
- Promote adaptive reuse and rehabilitation of existing buildings and structures.
- Preserve and adaptively reuse iconic neon signage important to the City's historic identity, where appropriate.

DELIVERING A LEGIBLE CITY IMAGE AND STRENGTHENING DISTRICT IDENTITY

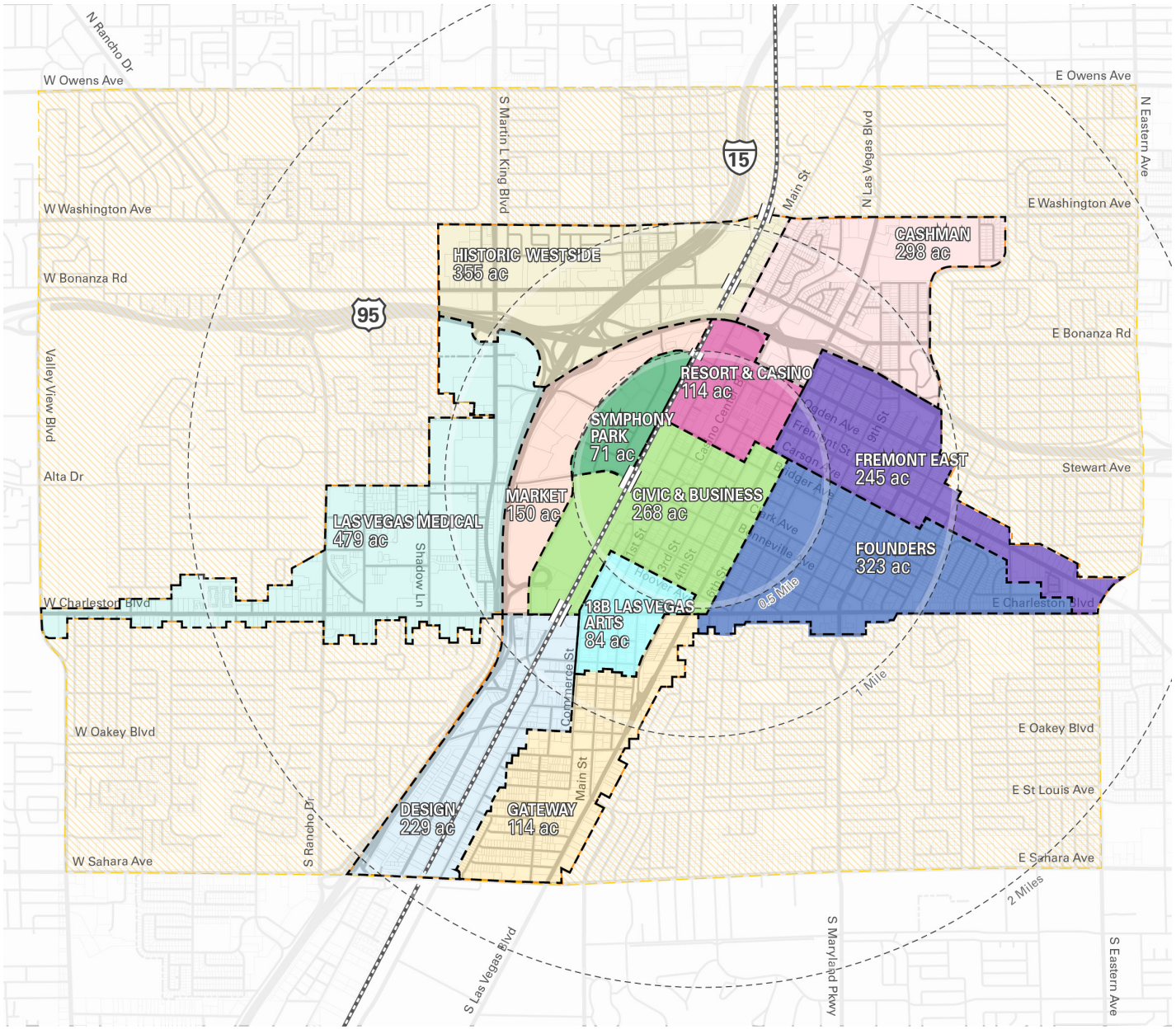
- Deliver a legible and vital image of Downtown attracting tourists, investments, and new occupants, while strengthening locals' pride.
- Enhance Downtown gateways through signage, public art and landscape treatment, while highlighting Downtown's spine and major activity corridors.
- Identify and strengthen districts' unique character and create a sense of place.
- Apply design guidelines to direct new developments in creating an attractive and cohesive city landscape.

PROVIDING AN APPEALING OUTDOOR ENVIRONMENT

- Create vital places and appealing outdoor environments to accommodate diverse events and activities.
- Establish a wayfinding system to brand the City and guide visitors and locals to key destinations.
- Enhance the public realm through streetscape improvements, lighting, and public art.

CHART 4.3: COMMUNITY CHARACTER & DISTRICT IDENTITY POLICY

1	DEMARCATE **DOWNTOWN GATEWAYS**	Enhance gateways to create a sense of arrival and reinforce identity, highlighting major points of entry into Downtown and marking thresholds between its various districts.	Give special design emphasis to identified gateways, incorporating such elements as high-quality public signage, civic art, and distinctive landscape treatment.	Encourage redevelopment of blighted and underdeveloped parcels that visually define gateways, particularly where those sites coincide with identified transit hubs.
2	HIGHLIGHT **DOWNTOWN'S SPINE**	Treat Las Vegas Boulevard as the key unifying element of the Downtown core, taking measures to enhance its scenic qualities and status as a National Scenic Byway.	Promote revitalization and redevelopment of the commercial areas along Las Vegas Boulevard, improving its visual quality and economic viability.	Encourage the protection and exhibition of neon signage along Las Vegas Boulevard, thereby enhancing its historic and nighttime scenic qualities.
3	STRENGTHEN **LOCAL IDENTITY**	Build upon Downtown's history and status as the original core and authentic Las Vegas, while establishing a cohesive identity and distinct sense of place for each of its districts.	Tailor development regulations to the characteristics of individual districts and neighborhoods, while promoting walkable urban environments.	Provide public realm improvements and introduce civic gathering spaces that give character and identity to each of Downtown's urban districts and neighborhoods.
4	PROMOTE **COMMERCIAL REINVESTMENT**	Introduce public realm improvements that will stimulate reinvestment and support redevelopment, such as complete street enhancements and community wayfinding.	Offer programs and incentives to encourage reinvestment by existing business and commercial property owners, such as property and building improvement programs.	Direct new commercial investment toward identified transit hubs to create active and walkable mixed-use urban neighborhoods.
5	IMPROVE **STANDARDS OF DESIGN & MAINTENANCE**	Pursue high quality design and development in both public and private realms; in particular, take measures to improve the quality of infill development.	Adopt place-based development standards and guidelines, employing form-based coding to implement the long term vision and achieve the desired built form.	Uphold minimum standards of property maintenance including active code enforcement to combat both commercial blight and neighborhood deterioration.
6	SUPPORT **ADAPTIVE REUSE & REHABILITATION**	Encourage renovation and adaptive reuse of existing buildings as essential to the retention of Downtown's history and culture, and instrumental in its revitalization.	Revise applicable code standards and guidelines to facilitate adaptive reuse of existing buildings and historic structures.	Utilize financial incentives to promote adaptive reuse, for example, through property tax relief, rehabilitation loans and grants, and design advisory services.
7	ESTABLISH **WAYFINDING SYSTEM**	Introduce a comprehensive wayfinding program to better orient visitors and direct movement in and around Downtown.	Design public signage and graphics to visually brand and strengthen the identity of Downtown and its various districts.	Employ wayfinding signage and graphics to highlight and guide visitors toward key destinations.



LEGEND

Downtown Core

- Resort & Casino District
- Civic & Business District
- 18B Las Vegas Arts District
- Founders District
- Fremont East District
- Symphony Park District

Downtown Peripheral

- Market District
- Las Vegas Medical District
- Gateway District
- Design District
- Cashman District
- Historic Westside District

Sphere of Influence

Plan Boundary

0 1/8 1/4 1/2 1 mile

FIG 4.6: PROPOSED DOWNTOWN DISTRICTS

(* DRAWINGS ARE CONCEPTUAL AND NOT INTENDED TO BE INTERPRETED AS DEFINITIVE PROPOSALS.)

DOWNTOWN DISTRICT CONCEPT

Twelve districts with unique characteristics are identified in the Downtown area. Six districts are within the Downtown core inhabiting the traditional grid structure of Downtown accommodating various functions including tourism, government uses, business and professional offices; while the other 6 districts are at the peripheral of Downtown showing great potentials to encompass new economic opportunities such as medical, green tech, and design and new growing needs of residential and office spaces in the future.

Opportunities and envisioned characteristics of the **Downtown Core Districts** within the Downtown area are described as follows:

RESORT AND CASINO DISTRICT

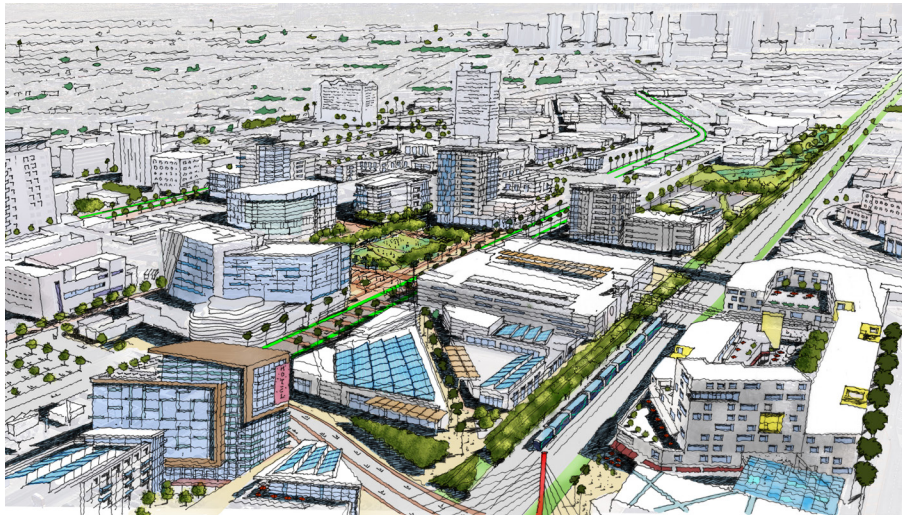
Identified as the City's original gaming district and home to a number of classic Las Vegas hotel-casinos, the Resort and Casino District serves as the activity and entertainment anchor for Downtown. Though this district acts as the most mature and intensely developed area, some new opportunities to reinforce the district's identity may include:

- A high-profile site on the Main Street Station Casino surface parking lot for accommodating the growing needs of hospitality.
- Infilling the current site of Downtown Las Vegas Events Center for accommodating new civic amd/or office spaces.
- Upgrading the "Fremont Street Experience," and;
- Involving a placemaking and wayfinding system to guide tourists to destinations.

CIVIC AND BUSINESS DISTRICT

The Civic and Business District maintains a relatively strong civic center as it is home to various government facilities, businesses and professional offices. New opportunities to add density to the area and promote compact transit-oriented development surrounding the City Hall and Bonneville Transit Center may involve:

- A central park transformed from the vacant property opposite the City Hall at 1st Street/Clark Ave to provide a multi-purpose outdoor gathering space.
- Infilling and redeveloping the contiguous vacant parcels and blighted properties to offer diverse housing products and Class-A office spaces.
- Creating a vibrant civic center through crosswalk/streetscape enhancement, public art, and signage.
- Building a linear park on 3rd Street as an activity corridor linking the Resort & Casino District, new Central Park, and 18B Las Vegas Arts District; and
- Expanding the bicycle network and promoting a bike share system.



CIVIC AND BUSINESS DISTRICT: A VIBRANT DOWNTOWN CORE AND MORE THINGS TO DO AND SEE.

(* DRAWINGS ARE CONCEPTUAL AND NOT INTENDED TO BE INTERPRETED AS DEFINITIVE PROPOSALS.)

18B LAS VEGAS ARTS DISTRICT

Behaving as the creative heart of the city, the 18B Las Vegas Arts District is home to many of the city's art galleries, resident artists, and local stores. However, underutilized and vacant land still exists in this area and offers an opportunity for investment. 3rd Street, Casino Center Boulevard, and Main Street are all underutilized and could offer a variety of improvements to the area. Strategies for further success may involve:

- Affordable housing including: live work lofts, mid-rise/highrise condos, veterans housing, student housing, and temporary housing.
- The addition of creative office and incubator spaces.
- Civic and institutional uses including: a higher-education Downtown campus, a local art complex, art galleries, YMCA, Student Center, classrooms, and a K-12 school.
- Additional community park space including: creative greens, event spaces, student quad, and transit plaza; and
- Additional retail space including food & beverage and convenience retail.

SYMPHONY PARK DISTRICT

Symphony Park has created an important cultural amenity with both the Smith Center and Children's Museum and is adjacent other successful establishments including the Las Vegas Outlet Shops and World Market Center but the area lacks the connectivity or shared experience between them that could really bring the district to life year round. Strategies for connectivity may involve:

- Improved connections along and across the Union Pacific Railroad Right-of-way to more closely integrate Symphony Park with Downtown including new trails, a new bridge and expanded transit network.
- Significant residential housing that could include apartments and lofts oriented toward performers and artists; a mixed use neighborhood with both high and mid-rise formats as well as luxury housing and a research and learning hub near the Luo Ruvo Center.
- A hotel and conference center to complement the World Market Center; and
- Service retail as part of a mixed use neighborhood along with bars and restaurants.
- A Modern Art Museum is also proposed in the district adjacent to the Smith Center to complement the Arts-related cultural offerings near Downtown core and to serve the Downtown occupants and tourists at large.

18B LAS VEGAS ARTS DISTRICT: A DIVERSE COMMUNITY AND REGIONAL SHOWCASE FOR THE ARTS.
(* DRAWINGS ARE CONCEPTUAL AND NOT INTENDED TO BE INTERPRETED AS DEFINITIVE PROPOSALS.)

SYMPHONY PARK DISTRICT: A CULTURAL AND LIVING DISTRICT BETTER CONNECTED TO DOWNTOWN.
(* DRAWINGS ARE CONCEPTUAL AND NOT INTENDED TO BE INTERPRETED AS DEFINITIVE PROPOSALS.)

FREMONT EAST DISTRICT

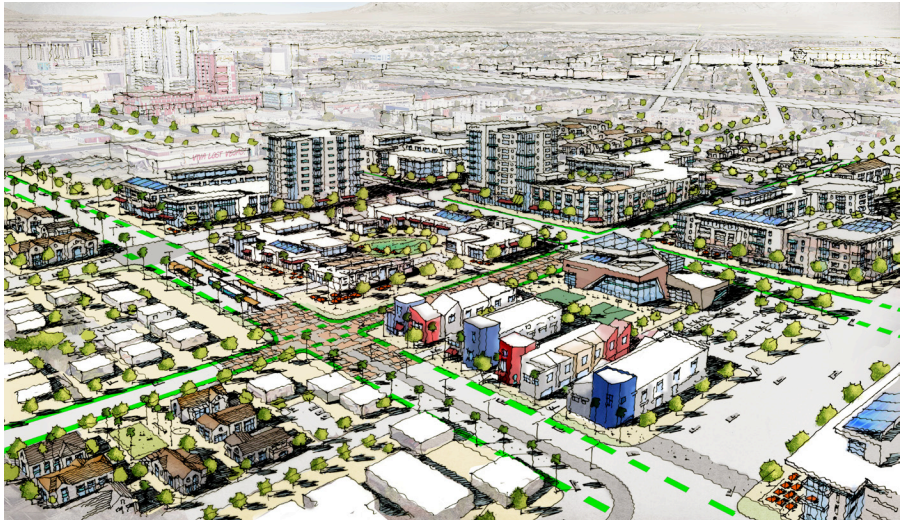
Fremont East has gained residents and shops through its popularity due to its proximity to the Resort and Casino District, but is in need of a more pedestrian friendly atmosphere for continued success and growth. Historic conservation of housing stock is also important in this area and tools such as design standards and incentives for rehabilitation would be of great use to the district. Strategies for further improvement may involve:

- A central community green with services and amenities for families.
- Expanded retail and services including a small grocery store and community center etc. clustered near the community green.
- Additional multi-family housing including live/work and midrise/highrise workforce housing; and
- Addition of civic/institutional spaces possibly including a clinic, senior center, community center, or continuing education facility.

FOUNDERS DISTRICT

With the potential to be one of the areas most well preserved residential neighborhoods, the founders district is in need of strong development controls to ensure continued preservation of the area. Additional strategies to maintain and improve the area may involve:

- A multi-modal transit station designed to accommodate a quick serve cafe, convenience store, ticket booth, bike share, trail connections, rest rooms etc.
- Mixed use residential including live/work and midrise/highrise workforce housing.
- Additional retail amenities to enliven the area with a live/work/shop atmosphere including restaurants, cafes, and convenience retail; and
- Addition of creative office space along with civic/institutional uses such as a community center.



FREMONT EAST DISTRICT: IMPROVED AFFORDABILITY, SAFETY AND AMENITY.

(* DRAWINGS ARE CONCEPTUAL AND NOT INTENDED TO BE INTERPRETED AS DEFINITIVE PROPOSALS.)

FOUNDERS DISTRICT: A HISTORIC NEIGHBORHOOD AUGMENTED WITH TRANSIT-ORIENTED MIXED USE.

(* DRAWINGS ARE CONCEPTUAL AND NOT INTENDED TO BE INTERPRETED AS DEFINITIVE PROPOSALS.)

Opportunities and envisioned characteristics of the **Downtown Peripheral Districts** are described as follows:

CASHMAN DISTRICT

The Cashman District has been a historical, cultural and civic employment hub for downtown Las Vegas historically, but suffers from the absence of a residential population and substantial programming to keep the community engaged in the area. The area is well-suited to become a mixed use community with a sports and entertainment core of activity that would attract residents and visitors. Strategies for this transition may involve:

- Building a soccer stadium and associated facilities.
- A transit plaza with BRT service, bike share and other support amenities acting as a gateway into the district; and
- Adding creative office and incubator spaces for R&D around the plaza with ground floor bars and restaurants, as well as service retail for the area.

CASHMAN DISTRICT: A COMMUNITY OF ENTREPRENEURS ANCHORED BY SPORTS, AND CULTURE

(* DRAWINGS ARE CONCEPTUAL AND NOT INTENDED TO BE INTERPRETED AS DEFINITIVE PROPOSALS.

GATEWAY DISTRICT

The Gateway District establishes the southern gateway to downtown, though this area is mostly blighted residential. The landmark Stratosphere Tower has become the main attraction of the area though it is surrounded by predominantly auto-centric commercial uses and vacant parcels. Strategies to strengthen the Gateway may include the following:

- Rebranding the gateway to reinforce the landmark location as a Downtown Gateway.
- Promoting infill housing and community amenities while collaborating with BID for safety and cleaning; and
- Integrating a pedestrian gateway at Sahara & Las Vegas Boulevard.

MEDICAL DISTRICT

The Medical District though a significant healthcare and office node for the community, with the University Medical Center and Valley Hospital Medical Center is physically disconnected from the Downtown core. Strategies for improvement may involve according to the Las Vegas Medical District Facilities Master Plan:

- Promoting mixed-use residential/office/retail projects in the district.
- Expanding northward to incorporate more potential development spaces for medical retail services and medical supply/equipment manufacturing; and
- Strengthening the transit connection to the core through multi-modal transit connections.
- Branding and marketing the Medical District to further attract medical tech companies and new talent to the district.

HISTORIC WESTSIDE DISTRICT

The Historic Westside District is dominated mostly by low-rise residential neighborhoods and industrial zones. The neighborhood consists of a few historical sites, poor housing conditions, vacant parcels, and a lack of parks and amenities. The district is in need of environmental upgrades and social services. Strategies for improvement may involve according the Hundred Plan:

- Promoting contextual neighborhood infill with multifamily housing and appropriate amenities to stabilize the community.
- Conversion of vacant lots to pocket parks and community gardens.

- Preserving the historic Moulin Rouge Site and infilling a vocational school with accessible semi-public open space.
- Collaboration with BID for safety, cleaning and job training; and
- Amending local regulations to enable mixed-use in current industrial zones and bringing in flex offices and ground floor retail.

MARKET DISTRICT

Visitors are drawn to the area by the dominant large scale uses such as the Las Vegas Premium Outlets and World Market Center Las Vegas, though the area lacks a consistent scale and connection to Symphony Park. Strategies for improvement may involve:

- Further reinforcing district identity via placemaking.
- Potentially developing the site north of World Market Center to create synergies with Symphony Park and The Smith Center.
- Improving pedestrian connections with Symphony Park and Clark County Government Center.

DESIGN DISTRICT

Currently characterized by a mix of commercial services, warehousing, storage, and industrial uses, the Design District is concentrated along the Union Pacific Railroad corridor with a significant employment base and many businesses servicing the casino and entertainment industry. Strategies for improvement may involve:

- Developing a Center of Sustainability as a showcase of Downtown's sustainability initiative.
- Rebranding as a Design District to attract creative industries, namely fashion design, 3D printing, virtual gaming, filming etc; and
- Encouraging adaptive reuse of buildings something especially well-suited to the design industry.

PUBLIC ART, WAYFINDING, & SIGNAGE CONCEPT

The Plan's goal of connecting and strengthening Downtown both internally and regionally is the guiding principal that informs the wayfinding system. The new system will promote better pathways and exploration throughout Downtown Las Vegas across all touch points of the wayfinding journey.

The new Wayfinding System enhances user journeys by incorporating both traditional static in-the-ground signs, and real-time updateable messaging and kiosks that all provide wayfinding cues and an overall message that you are in Downtown Las Vegas and here are all its offerings.

DOWNTOWN TRAILBLAZERS

Utilized along major and secondary thoroughfares that connect Downtown to the Sphere of Influence. These areas attract guests to Downtown, promote a sense of place and create the processional link from the overall region to the Downtown district.

ENTRY GATEWAYS

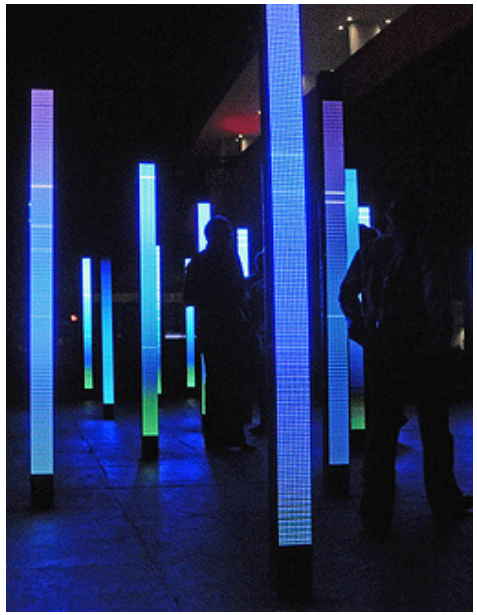
These are major welcome portals which serve to both create the sense of arrival as well as sets up a perimeter for Downtown Las Vegas.

MIXED USE HUBS

Wayfinding tools provide pedestrians a unique offering with specified information in digital kiosks and static directional information for general orientation and path confirmation.

MAJOR TRANSIT STOPS

Since Major Transit Stops can also serve as an entry portal for pedestrians, any user type whether Downtown resident, frequent guest or international tourist will be able to interact with digital kiosks to request information specific to their needs.



CLOCKWISE FROM TOP-LEFT: PUBLIC ART SCULPTURE, PUBLIC LIGHT ART, WAYFINDING SIGNAGE
(*FOR ILLUSTRATIVE PURPOSES ONLY)

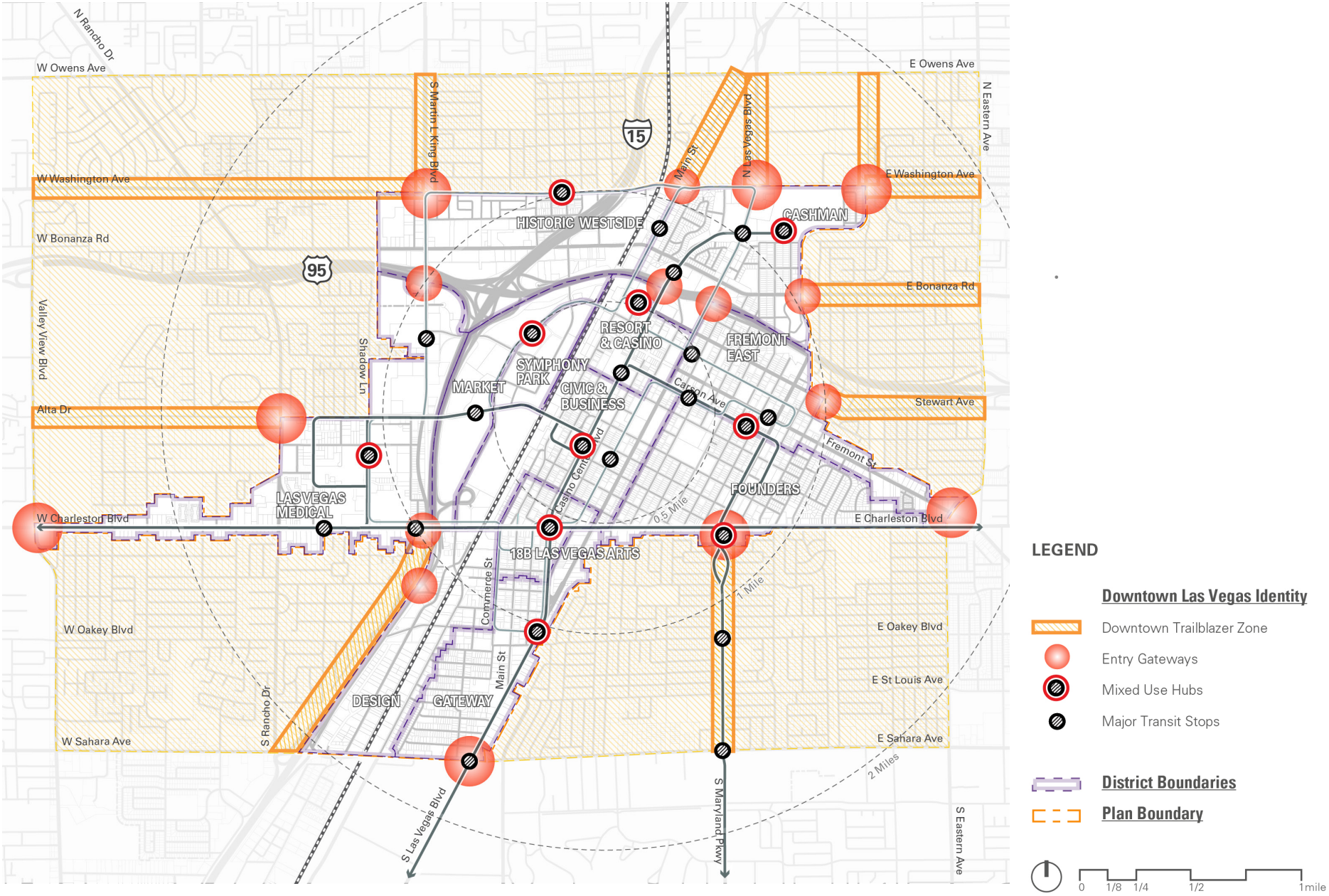


FIG 4.7: PROPOSED WAYFINDING & PUBLIC ART CONCEPT

(* DRAWINGS ARE CONCEPTUAL AND NOT INTENDED TO BE INTERPRETED AS DEFINITIVE PROPOSALS.

PUBLIC ART, WAYFINDING, & SIGNAGE CONCEPT

Las Vegas, one of the most recognizable places in the world, is constantly evolving and building upon its reputation. It is more than the borders of the City and its surrounding communities. Las Vegas evokes glamour, excitement and entertainment to people worldwide. While the City is a specific geographic jurisdiction within a greater metropolitan area, greater Las Vegas and the City of Las Vegas are inextricably entwined for residents and tourists alike.

With the strength and high visibility of the entertainment industry, it can be difficult to identify what Las Vegans view as the indigenous cultural character of the region. Las Vegas boasts more creative professionals than most other American cities. The region has become home to buildings designed by some of the most prominent architects in the world along with a growing level of sophistication about design and art both on and off the "Strip". However, due to the sprawling nature of the city, the scale of the automobile-oriented landscape, and the larger and brighter than life hotel casinos, it's difficult for public art to have a strong visual impact. Additionally, the non-profit arts sector is generally viewed as under-developed. Despite these obstacles and in some cases, because of them, Las Vegans are proud of their cultural offerings while also feeling somewhat ambivalent about the success of the tourist-focused arts and entertainment industry. This is a significant dilemma which poses a unique opportunity.

The public art element should therefore embrace and build upon the cultural wealth and natural beauty of the region. The entertainment and hospitality industries are cultural assets to be leveraged. The dramatic beauty of the landscape and the ethnic cultural diversity of the population are features that make the city attractive and livable. Public art installations, when functioning as cultural landmarks, are vital elements in both place making and wayfinding. These landmarks establish neighborhood identity providing physical references that create a sense of place.

VISION

LAS VEGAS CELEBRATES ITS UNIQUE CHARACTER THROUGH ITS PUBLIC ART. OUR CITY IS INFUSED WITH NATURAL BEAUTY, CULTURAL DIVERSITY AND CREATIVITY. OUR PUBLIC ART EMBRACES AND REFLECTS THOSE QUALITIES.

MISSION

THE PUBLIC ART ELEMENT REPRESENTS THE CHARACTER OF LAS VEGAS THROUGH THE COMMISSION AND PURCHASE OF TEMPORARY AND PERMANENTLY-SITED ARTWORK LOCATED THROUGHOUT THE DOWNTOWN MASTER PLAN.

GOALS

INTEGRATE PUBLIC ART INTO THE CITY OF LAS VEGAS INFRASTRUCTURE, BUILDINGS, AND FUTURE PROJECTS DOWNTOWN AS A STANDARD OPERATING PROCEDURE.

BUILD PARTNERSHIPS WITH CITY DEPARTMENTS AND REGIONAL AGENCIES TO INCLUDE PUBLIC ART IN A BROAD RANGE OF LOCATIONS.

Develop policy and procedures that ensure public art's role in the future of downtown:

- Develop broader funding sources
- Leverage the talent of local artists, designers, fabricators and artisans to create public art whenever possible
- Build education in every aspect of the Public Art program
- Public art installations functioning as landmarks, incorporated as wayfinding and place making

VEGAS ARABESQUE BY DAVID GRIGGS
(*FOR ILLUSTRATIVE PURPOSES ONLY)

HISTORIC BACKGROUND

In October 1987, under Mayor Bill Briare, the City passed an ordinance that formed the Las Vegas Arts Commission, a twelve-member volunteer board that dove head first into a larger than life public art project on the face of the previous City Hall (now Zappos). This project, called "Ground Zero" by artist Bill Maxwell afforded City staff, commissioners, elected officials and residents a learning experience about public art. This experience illustrated what public art should accomplish and how to get there, both irreplaceable experiences. Those lessons were valuable and set the stage for the next few years of how the City viewed public art and how the commission moved forward. Public art is always in a state of flux, slowly moving forward and always changing to meet the needs of society, how we view art and its role in our daily lives. The '80's were the early years when communities across the country started to embrace the notion of "public art programs".

By the 1990s, public art had evolved far beyond the lonely monument on an open plaza according to Tom Finkelpearl who authored, "Dialogues in Public Art". Now public artists might design the entire plaza, create an event to alter the social dynamics of an urban environment, or help to reconstruct an entire neighborhood. All of this comes with an ongoing learning curve cities are still dealing with. The essence of public art is that it's a reflection of where it is located; the communities, the cultures, the political processes, and the financial stability of the exact spot where it resides. Serving as a community totem, emblematic of its surrounding residents, public art helps outsiders navigate the terrain, geographically and culturally. It is a mirror reflecting who we are no matter if it is the Chicago "Bean" which quite literally reflects or Philadelphia's Liberty Bell. Public art, a hallmark of humanity, gives us our identity and lets us leave our mark on the world.

In 1998 the City completed the first Public Art Master Plan. The consultant team spent considerable time convening meetings with a large number of community members and city staff. Since that plan was created, Las Vegas has commissioned, purchased and installed a substantial number of artworks. It is now time to formalize the inclusion of public art in the Downtown Master Plan which would recognize the importance of public art not only as a way-finding tool but a community signifier. Public art makes cities worthy of affection, humanizes our urban experience and embraces and infuses our cultural identities with pride of place and camaraderie of citizenship.

CLOCKWISE FROM TOP-LEFT: MAIN STREET BENCHES BY GAIL SIMPSON; MONUMENT TO THE SIMULACRUM BY STEPHEN HENDEE

(*FOR ILLUSTRATIVE PURPOSES ONLY)

SENSE OF PLACE: VISION

Some cities grow organically; some cities are well thought out in advance; and as a result, they have wide boulevards, impressive public convening places indoors and out, clear sightlines paying homage to civic brevity and so on. Think Paris. It is pretty obvious that Las Vegas was not master planned by its early pioneers, a hard-scrabble lot trying to carve out an existence in a dramatically beautiful but unforgiving landscape. What our Founding Fathers did bestow, however, was a strong work ethic and an entrepreneurial spirit that is rivaled by few. As a result Las Vegas started to grow…and grow. Taking advantage of its sunny climate, its proximity to Hoover Dam and all that entailed, the proximity to California and all the gold and silver mines in between, throwing in available water usable land in all directions and then adding legalized gambling and the city started its rapid, unabated (until 2008) growth which some refer to as…sprawl.

So who are we really? Everyone has their own perspective. One thing for sure is that we are eclectic and we reflect that eclecticism. We are also a city of contrasts via the stark awe inspiring beauty of the vast ancient desert against the bright lights of our man made tourism corridors. Whether you arrive in Las Vegas by plane or drive through the desert to get here, the contrast is striking and sudden. Some would say that the whole city is one giant piece of public art and they would not be wrong. Our visual landscape is crowded; many things vie for your attention. When visiting Seattle, you see one of the preeminent public art collections in the country with little effort because, for the most part, the gray overcast skies and monotone buildings provide the perfect backdrop for their collection. Whereas Las Vegas must figure out how to make important public art be seen amongst the visual cacophony. This is no small task but it is what art does best. International artist Ugo Rondinone recently addressed it with his "Seven Magic Mountains" located between Primm and Las Vegas. This installation works because he placed it in the desert. It forces the viewer to acknowledge and experience the contrasts.
For artists working in our urban environment, the challenges can be daunting; but if the projects are selected within the framework of a plan, the results have a huge potential.

CLOCKWISE FROM LEFT TO DOWN: A ROSE IN THE DESERT BY ARGU; PAINTBRUSH GATEWAY BY DENNIS OPPENHEIM; SNOWBALL IN VEGAS BY JESSE SMIGEL

(*FOR ILLUSTRATIVE PURPOSES ONLY)

FRAMEWORK / RECOMMENDATIONS

Much of the development downtown is infrastructure support with an emphasis on connectivity, walkability, green spaces and energy efficiency. Artists can assist the City in creating a more visually engaging urban landscape through their inclusion on design teams for infrastructure, particularly in streetscapes. This approach has been modeled to a significant extent in urban arts initiatives such as the Scenic Byway, the First Street Art Trail, Aerial Gallery and so forth.

As Downtown continues to thrive and evolve, public art should play a key role in reinforcing connectivity and wayfinding, promoting a pedestrian-friendly environment and building a downtown that has successful and engaging public spaces. Public art can mitigate blank walls and end empty retail spaces, beautify alleys and provide visual interest in under-developed areas. Including a public art element in the urban design strategy can enliven architecture, create landmarks, reinforce plazas and add interest and scale to the pedestrian experience. There are many constituencies served by public art: the neighborhoods where the artwork resides, visitors to our city which includes millions of tourists, the artists themselves and their creative communities, the city as a whole and all of its myriad cultural identities as an international tourism destination. Arts and culture programs, activities, and capital projects are key components in our redevelopment bringing upwards of 1,800,000 visitors each year downtown.
We need to keep this momentum going by building on what is already underway and aligning all new public improvement projects at inception with artists.
These efforts should be expanded to include consideration of all downtown public amenities such as:

- benches
- tree guards
- median design elements
- gateways
- shade structures
- landscape design
- lighting design
- all street improvement projects
- bridges, both pedestrian and vehicular
- parks
- parking garages
- alleys
- bike lanes
- facility construction
- plazas
- all public community gathering places

The City's existing public art program should be a driving force in the design of public environments, particularly those with high density and high visibility. Key locations where public art projects have either been completed or are currently underway and should be maintained are the following:

- Cultural Corridor
- First Street Art Trail
- Fremont Street
- Main Street
- Maryland Parkway
- Symphony Park
- Medical District
- 18B Las Vegas Arts District
- Pioneer Trail
- Cultural Trail
- Historic Westside
- Charleston Boulevard
- Las Vegas Boulevard
- Lewis Ave/Justice Corridor

Some of these projects are ongoing in terms of programming- the First Street Art Trail is composed of an Aerial gallery which will launch this fall, sculptures, the Windows on First Street, a temporary public art project showcased on the east side of City Hall and other temporary public art projects. This trail is a north/south connector anchored by the 18B Las Vegas Arts District at its southern end and the Golden Nugget at the north end.

The City's Public Art Program has accomplished a great deal but it has not had a significant impact on the look and feel of the city, some of the reasons this is difficult were touched on in the previous section. Adding Public Art as

a formal element in the downtown plan will go a long way toward rectifying the issues of long term planning in the program.
Additionally, its activities, while ambitious, have been ad hoc dependent on funding which waxes and wanes. In 2003, the City adopted a public art ordinance, Municipal Code section 2.34.140. This created a Percent for the Arts Program and defines public art funding as capital improvements for only those funds budgeted for transfer to capital project funds from the general fund and proceeds from the sale of bonds whose debt service is paid solely from general fund revenues. The challenge with this funding allocation is that, in most cases, capital improvements are funded through a variety of sources with General Fund being the smallest portion. Therefore, the funding available for public art is severely limited although the Municipal Code goes on to state that, "In addition to the annual Percent for the Arts appropriations, the City council may make additional annual appropriations to the Municipal Arts Fund." This provision allows for additional discretionary funding allocations.

PLAN RECOMMENDATIONS:

- Negotiate funding public art in specific projects through the City's annual Capital Improvement Program budgeting process
- Budget two percent for art for CIP projects that will include public art
- Create an option for developers that receive Tax Increment Financing to include public art as an element of compliance in their agreements with the RDA
- Increase the percent for art to two percent in General Fund CIP projects
- Create an organizational mechanism to encourage private donations for the creation of significant public art/art programs
- Create a percent for the arts on private development
- Consider re-allocating a percentage of the funding the City receives from room tax collection that is currently set aside in CIP for parks and recreation.

Acknowledgment of consultant Barbara Goldstein for her work on the Public ART MASTER PLAN, 2013

-110 CITY PARKWAY
KY CORPORATE CENTER
NAL REVENUE SERVICE
llard Spahr
townie

MOBILITY & INFRASTRUCTURE

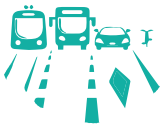
The general objective is to promote flexibility in mobility by emphasizing transit, bike, and pedestrian amenities throughout Downtown.

MOBILITY

SUSTAINABILITY

ENVIRONMENT & OPEN SPACE

MOBILITY



GOAL 4: SEAMLESS CONNECTIONS

Downtown will achieve seamless connections throughout by incorporating a multi-modal transportation system to move people and goods with higher efficiency and lower economic and environmental cost. Improving Downtown's mobility system for the establishment of an innovative district in the long term includes expanding the transit and bicycle network, promoting car share / bike share, enhancing pedestrian linkages, and applying smart mobility technology.

The Plan's intent includes achieving seamless connections downtown-wide and establishing an innovative District with the following key aspects included:

PROMOTING TRANSIT USAGE & FACILITATING TOD DEVELOPMENT

- To support the transit-hub land use concept and promote compact transit-oriented development in the Downtown area, the Plan calls for expanding transit networks and improving transit access downtown-wide.
- A combination of transit connector systems (including LRT, BRT, or a Downtown Circulator) could help connect the Airport, the Strip, and UNLV to major neighborhoods in Downtown, while increasing transit usage and providing transit access to economically-challenged neighborhoods where residents show lower car ownership.

IMPROVING LINKAGES TO RESOURCES & NEIGHBORHOODS

- Disconnection between districts, activity nodes, destinations, as well as educational sources and job opportunities is a major concern obstructing Downtown's development. Expanding the transit network could optimize the linkage.
- Expand the bicycle and pedestrian networks, promoting bike share programs, as well as building multiple rail crossings to remove physical/perceptual barriers between the Downtown core and vicinity to improve linkages.

CREATING STREETS FOR PEOPLE

- Downtown's surplus of street space can be improved and transformed into appealing public spaces for events and activities, attracting private investment and generating community benefits.
- The Plan calls for a layered network concept in the Downtown area, allowing for an easier process of prioritizing improvements and serving all modes across the network, which could make the system work more efficiently and economically.
- Apply "road diet" programs where appropriate, creating streets for people featuring continuous tree shade, active uses along ground floors, and generous sidewalks with street amenities; and reducing potential traffic accidents.

ACHIEVING AN INNOVATION DISTRICT VIA SMART TECHNOLOGY

- The City has established the Downtown as an Innovation District at the Februray 3rd, 2016 City Council Meeting per resolution R-4-2016 for the purpose of promoting and adopting new transportation infrastructure and mobility technology. To achieve this goal, the Plan calls for innovative technologies to address traffic and parking demands, improve traffic safety, and promote the use of electronic vehicles.

CHART 5.1: MOBILITY POLICY

1	CONNECT **TO REGIONAL ASSETS**	Improve access in and out of Downtown, including better freeway links and development of multi-modal connections along major corridors.	Coordinate with RTC to deliver high-capacity transit, accommodating greater intensity of land use and linking Downtown to key regional destinations.	Prioritize transit connections to UNLV and McCarran International Airport as especially important to Downtown's economic success.
2	LINK **DOWNTOWN DISTRICTS & ATTRACTIONS**	Establish a multi-modal transportation network to serve Downtown, link activity nodes, and provide an impetus to infill development.	Introduce a circulator to connect Downtown's core districts and attractions, expanding the system in phases coincident with the area's growth and development.	Develop a more connected active transportation network that encourages pedestrian and bicycle activity, and strengthens the links between Downtown's core and periphery.
3	IMPROVE **RESORT & CASINO DISTRICT ACCESS**	Deliver and park traffic generated by the Resorts & Casino District in the most convenient and efficient manner available.	Service the Resort & Casino District with designated auto priority roadways that provide direct access to local freeways.	Invest in traffic operational improvements and ITS Technology, in particular, to afford more convenient and efficient access to Downtown's major resort and casino operations.
4	BUILD **COMPLETE STREETS**	Develop complete streets that accommodate alternative modes of travel, supporting transit, bicycle, and pedestrian mobility while minimizing conflicts between modes.	Undertake phased development of complete streets, initially focusing investment on key movement corridors in the Downtown core.	Take advantage of excess roadway capacity to accommodate alternative modes, incorporating dedicated transit lanes, bicycle lanes, and/or wider sidewalks.
5	EXPAND **TRANSIT SYSTEM & RIDERSHIP**	Increase transit options available Downtown, including the addition of local circulator and high capacity transit routes.	Work with the Regional Transportation Commission (RTC) to identify opportunities for dedicated transit lanes.	Provide safe, convenient, and comfortable transit stops, including such amenities as shelter, seating, and real-time transit information.
6	EXTEND **BICYCLE NETWORK**	Provide an expanded and comprehensive bicycle network, comprised of on- and off-street paths and routes.	Coordinate the provision of bicycle amenities with transit services, including bicycle connections and storage facilities serving transit stations and hubs.	Encourage and expand the bike share program, establishing stations at major transit stops and popular destinations.
7	ENHANCE **PEDESTRIAN ENVIRONMENT**	Make streets more pedestrian friendly through streetscape enhancements, integrating wide sidewalks, canopy trees, and pedestrian amenities such as street furniture.	Develop urban pathways and trails as an important component of the pedestrian network, prioritizing completion of the proposed Urban Pathways System for Downtown.	Introduce alternative pedestrian routes, such as mid-block passageways, and off-street shared use and pedestrian only paths.
8	IMPLEMENT **TDM MEASURES**	Apply transportation demand management (TDM) measures, such as transit subsidies for area employees and residents, and carpool and vanpool programs.	Investigate formation of a local transportation management association (TMA) to fund and implement TDM measures.	Take advantage of the growing availability of ridesharing services to efficiently move people in and around Downtown.
9	MANAGE **PARKING RESOURCES**	Promote a "park-once" strategy, wherein visitors are encouraged to park and then use alternative modes such as walking or transit to get around Downtown.	Establish an organizational structure to oversee management of Downtown's parking resources, implementing a centralized parking and pricing strategy over the long-term.	Consolidate and locate parking structures for convenient service by local circulator and high capacity transit systems.

LAYERED STREET CONCEPT

The complete street approach attempts to accommodate all transportation modes (auto, transit, bicycle, and pedestrian) suitably on a single street. However, in many cases, especially on existing roadways, it is a challenge to adequately serve all modes well. Alternatively, a layered street network, in which various streets are designated as having an emphasis on a particular travel mode (i.e., auto, transit, bicycle, and pedestrian), could achieve better mobility performance. The Plan calls for a layered network concept in the Downtown area, allowing for an easier process of prioritizing improvements and serving all modes across the network. Four types of streets are identified in the Plan as follows and specifically delineated on the adjacent map:

AUTO EMPHASIS STREET

These streets are routes that move vehicle traffic more smoothly in a network of priority streets with coordinated signals that maximize throughput of cars and service vehicles. Typical auto emphasis streets in Downtown include:

- Most of the primary arterials (100' right-of-way), such as Sahara Ave, Eastern Ave, and Valley View Boulevard; and
- Some major collectors (80' right-of-way), such as Clark Avenue, East Bonneville Avenue, and Washington Avenue.

TRANSIT EMPHASIS STREET

These streets are identified routes where it may be possible to convert general purpose travel lanes to dedicated transit lanes for accommodation of Downtown LRT and Las Vegas LRT alignment. Special consideration is given to expanding stop or station areas and maximizing transit vehicle progression. Typical transit emphasis streets in Downtown include:

- South Grand Central Boulevard Parkway (parkway arterial w/ 120' right-of-way);
- Charleston Boulevard, Las Vegas Boulevard and Maryland Parkway (primary arterial w/100' right-of-way);
- Casino Center Boulevard (primary arterial w/ 80' right-of-way),
- Carson Avenue (major collector w/ 80' right-of-way), and
- Tonopah Dr, Shadow Ln, and North Veterans Memorial Dr (Frontage Streets w/ 70' right-of-way)

BICYCLE EMPHASIS STREET

These streets are identified routes that allow accommodation of designated bike lanes, as well as other modes (auto, transit, and pedestrian) within the same right-of-way. Streetscape enhancements are recommended on bicycle-emphasis streets for the purpose of providing an appealing and thermally comfortable cycling environment in Downtown. Some low-volume streets will be converted to bike boulevards, which will include treatments to reduce vehicle volumes and speeds where bicyclists will share the vehicle lanes. Typical bicycle emphasis streets in Downtown include:

- Most of the major collectors (80' right-of-way), such as 4th Street, Ogden Avenue, and Bridger Avenue;
- Some primary arterials (100' right-of-way), such as Main Street, Alta Drive and Bonanza Road; and
- Some frontage streets (70' right-of-way), such as 3rd Street, 9th Street and Hoover Avenue.

PEDESTRIAN EMPHASIS STREET

These streets are identified routes where improvements mainly focus on sidewalks, streetscape and pedestrian facilities. Designated bike lanes, bike sharrows, or on-street parking can also be allowed within the same right-of-way if possible. Typical pedestrian emphasis streets in Downtown include:

- Most of the frontage streets (70' right-of-way), such as 1st Street, 7th Street, and Garces Avenue; and
- Some major collectors (80' right-of-way), such as Fremont Street.

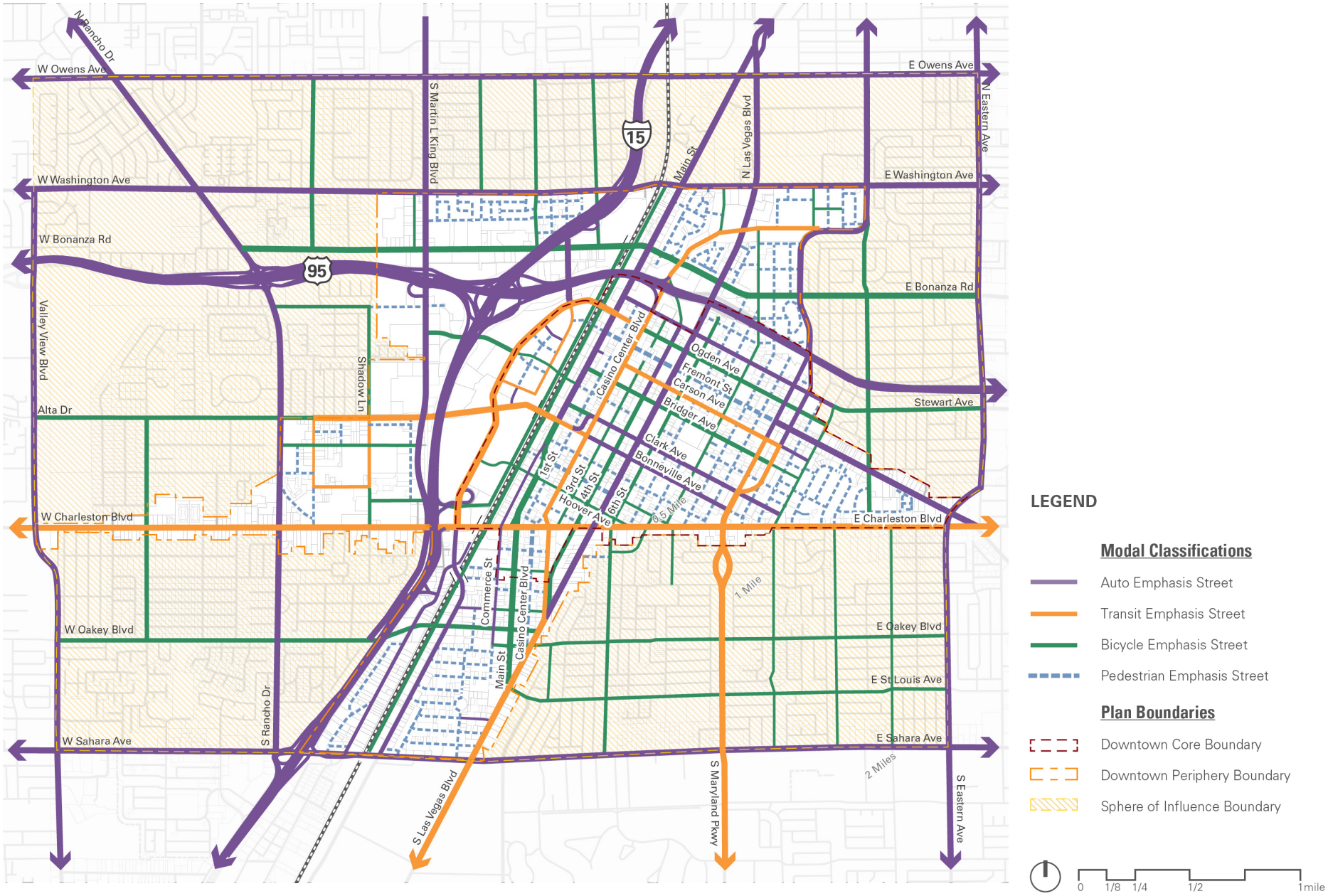


FIG 5.1: PROPOSED LAYERED STREET NETWORK

(* DRAWINGS ARE CONCEPTUAL AND NOT INTENDED TO BE INTERPRETED AS DEFINITIVE PROPOSALS.

TRANSIT EMPHASIZED STREET: CHARLESTON TOWARD S 13TH STREET

SECTION CUT

EXISTING CONDITION (PHOTO CREDIT: GOOGLE MAP)

Charleston will emphasize throughput of cars and service vehicles with new LRT alignment and coordinated signals while improving pedestrian and bicycle safety with on-street parking and widened sidewalks with trees.

BEFORE

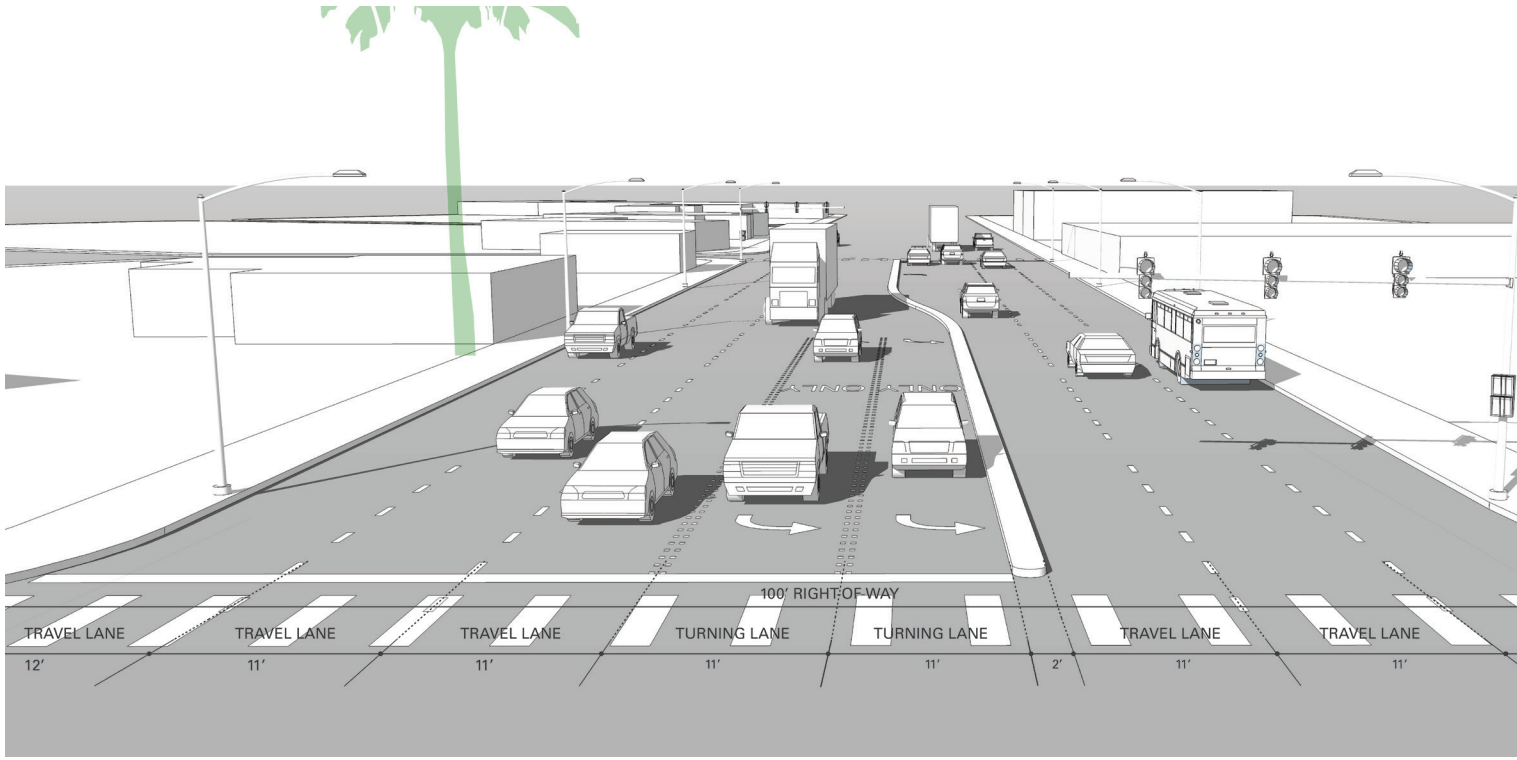


FIG 5.2: CHARLESTON BOULEVARD EXISTING STREETSCAPE
(*FOR ILLUSTRATIVE PURPOSES ONLY)

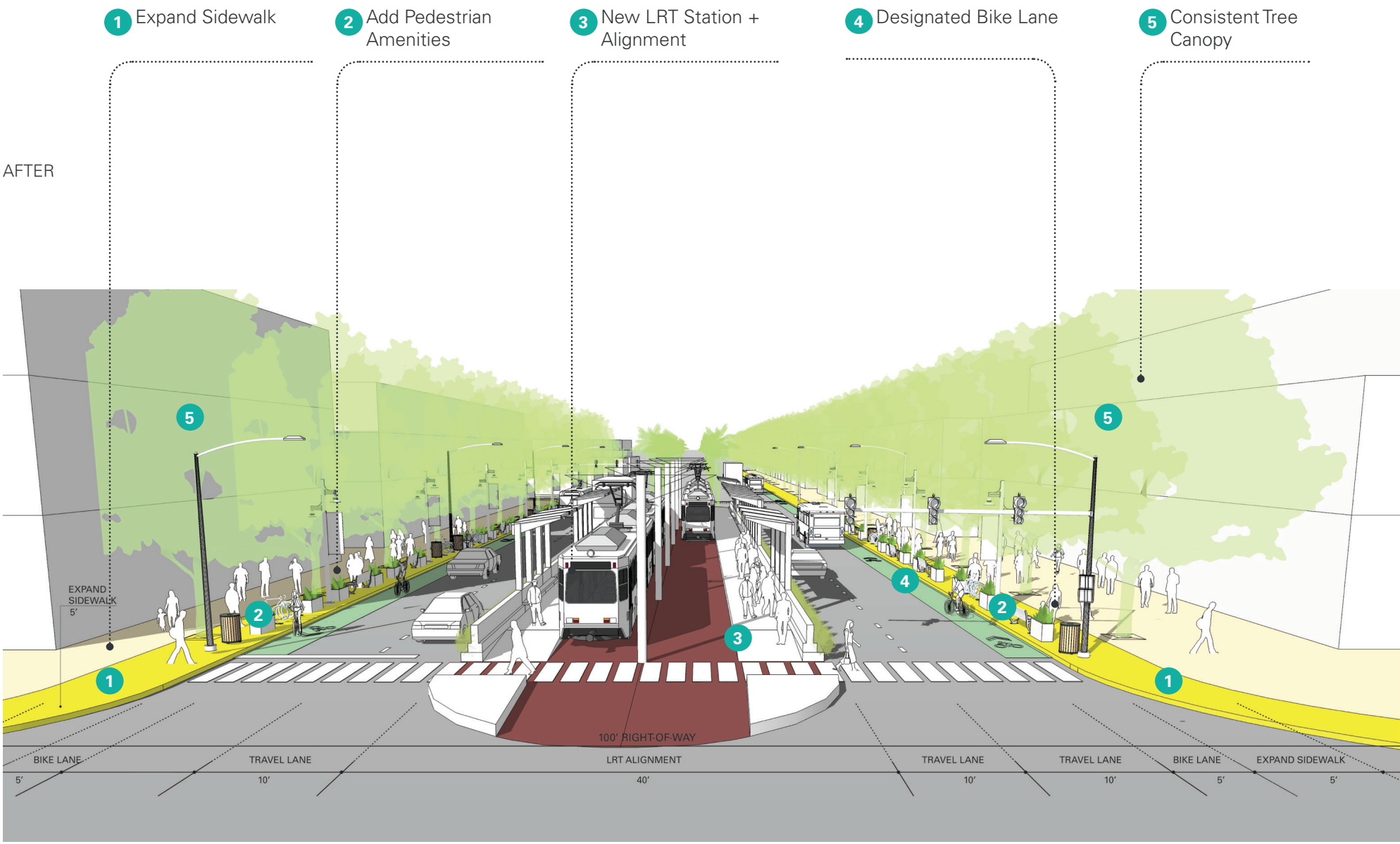


FIG 5.3: CHARLESTON BOULEVARD STREETSCAPE IMPROVEMENT

(*DRAWINGS ARE CONCEPTUAL AND NOT INTENDED TO BE INTERPRETED AS DEFINITIVE PROPOSALS. FURTHER STUDY WILL BE NECESSARY TO DETERMINE FINAL ROADWAY CONFIGURATION)

TRANSIT EMPHASIZED STREET: SOUTH MARYLAND PARKWAY TOWARD EAST BONNEVILLE

SECTION CUT

EXISTING CONDITION (PHOTO CREDIT: GOOGLE MAP)

S. Maryland Parkway will convert some automobile travel lanes to dedicated LRT transit lanes as well as widen sidewalks to promote pedestrian activity.

BEFORE

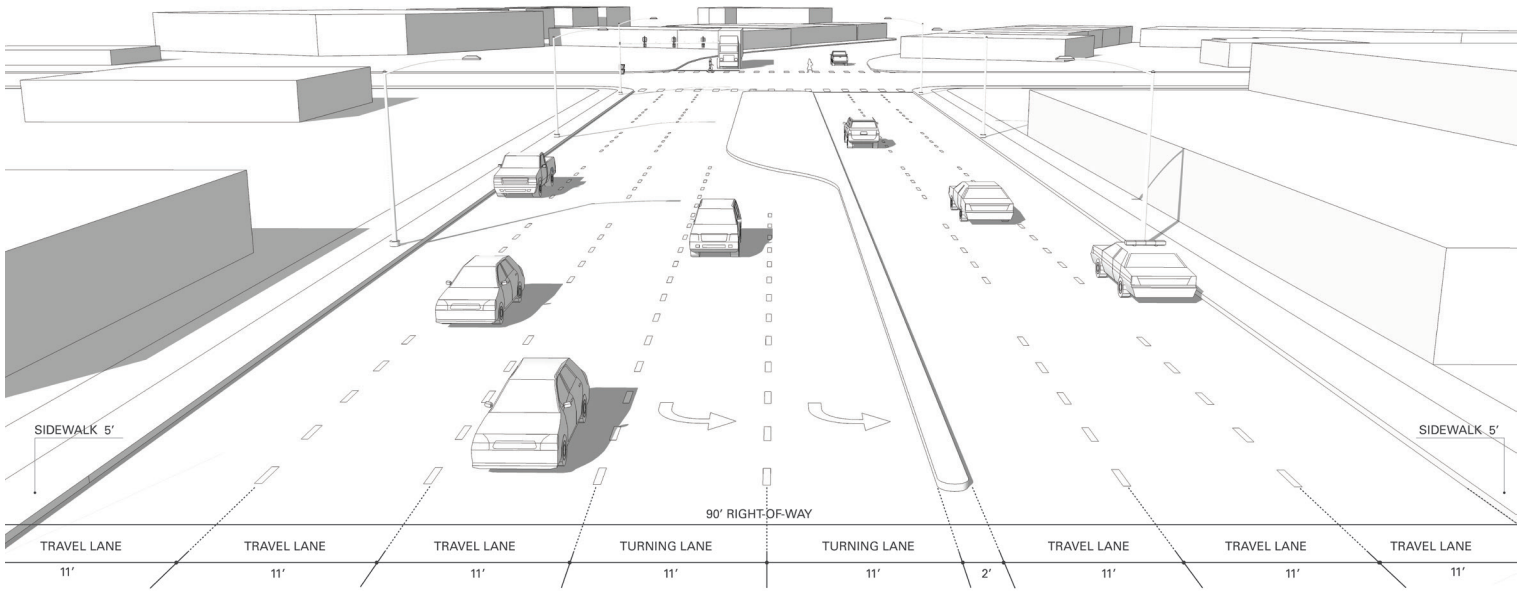


FIG 5.4: MARYLAND PARKWAY EXISTING STREETSCAPE
(*FOR ILLUSTRATIVE PURPOSES ONLY.)

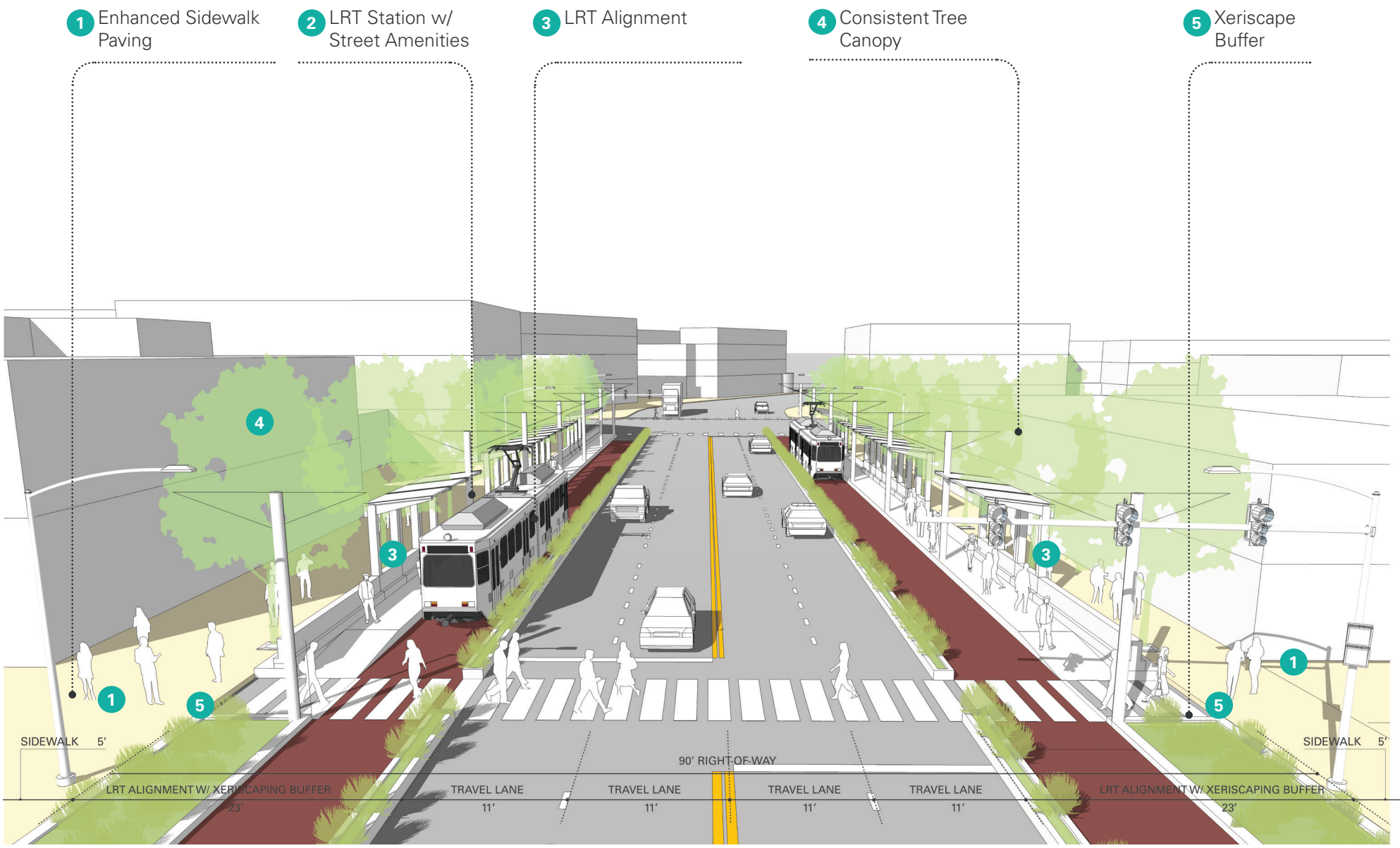


FIG 5.5: MARYLAND PARKWAY STREETSCAPE IMPROVEMENT

(* DRAWINGS ARE CONCEPTUAL AND NOT INTENDED TO BE INTERPRETED AS DEFINITIVE PROPOSALS. FURTHER STUDY WILL BE NECESSARY TO DETERMINE FINAL ROADWAY CONFIGURATION)

BIKE EMPHASIZED STREET: S MAIN STREET TOWARD W CALIFORNIA AVENUE

SECTION CUT

EXISTING CONDITION (PHOTO CREDIT: GOOGLE MAP)

S. Main Street will emphasize bike, transit, pedestrian as well as local automobile traffic, with the intent of creating a more appealing and comfortable experience for a wide variety of activities.

BEFORE

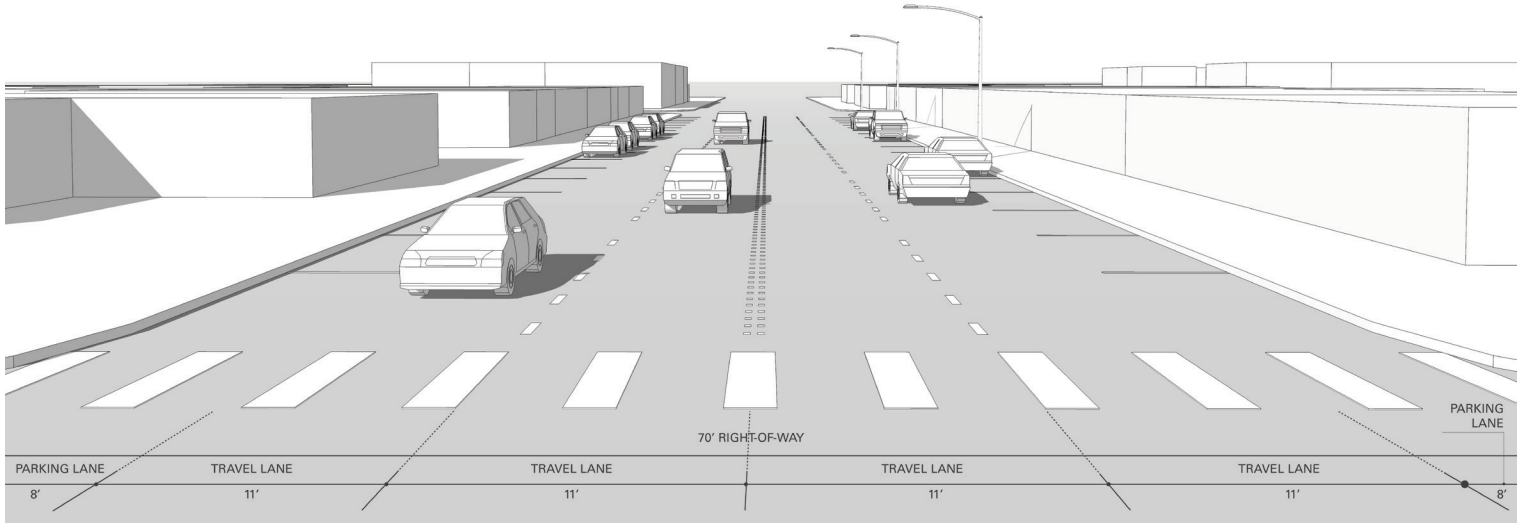


FIG 5.6: MAIN STREET EXISTING STREETSCAPE
(*FOR ILLUSTRATIVE PURPOSES ONLY.)

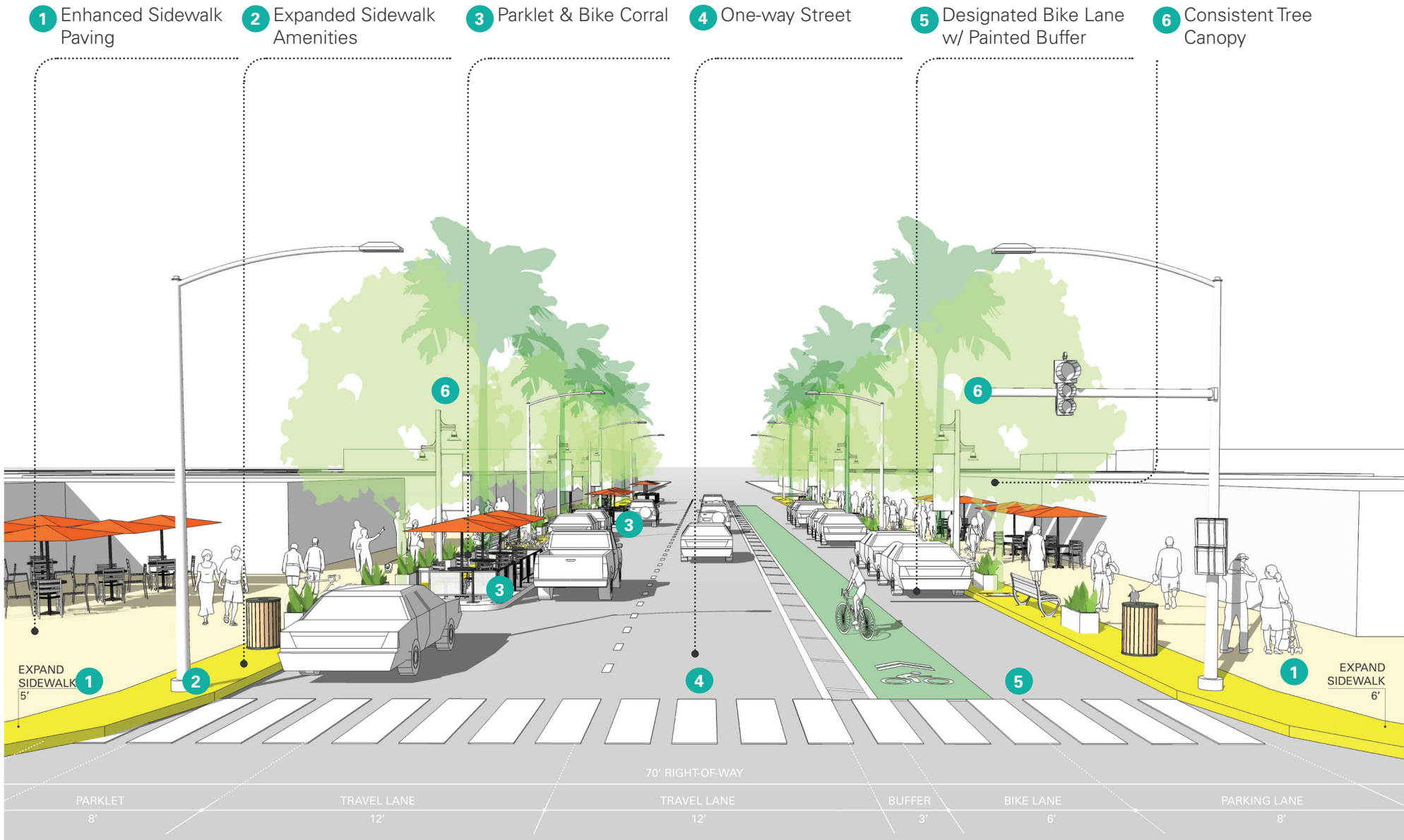


FIG 5.7: MAIN STREET STREETSCAPE IMPROVEMENT

(* DRAWINGS ARE CONCEPTUAL AND NOT INTENDED TO BE INTERPRETED AS DEFINITIVE PROPOSALS. FURTHER STUDY WILL BE NECESSARY TO DETERMINE FINAL ROADWAY CONFIGURATION.)

PEDESTRIAN EMPHASIZED STREET: FREMONT STREET TOWARD S 11TH STREET

SECTION CUT

EXISTING CONDITION (PHOTO CREDIT: GOOGLE MAP)

Improvements of Fremont Street focus mostly on sidewalks, tree canopy, and other pedestrian amenities that encourage walking.

BEFORE

FIG 5.8: FREMONT STREET EXISTING STREETSCAPE
(*FOR ILLUSTRATIVE PURPOSES ONLY.)

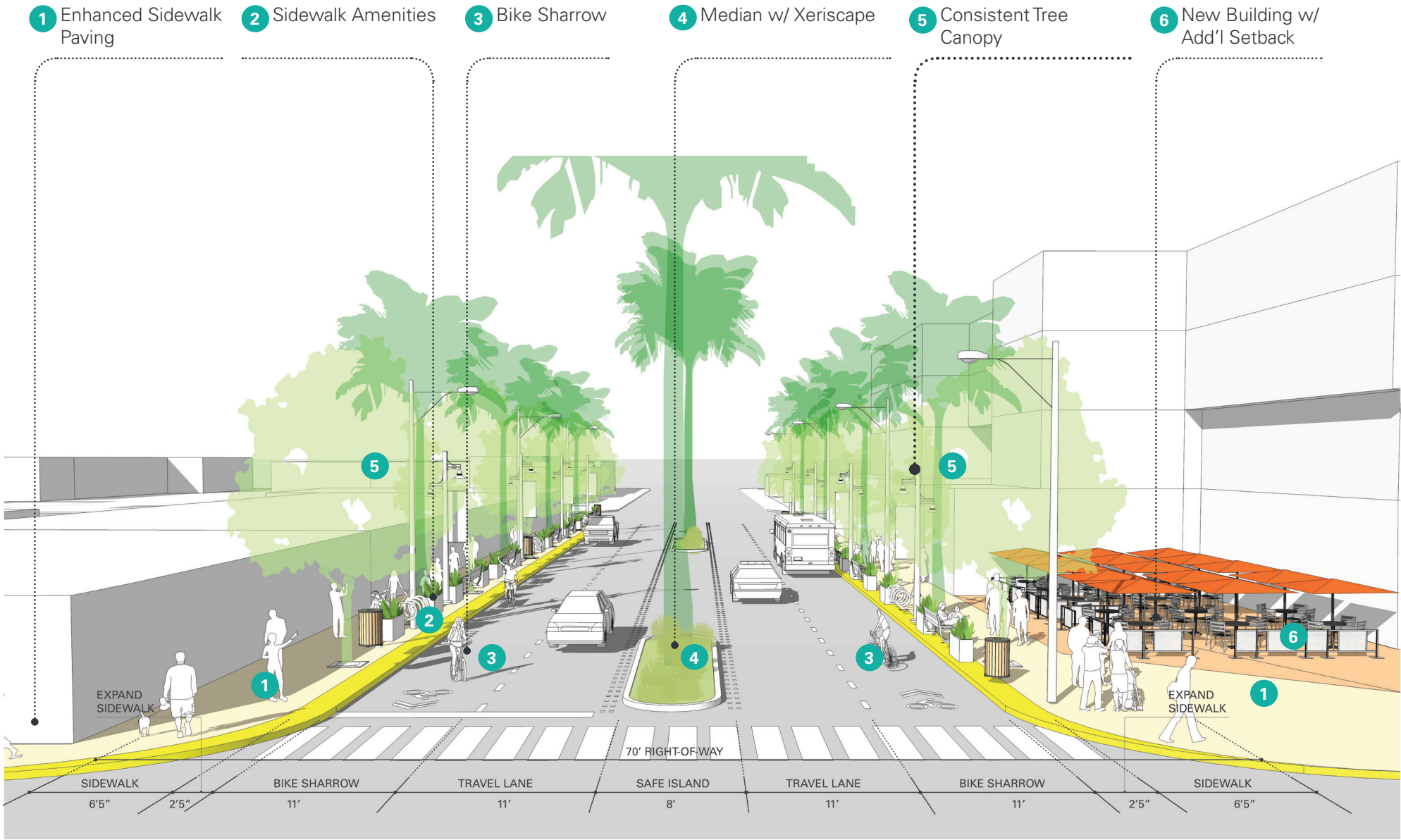


FIG 5.9: FREMONT STREET STREETSCAPE IMPROVEMENT

(* DRAWINGS ARE CONCEPTUAL AND NOT INTENDED TO BE INTERPRETED AS DEFINITIVE PROPOSALS. FURTHER STUDY WILL BE NECESSARY TO DETERMINE FINAL ROADWAY CONFIGURATION.)

COUNTERCLOCKWISE FROM TOP TO LEFT: LRT (AUSTIN); DOWNTOWN CIRCULATOR (LOS ANGELES); TRANSIT CENTER (EL MONTE)
(*FOR ILLUSTRATIVE PURPOSES ONLY)

EXPANDED TRANSIT NETWORK CONCEPT

TRANSIT NETWORK

Proposed transit networks include the following corridors with specific routes delineated on the adjacent map:

- **High Capacity Transit Routes:** 1) Downtown Light Rail: links UNLV and the McCarran International Airport to major neighborhoods (i.e., Huntridge, Founders, Fremont, and Civic and Business), and then travels west of the track connecting Symphony Park, Market, and the Medical District. Future extension may go westward and eastward along Charleston Boulevard to connect the Downtown to Summerlin and the entire Las Vegas Valley. 2) Las Vegas Boulevard Light Rail: links the airport and the Strip to major Downtown districts, including Gateway, 18B Las Vegas Arts, Civic and Business, Resort and Casino Districts, and then travels further north to the Cashman District. 3) Rancho Dr Light Rail: connects Downtown and Medical District to the northern-west of the Valley and North Las Vegas Airport along Rancho Drive corridor.
- **Local Transit Route (Downtown Circulator Loop):** Primarily links major destinations, resources, and future transit hubs. Future expansion may include expanding the loop to the Cashman District and Gateway District in the mid term; and then to the Historic Westside District in the long term.

TRANSIT FACILITIES

- **Transit Center:** Two new transit centers are located at the SLS Hotel and Cashman District respectively, linking the existing Downtown monorail and BRT routes with the proposed transit network. New transit centers should provide bike share programs and related amenities, as well as improved pedestrian linkages to facilitate seamless connections with alternative modes.
- **Major Transit Stops:** Place major transit stops adjacent key destinations and new development nodes, generally with a spacing of five to six downtown blocks, approximately within a 1/2 to 1-mile walking distance of one another.

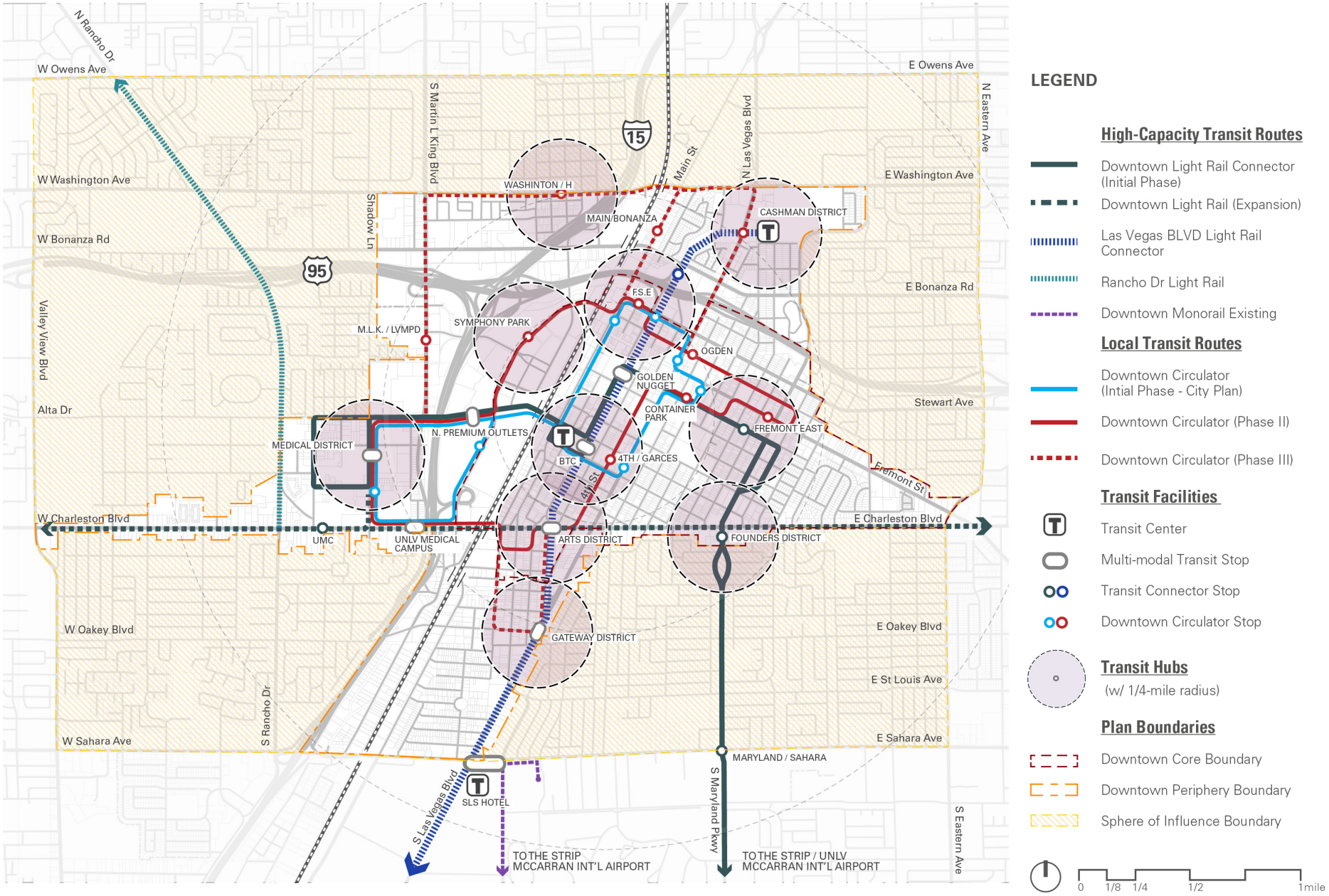


FIG 5.10: PROPOSED EXPANDED TRANSIT NETWORK

(* DRAWINGS ARE CONCEPTUAL AND NOT INTENDED TO BE INTERPRETED AS DEFINITIVE PROPOSALS.)

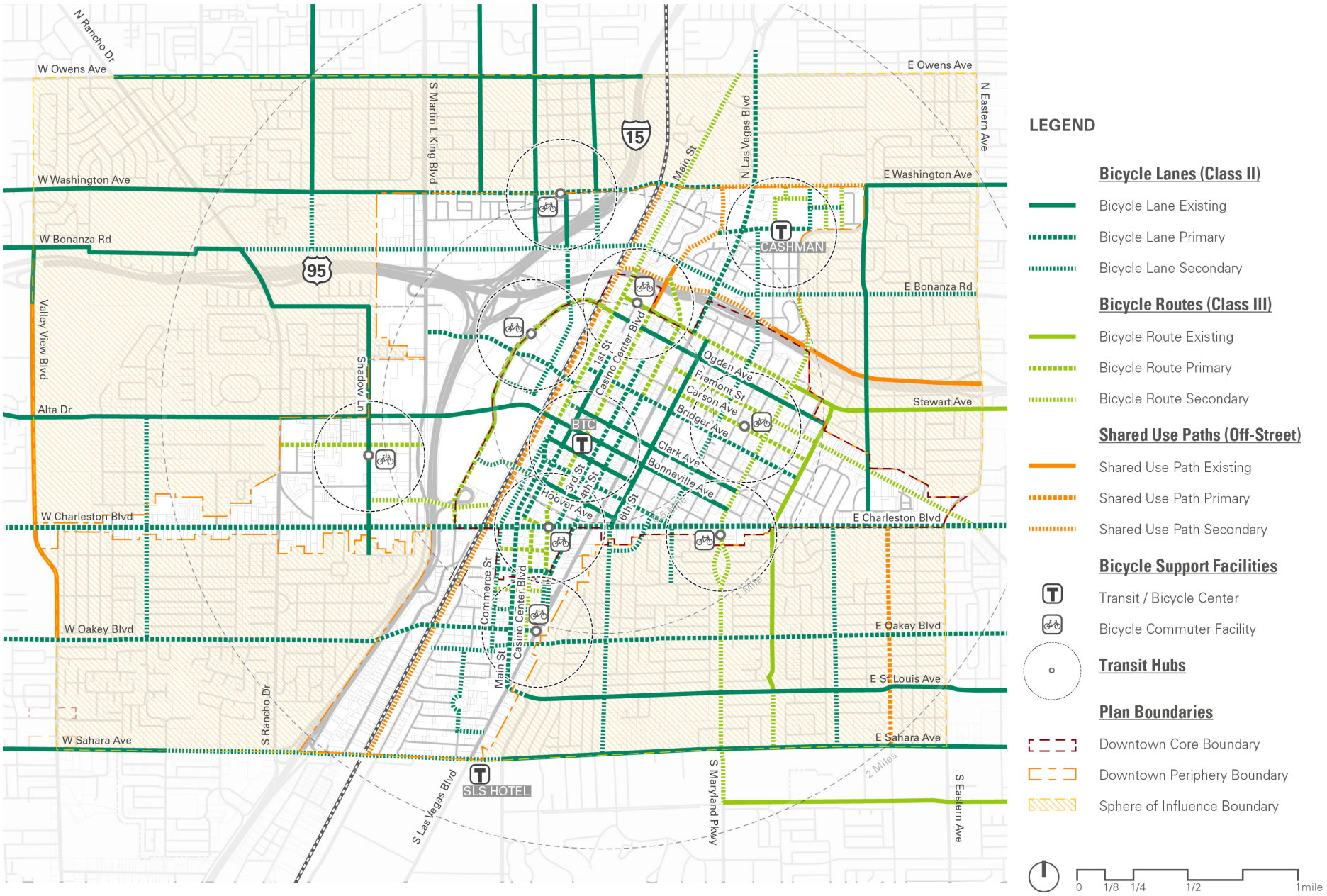


FIG 5.11: PROPOSED ACTIVE TRANSPORTATION CONCEPT - BICYCLE NETWORK

(* DRAWINGS ARE CONCEPTUAL AND NOT INTENDED TO BE INTERPRETED AS DEFINITIVE PROPOSALS.)

BICYCLE NETWORK CONCEPT

BICYCLE NETWORK

The Plan proposes to expand Downtown's bicycle network as delineated on the adjacent map. The new bicycle network includes the following elements:

- **Bicycle Lane (Class II):** a portion of a roadway that has been designated using striping, signing and pavement markings for the use of cyclists. New designated bicycle lanes are included on Main Street, 3rd Street, Charleston Boulevard, North Las Vegas Boulevard, Bonanza Road, and additional streets of a similar type.
- **Bicycle Routes (Class III):** a roadway corridor share the road signs to facilitate access by bicycle and raise awareness of the presence of cyclists. New bicycle routes are proposed on streets such as Fremont Street, Carson Avenue, South Las Vegas Boulevard, Maryland Parkway, and Commerce Street, etc.
- **Shared-use Path (Off-street):** a paved trail facility that is physically separated from vehicular traffic by an open space or barrier. These facilities are open to cyclists as well as pedestrians, skaters, wheelchair users and other non-motorized users. New shared-use paths include the bike/pedestrian trails along the Union Pacific Railroad track and the Vegas Creek on North Veterans Memorial Drive and East Washington Avenue.
- For **phasing consideration**, primary bike facilities would be implemented in the near term (from Fiscal Year 2017 to 2035), and secondary bike facilities would be implemented in the later phase (from Fiscal Year 2036 to 2045).

BICYCLE SUPPORT FACILITIES

The Regional Transportation Commission (RTC) is implementing a bike share program within downtown Las Vegas to provide the "last mile" connection to the public transit system, while encouraging healthier active modes of transportation. To support the RTC's initiative, new bicycle support facilities are proposed as follows:

- **Bicycle Center:** the new SLS and Cashman Transit Centers should include bicycle centers on site, providing bicycle storage, bicycle repairs and rentals, free bicycle clinics, as well as bathrooms and showers.
- **Bicycle Commuter Facility:** each transit hub should be complemented by a bike sub-station providing bicycle storage, bicycle rentals and repairs. Bicycle storage/corrals should be implemented at every LRT station if possible.

FROM LEFT TO RIGHT: BIKE STATION; BIKE SHARE PROGRAM
(*FOR ILLUSTRATIVE PURPOSES ONLY)

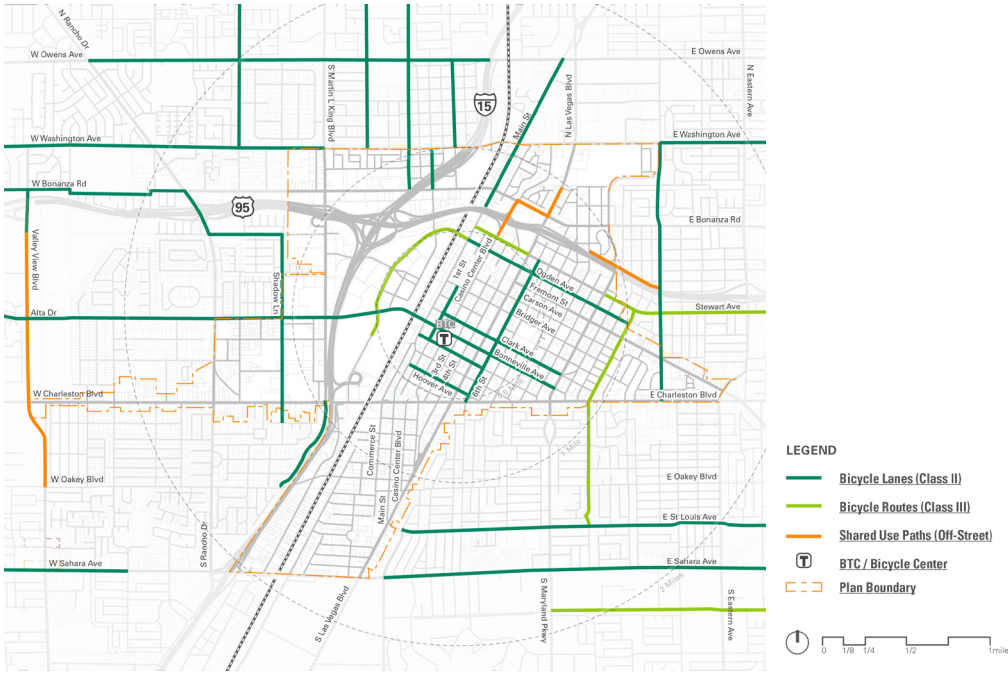
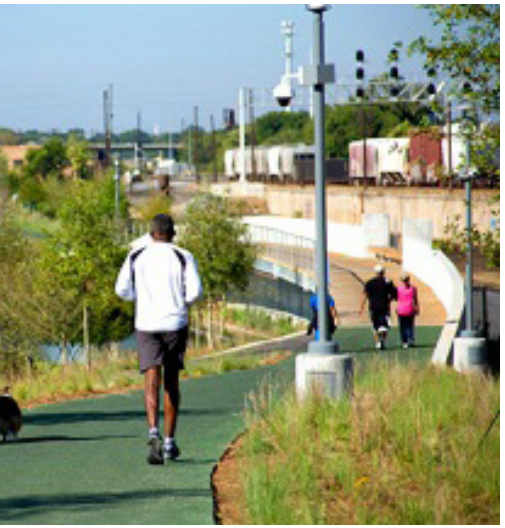


FIG 5.12: EXISTING BICYCLE ROUTES & FACILITIES



CLOCKWISE FROM LEFT TO RIGHT: RAIL TRAIL (BIRMINGHAM); ROSE KENNEDY GREENWAY (BOSTON); BIKE & PEDESTRIAN BRIDGE (*FOR ILLUSTRATIVE PURPOSES ONLY)

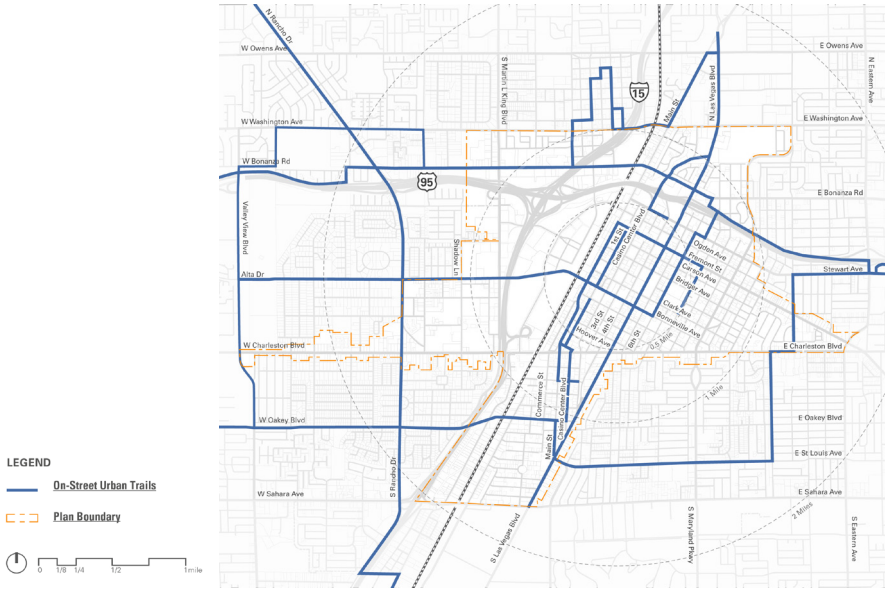


FIG 5.13: EXISTING URBAN TRAIL ROUTES
(*FOR ILLUSTRATIVE PURPOSES ONLY)

PEDESTRIAN NETWORK CONCEPT

Downtown's proposed urban trail network includes the following elements:

ON-STREET URBAN TRAILS

The on-street urban trail network is a critical component to Downtown's bicycle and transit network, providing linkages to Downtown districts and destinations. The Plan proposes to:

- Expand the existing trail network through streetscape enhancements featuring enhanced sidewalks/crosswalks, streetscape amenities such as benches, planters, lights, consistent tree canopy, and signage.

OFF-STREET URBAN TRAILS & PEDESTRIAN ROUTES

- **Off-street trails (urban trails along the Union Pacific Railroad):** proposes a linear activity corridor with an appealing outdoor environment for locals to enjoy biking, walking and jogging.
- **Fremont Street Pedestrian Zone:** plan efforts should focus on providing streetscape amenities, including benches, planters, and information kiosks.
- **Pedestrian-only Route/Paseo:** passages or alleys used as public walking-streets, mainly located on the properties near the Union Pacific Railroad track facilitating public pedestrian access to Symphony Park from the Downtown core.

PEDESTRIAN SUPPORT FACILITIES

Proposed pedestrian support facilities include multiple railroad crossings and flyover bridges at major gateway intersections as follows:

- Las Vegas/Sahara Pedestrian Bridge - Downtown Gateway
- Symphony Park Bridge
- Ogden Avenue Bridge
- Hoover Avenue Bike & Pedestrian Bridge
- Wyoming Avenue Railroad Crossing Improvement

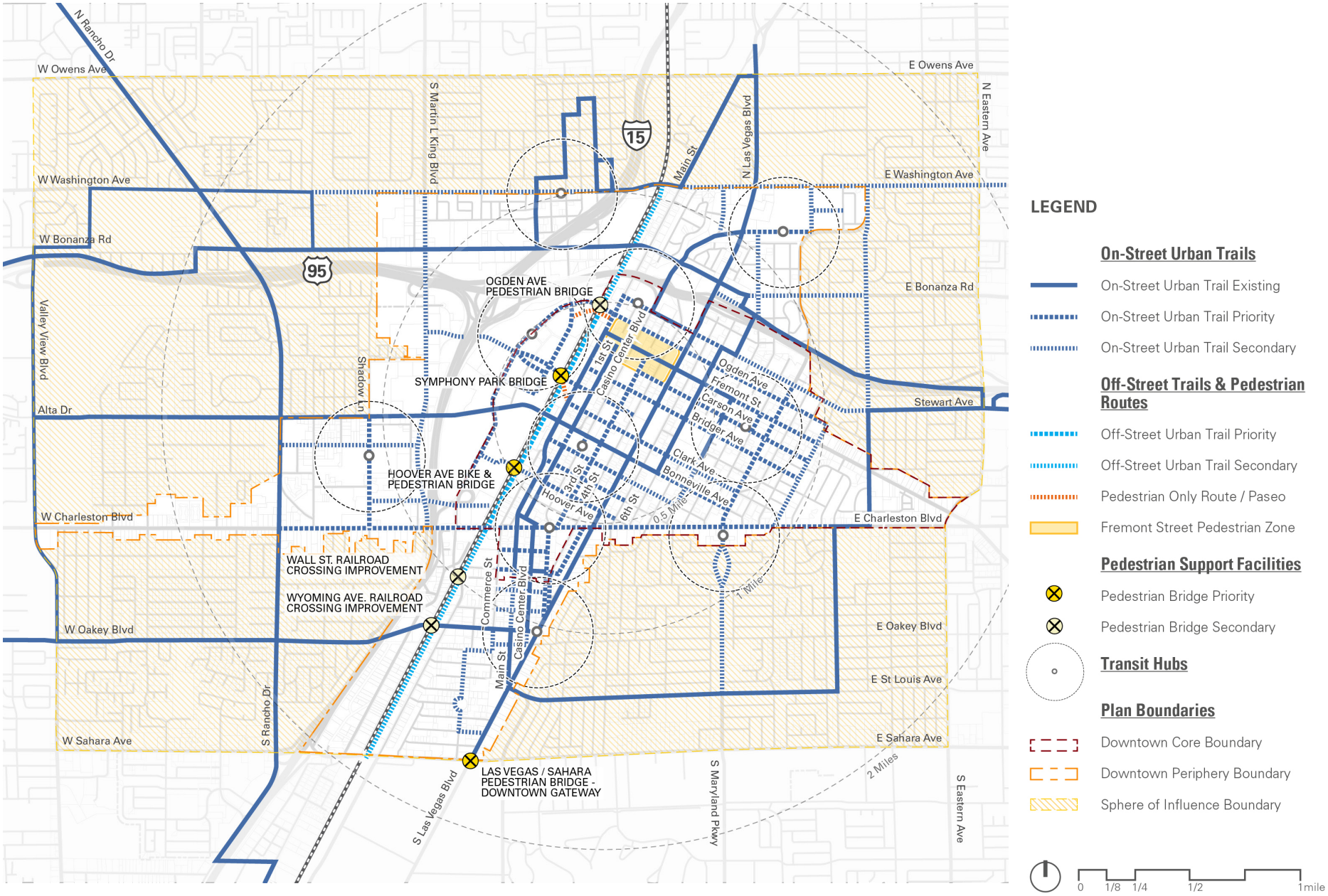


FIG 5.14: PROPOSED ACTIVE TRANSPORTATION CONCEPT - PEDESTRIAN NETWORK

(* DRAWINGS ARE CONCEPTUAL AND NOT INTENDED TO BE INTERPRETED AS DEFINITIVE PROPOSALS.)

SUSTAINABILITY

GOAL 5: COMMUNITY RESILIENCE

Downtown will become a resilient community, striving to be the first net zero energy, water, and waste City in the country, by implementing progressive sustainability programs and policies.

The strategy and planning intent of creating a resilient community include the following aspects:

PROMOTING EFFICIENT RESOURCE MANAGEMENT

- Encourage water and energy conservation measures through incentives and ordinances in both City and private projects.
- Establish incremental energy, water and waste targets to achieve the City's commitment to be a net-zero energy, water, and waste municipality.
- Implement mandatory energy and water consumption reporting to establish City-wide metrics and transparency.
- Develop a resource recovery program across industries to promote materials reuse and diversion from landfill.

IMPROVING COMMUNITY HEALTH & WELLBEING

- Ensure that the City's green building program includes criteria for healthy indoor air quality, and for reduction of the use of toxic and off-gassing materials.
- Develop a closed loop food recycling program from restaurants and hospitality; collected food will be used to support homeless and poverty stricken neighborhoods and shelters.
- Promote (re)development projects near transit hubs and within walkable communities, reduce green house gas emissions.

INVESTING IN WATER AND ENERGY INFRASTRUCTURE

- Develop off-grid district scale energy solutions using renewables.
- Eliminate the use of potable water for non-potable uses.
- Implement policy requiring onsite renewable energy generation renewables at the site level for private and municipal development.

ENSURING ADAPTABILITY AND FUTURE PROOFING

- Conduct a climate change risk analysis to understand, and plan to mitigate, the impacts of global warming for the Las Vegas area.
- Establish a Climate Action Plan to link specific short term goals with longer term climate change implications.
- Update building code requirements to withstand extreme weather and other unforeseen events, and ensure the local community has access to a reliable supply of water, energy, shelter, and food.
- Promote electric vehicle use in the downtown-wide, provide electric charge stations in the private and public parking spaces where appropriate.
- Ensure municipal buildings can serve as places of refuge and can function for extended periods without grid source electricity and Lake Mead water supply.

CHART 5.2: SUSTAINABILITY POLICY

1	PROMOTE **RESOURCE CONSERVATION**	Increase energy efficiency through conservation and retrofit programs, including adoption of energy ordinances and codes.	Maximize waste reduction and diversion through residential recycling and business waste management programs.	Extend the supply of water resources through increased use of reclaimed water, water efficient landscape design, and other conservation programs.
2	MOVE TOWARD **RESOURCE INDEPENDENCE**	Take measures to reduce auto dependency by encouraging alternative modes of travel and creating a more walkable community.	Cluster development around major transit stops for more efficient utilization of resources and to increase transit accessibility and use.	Pursue "net-zero" status over the long-term development of Downtown, advocating reliance on "closed loop" energy, waste, and water systems.
3	EMPLOY **DISTRICT-SCALE ENERGY STRATEGIES**	Promote district energy generation and distribution strategies to increase efficiency, and reduce cost and consumption in the provision of heating, cooling, and electricity.	Explore opportunities to utilize efficient energy systems such as heat recovery and co-generation, ambient energy loop, and thermal energy storage.	Encourage on-site energy generation and promote investment in renewable energy, especially use of photovoltaics to take advantage of the region's solar energy potential and community solar.
4	UPGRADE **INFRASTRUCTURE FACILITIES & NETWORKS**	Rehabilitate and upgrade key components of Downtown's infrastructure, including its aging water infrastructure and stormwater drainage system.	Implement Project Clear Skies to underground existing overhead power and communications utilities and improve Downtown's appearance.	Tie infrastructure upgrades to redevelopment activities that advance the goals, objectives and priorities of the Masterplan.
5	EXTEND **SMART INFRASTRUCTURE**	Invest in smart technology and systems that improve resource utilization and the quality of service delivery to the Downtown community.	Use smart technology to monitor mobility, utilities, and communications networks, as well as building operations, and thereby achieve more sustainable outcomes.	Maintain a strong Information and Communication Technology (ICT) network that draws leading enterprise, including education, creative arts, high-tech, and bio-medical sectors.
6	ENCOURAGE **GREEN PROJECTS & PRACTICES**	Require new and/or renovated buildings to meet USGBC LEED-Silver rating or equivalent and advance the City's sustainability goals.	Apply standards and guidelines for renewable energy and resource efficient design to new site development and major renovation projects.	Incentivize sustainable business practices that produce less waste, use less water, and promote energy efficiency and reliance on green power.
7	INCREASE **LOCAL & HEALTHY FOOD SUPPLY**	Support the market for locally grown and organic foods, and improve access to healthy food, for example, sponsoring farmer's markets and facilitating ties to local restaurants.	Encourage cooperative structures for urban farming, and local food production and distribution, including community supported agriculture and consumer cooperatives.	Accommodate urban farming and community gardens to bolster the local food supply, especially as a productive temporary use on vacant and underutilized parcels.
8	ADOPT **SUSTAINABILITY METRICS**	Set targets, gather data, and track progress toward achieving "net zero" status, as well as other goals and objectives of a sustainable and resilient Downtown.	Utilize the Sustainability Tools for Assessing and Rating Communities (STAR) national certification program as a measure of Downtown's success.	Identify and undertake eco-demonstration projects to initially focus Downtown's sustainability efforts, particularly on actions that support multiple objectives.

DISTRICT-SCALE SUSTAINABILITY CONCEPT

Appropriate energy, waste, water and carbon strategies are utilized in each zone of the Plan. Zone characteristics align with the ability to export energy to another, re-use or minimize waste or provide an opportunity to highlight technologies to achieve carbon emissions reductions. The strength of each zone then contributes to a synergistic interdependence within the district as a whole.

ECO-DEMONSTRATION ZONE

- This zone will highlight technology and showcase the strategies that are in use in the surrounding zones of the district. The tourist corridor and Symphony Park provide premium access to the public for teaching opportunities that will illustrate behaviors that foster a sustainable community.

NET ZERO ENERGY/WASTE/WATER ZONE

- This zone hosts the seat to the civic center. Court houses, transportation and denser, metropolitan, vertical, housing function as a hub for the surrounding zones in the district. Renewable energy flows through the hub. Urban housing and reduced landscape area allow for zero water cycles. Waste outflow powers urban agriculture in other zones that provide for the return flow of local food to fill urban farmers markets.

NET ZERO WASTE ZONE

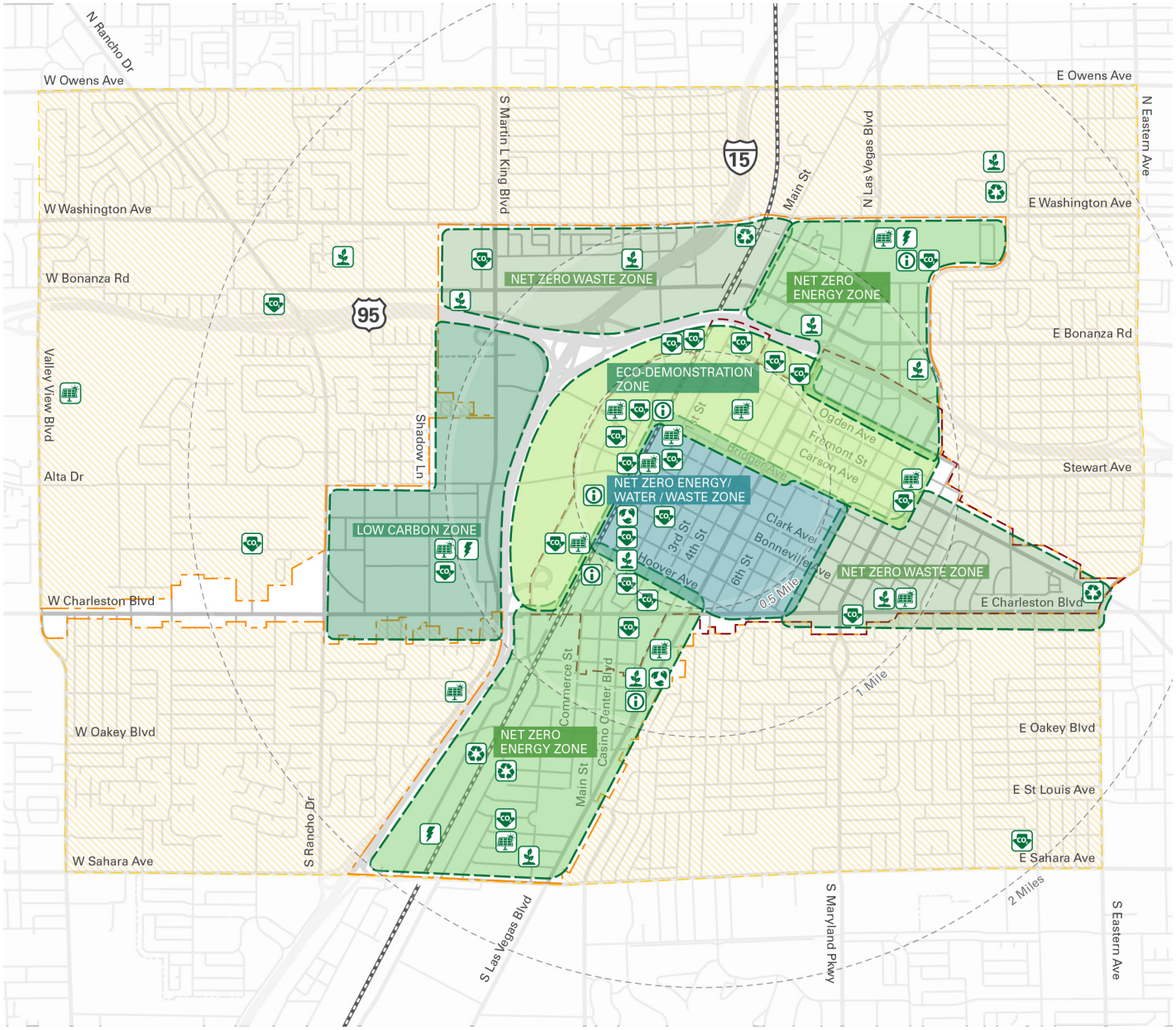
- This zone houses primarily residential neighborhoods. Occupants in the neighborhoods will utilize organic waste collection facilities that will provide organic compost and other materials that can be used as raw materials and amendments for community gardens as well as building materials.

NET ZERO ENERGY ZONE

- This zone is characterized by low energy use warehouse/industrial spaces, single family and cultural corridor. These programs are low in energy use intensity and also provide ample area for roof-top and site solar photo voltaic renewable-energy production. The excess production that will result in this zone will provide an offset for the more energy intense programs elsewhere in the district. A Center of Sustainability could also be housed in this zone. The Center could have a central plant, recycling and upcycling center, as well as interpretive areas and sustainability education classes.

LOW CARBON ZONE

- This zone encompasses a proposed healthcare complex. Healthcare facilities have a distinct need for 24 hour operation and year-round heating requirements for hot water and HVAC re-heat. This load profile is ideal for co-generation technology. Co-generation technology utilizes waste heat to provide a low carbon energy, heating and cooling source.



LEGEND

District-Scale Sustainability Zones

- Eco-Demonstration Zone
- Net Zero Energy/Waste/Water Zone
- Net Zero Waste Zone
- Net Zero Energy Zone
- Low Carbon Zone

Sustainability Programs

- Green Tech Incubator
- Community Garden
- Residential Recycling Program
- Solar Program
- Heat Recovery Center
- Arts & Education Program
- Misc. Green Pilot Project

Plan Boundaries

- Downtown Core Boundary
- Downtown Periphery Boundary
- Sphere of Influence Boundary

0 1/8 1/4 1/2 1 mile

FIG 5.15: PROPOSED DISTRICT-SCALE SUSTAINABILITY CONCEPT

(* DRAWINGS ARE CONCEPTUAL AND NOT INTENDED TO BE INTERPRETED AS DEFINITIVE PROPOSALS.)

ENVIRONMENT & OPEN SPACE

GOAL 6: GREEN NETWORK

Downtown will create a desert oasis establishing a green infrastructure network consisting of parks, plazas, tree lined streets, and various passive recreational facilities. The green network will provide visitors, workers, and residents with an appealing, thermally comfortable environment, multi-functional spaces for social gatherings, events, and activities; and create connections that link Downtown districts, amenities, and natural resources in the region.

The Plan's intent of creating a desert oasis in Downtown includes the following key aspects:

PROVIDING SAFE AND ATTRACTIVE NETWORK OF OPEN SPACE

- Open space can accommodate active and passive recreation activities in an urban environment; and can add value to an address for investment purposes especially when coupled with mixed use development.
- The Plan calls for identifying opportunities on key underutilized parcels and excessively wide streets to expand the open space network, creating a safer and more appealing outdoor environment for locals and visitors.

ESTABLISHING CONNECTIONS TO NATURAL RESOURCES & THE ENVIRONMENT

- Trail connections are important in any city, especially ones nested in valleys like Downtown Las Vegas.
- The Plan calls for establishing an urban trail network that links Downtown to regional open spaces and natural resources.

PROVIDING MULTI-FUNCTIONAL EVENT SPACE

- Celebrations and community gatherings are a necessary component of Downtown's cultural roots. The Plan intends to encourage flexibility in the design of outdoor spaces, especially event spaces.
- Temporary event spaces are expected in the Downtown area. These spaces could be a closed-down street or a parking area cleared out for events, small plazas, or parklets for outdoor activities.

CREATING THERMAL COMFORT OUTDOOR ENVIRONMENT

- Increasing the tree canopy can effectively mitigate heat island effect, lower the ambient temperature, and thereby lower district wide energy costs.
- The Plan calls for promoting urban forestry downtown-wide where appropriate. Continuous street tree planting can provide visitors and locals with appealing shaded spaces and reduce the heat island effect.

CHART 5.3: ENVIRONMENT AND OPEN SPACE POLICY

1	BUILD **LINKAGES TO REGIONAL PARKS**	Extend the urban trails network, including development of recreational hiking and biking trails that better connect Downtown with regional parks and open spaces.	Give funding preference to trails and pathways that link Downtown to the regional trail system and fill gaps in Downtown's urban trail network.	Explore opportunities to develop urban trail connections in coordination with future streetscape enhancements, and flood control and drainage projects.
2	INTEGRATE **URBAN SCALE PARKS & PLAZAS**	Develop a full complement of open spaces in Downtown, favoring urban plazas and small neighborhood parks as especially suitable for the urban core.	Introduce standards and incentives for the provision of urban outdoor space in conjunction with infill development and redevelopment projects.	Incorporate mini-parks and urban plazas in conjunction with new and renovated civic facilities and cultural attractions.
3	CREATE **GREEN STREETS & LINEAR OPEN SPACES**	Establish an extensive network of green streets and linear open spaces to link activity centers and unify the open space network.	Transform expansive roadways with excess vehicular capacity into green streets and linear parks offering abundant shade and pedestrian amenities.	Explore the opportunity for a linear park and open space buffer on underutilized land along the UPRR right-of-way, incorporating trails and other recreational amenities.
4	EMPHASIZE **MULTI-FUNCTIONAL OUTDOOR SPACES**	Maximize open space resources by designing multi-functional spaces that are amenable to multiple community functions and/or recreational activities.	Design for thermal comfort, introducing tree canopy, shading devices, and other approaches that will create a favorable microclimate and encourage outdoor activity.	Prioritize construction of a Central Park as the focal point and setting for major community gatherings, festivals, and events.
5	EXPLORE **PARKS DEVELOPMENT ALTERNATIVES**	Consider alternative methods of funding the development, operations, and maintenance of parks and open spaces, such as public-private partnerships and concessions.	Investigate opportunities to acquire vacant and underutilized parcels for parks and open space development through land purchase, exchange and donation.	Accommodate the temporary use of vacant and underutilized property as open space amenities, such as community gardens, dog parks, outdoor performance space, etc.
6	PROMOTE **URBAN FORESTRY**	Extend the urban forest to beautify streets, shade pedestrians, lower the ambient temperature, and reduce the heat island effect.	Incorporate tree planting in conjunction with streetscape enhancements, and the improvement and development of parks and public spaces.	Require drought tolerant planting for all parks and public spaces, favoring native species while also accommodating non-invasive adapted species.

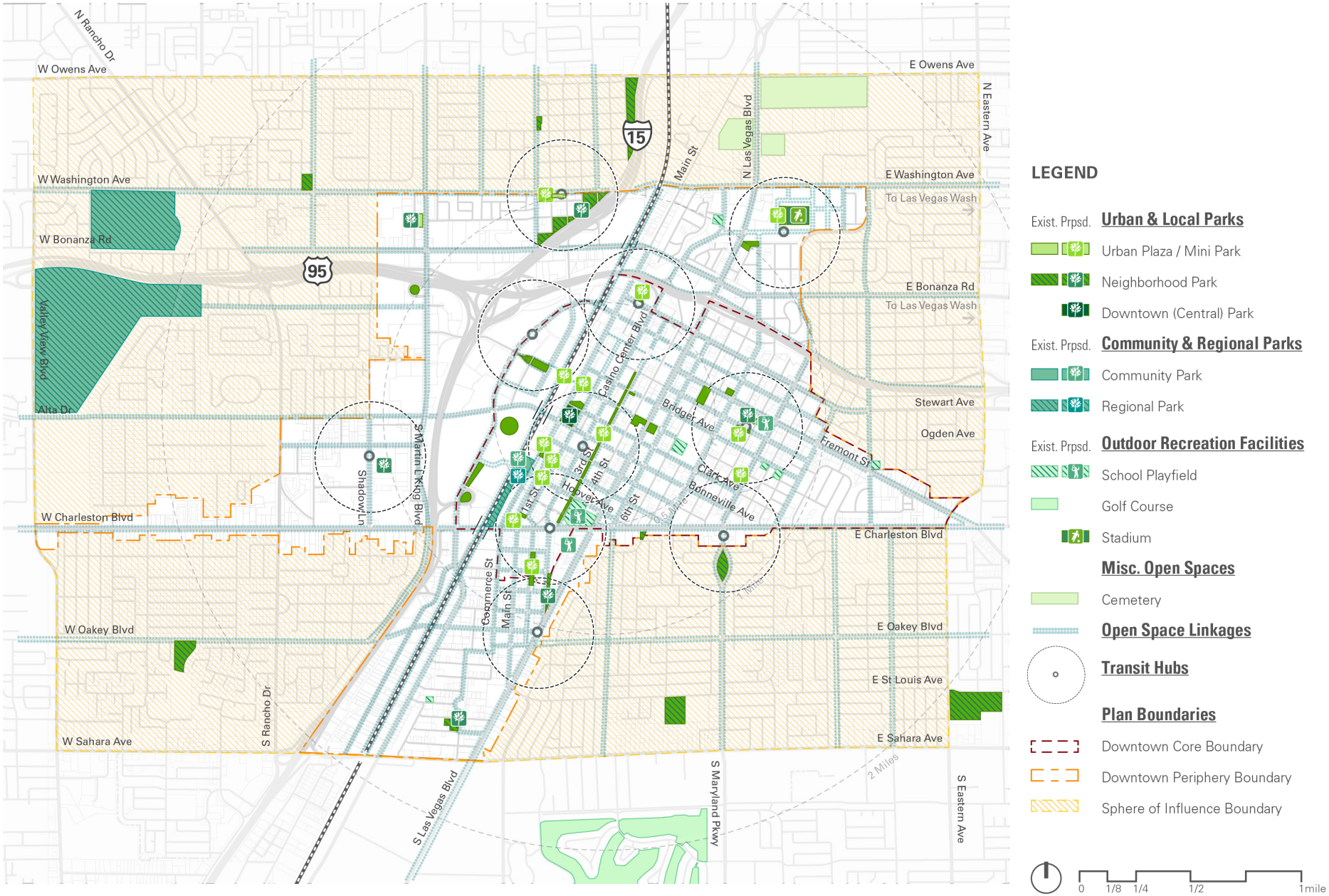


FIG 5.16: PROPOSED PARKS & OUTDOOR RECREATION FACILITIES

(* DRAWINGS ARE CONCEPTUAL AND NOT INTENDED TO BE INTERPRETED AS DEFINITIVE PROPOSALS.)

PARKS & RECREATIONAL FACILITIES CONCEPT

The Plan proposes to deliver various types of park spaces downtown-wide, with the total amount of new parks approximated at 24 acres, overall increasing of open space to 6% of the Downtown land area. Parks will provide diverse active and passive outdoor spaces for both locals and visitors.

URBAN & LOCAL PARKS

Urban and local parks are usually designed as multi-functional spaces to provide shade and accommodate events in an urban environment. New proposed urban and local parks include:

- **A Central Civic Park** at 1st Street/Clark Avenue opposite to the City Hall as a new downtown destination;
- **3rd Street Linear Park** with a consistent tree canopy and designated bike lanes converted from on-street parking and a travel lane within the current street right-of-way;
- **Five neighborhood parks** associated with transit hubs that serve nearby residents and workers; and
- **Several urban plazas/mini parks** redeveloped from vacant and underutilized properties within the densely populated Downtown core.

COMMUNITY & REGIONAL PARKS

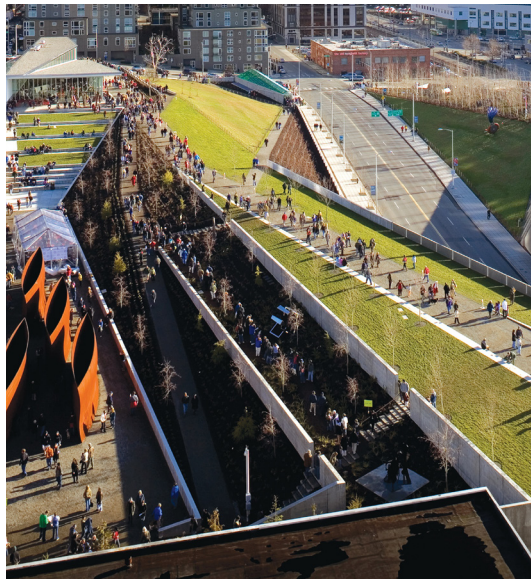
- **Community and regional parks** are large-scale public parks that serve residents in the Sphere of Influence or the population in the Valley. New proposed parks include a **Community Sports Park** and a **Sculpture Park** located on the vacant parcels or underutilized properties along the Union Pacific Railroad track.

OUTDOOR RECREATIONAL FACILITIES

Outdoor recreational facilities are associated with large public parks and community centers to support multiple athletic facilities. To maximize resources, joint-use school fields for community use are recommended. New joint-use facilities could include:

- **Play courts** in the proposed community centers located in the Fremont East and the Historic Westside District; and
- **School field** and gymnasium in the Downtown higher-education campus and the new K-12 school proposed in the 18B Las Vegas Arts District.

A CENTRAL PARK CAN PROVIDE A KEY MISSING GATHERING PLACE THAT WILL ACT AS A REGIONAL DESTINATION FOR MAJOR EVENTS, WEEKLY MARKET DAYS, PLACES TO REST AND READ A BOOK OR KICK A SOCCER BALL.



COMMUNITY / REGIONAL PARK ARE THESE ARE LARGE-SCALE PUBLIC PARKS SERVE RESIDENTS IN A BROADER REGION.

TEMPORARY SPACES FOR EVENTS & OUTDOOR ACTIVITIES
FROM LEFT TO RIGHT: STREET CLOSED DOWN FOR SOCIAL GATHERING; PARKLET WITH BENCHES AND XERISCAPING
(*FOR ILLUSTRATIVE PURPOSES ONLY)

OPEN SPACE LINKAGE CONCEPT

Proposed open space linkages in Downtown include the following elements:

GREEN STREETS

These streets create an emphasis on public realm improvements with enhanced landscaping creating an appealing walking experience. Key features of green streets may include:

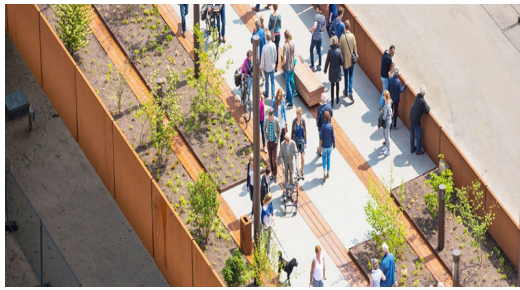
- **Extensive street tree canopy** to shield pedestrians from the sun and reduce heat island effects.
- **Generous sidewalks** with streetscape furniture and bicycle/pedestrian amenities.
- **Active ground floor uses** with outdoor seating.
- **Shade structures and building canopies** to shield pedestrians from the sun and reduce heat island effects.
- **Impervious paving and bio-retention** for stormwater collection.

30 miles of new green streets are proposed in the Downtown area in the next 20-year scope. For implementation consideration, new green streets are phased in two levels as follows:

- **Primary Green Streets** mainly encompass the grid of Casino, Civic & Business, 18B Las Vegas Arts, and Symphony Park Districts, as well as major activity corridors, including Las Vegas Boulevard, Charleston Boulevard, Fremont Street, Maryland Parkway, and Alta Drive.
- **Secondary Green Streets** are the streets that would be implemented in the later phase, mainly located in the peripheral districts.

GREEN STREETS WITH EXTENSIVE TREE CANOPY

LINEAR PARK WITH STREETSCAPE AMENITIES



PEDESTRIAN PASEO (RAIL CROSSING)

URBAN TRAILS ALONG THE TRACK

PEDESTRIAN PASEO WITH PUBLIC ART

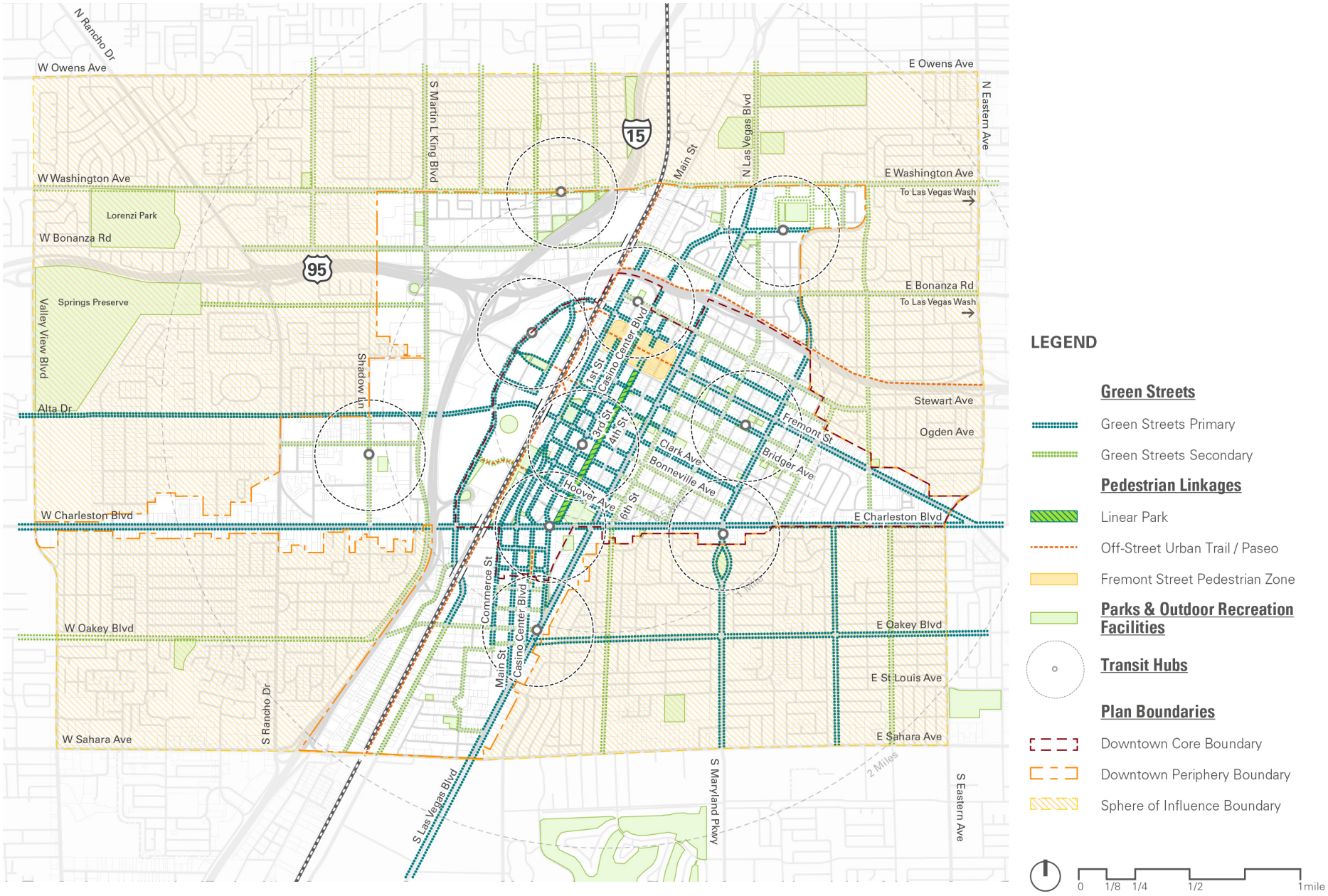
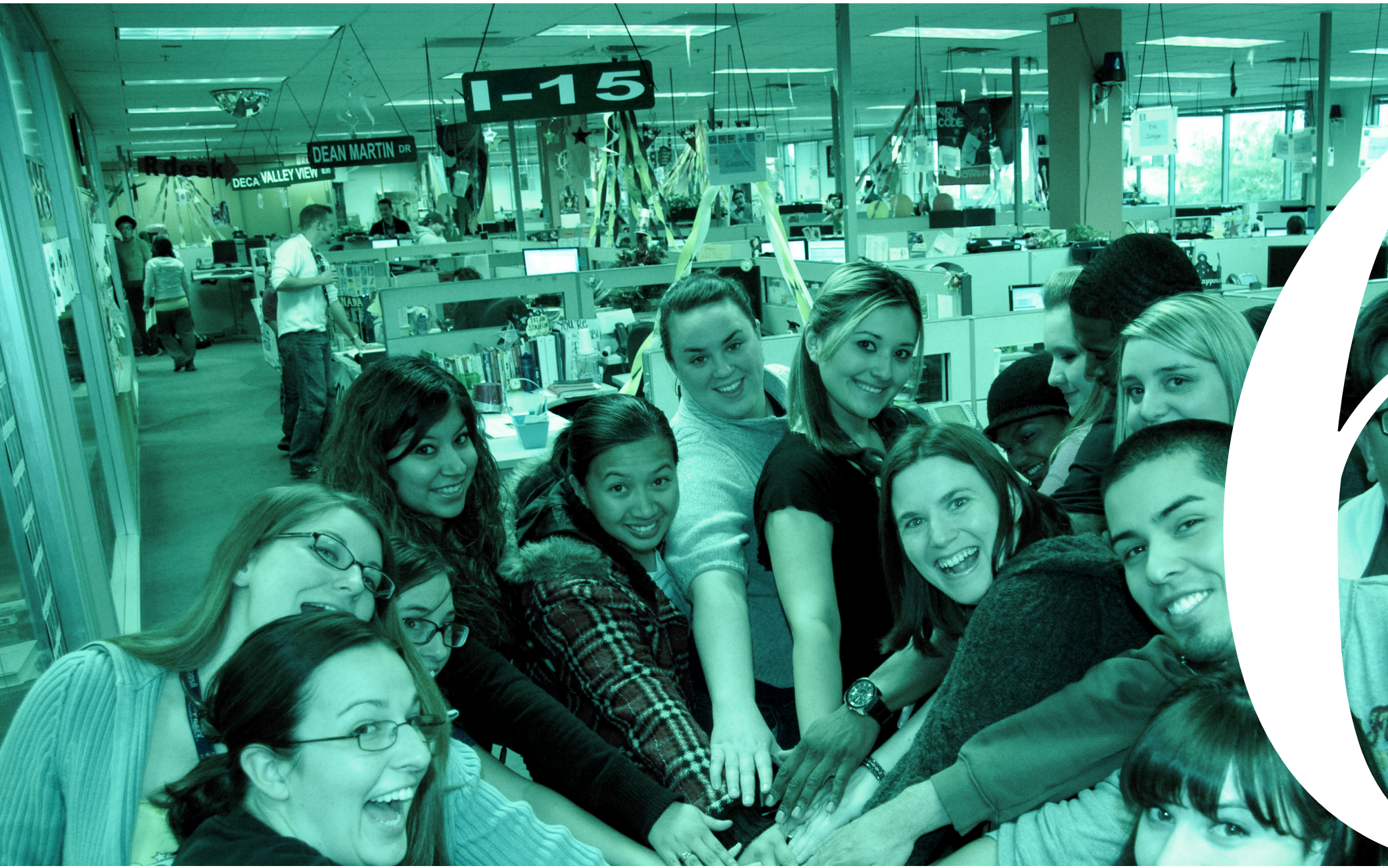


FIG 5.17: PROPOSED OPEN SPACE LINKAGE

(* DRAWINGS ARE CONCEPTUAL AND NOT INTENDED TO BE INTERPRETED AS DEFINITIVE PROPOSALS.)


I-15
DEAN MARTIN DR
DECA VALLEY VIEW BLVD

ECONOMIC DEVELOPMENT & STRATEGIC PLANNING

Identifying key market niches for Downtown will provide the missing elements that will unleash Downtown's economic potential.

ECONOMIC DEVELOPMENT

TOURISM, ARTS & CULTURE

STRATEGIC PLANNING

ECONOMIC DEVELOPMENT

GOAL 7: DIVERSIFIED ECONOMY

Downtown will establish a diversified, sustainable economy, enhancing Downtown's economic competitiveness, as well as drawing new investments, business and talents, from the region and the state to the area. Creating Centers of Excellence associated with educational opportunities and potential economic drivers concentrate human capital around new niche industries, attracting start-ups and fostering long-term prosperity.

The Plan's intent of establishing a diversified, sustainable economy includes the following aspects:

STRENGTHEN DOWNTOWN'S ROLE AS A MAJOR EMPLOYMENT CENTER

- Serving as the economic and employment hub of the Valley, Downtown should continue attracting talent and investments to the area and accommodate growth of local business and niche industries.
- The Plan intends on strengthening Downtown's role as the major employment center by providing diverse economic incentives, tax benefits, and capital funds to attract new businesses and their employees to Downtown.
- Provision of new office spaces and diverse housing products could also help to attract growth.

STRENGTHEN DOWNTOWN GAMING AND HOSPITALITY INDUSTRY

- Downtown has been serving as a gaming and employment hub in the region for a long time. It is, and will continue to be, a major driver of employment, economic activity, and excitement in Downtown. Planning efforts should include upgrading current facilities and providing new spaces for accommodating future growing needs.

ENHANCING ECONOMIC COMPETITIVENESS REGION-WIDE

- Due to the shortcomings of Downtown's current physical environment and economic market, continual growth is happening in the surrounding communities - Summerlin, Henderson, North Las Vegas, the Strip, and so forth.
- To enhance Downtown's competitiveness amongst regional competitors, planning efforts should focus on establishing a vibrant and sustainable economic framework to attract new capital to the area and support local enterprises.

COMBINING EDUCATION WITH NEW ECONOMIC DRIVERS AND CREATING CENTERS OF EXCELLENCE

- In addition to the gaming industry, Downtown also targets a number of knowledge-based industries including medical, creative, and tech.
- Building Centers of Excellence in these new economic activity areas we are clustering learning opportunities around employments and offering skills training programs and multiple housing products to ensure local citizens are prepared for the future economy.

SUPPORTING SMALL BUSINESS & ENTREPRENEURS

- Small business are essential to the growth of the creative economy. Many small businesses are looking to locate in Downtown, however, protracted approval process, lack of land for accommodating development, and antiquated zoning requirements are all barriers impeding the growth of these businesses. The Plan calls for supporting small business development through tax breaks, expedited approvals, funding support, etc.

CHART 6.1: ECONOMIC DEVELOPMENT POLICY

1	STRENGTHEN **DOWNTOWN GAMING**	Promote Downtown as the preeminent center of tourism and gaming activities in the City of Las Vegas, and a major focus of such activity for the Las Vegas Valley.	Enhance the tourist experience by improving convenience, accessibility, and amenity, including the addition of diversified spin-off businesses, such as food and beverage.	Restore the history, glamor and attraction of Downtown gaming, in particular, by encouraging the revitalization and renovation of historic casino resorts.
2	PROMOTE **MEDICAL & HEALTHCARE LEADERSHIP**	Establish the Medical District as the top regional center for healthcare and an important driver of the Downtown economy, highlighted by the proposed UNLV medical campus.	Promote bio-technology by leveraging existing and proposed medical and technical resources such as the Cleveland Clinic Lou Ruvo Center and the UNLV School of Medicine.	Strengthen physical and economic links between the Medical District and other Downtown assets, prioritizing improved transit links to the Downtown core.
3	FOSTER **CREATIVE & TECH ECONOMIES**	Build on Downtown's emerging creative and technical sectors to help diversify the economy, and bring higher quality and better paying jobs to the area.	Facilitate development of the physical space and infrastructure necessary to attract creative and tech companies, for example, through adaptive reuse of aging buildings.	Support incubator and accelerator programs to help stimulate entrepreneurial activity and investment.
4	CULTIVATE **STRATEGIC PARTNERSHIPS**	Capitalize on economic synergies and improve physical linkages between the medical, technical, and creative sectors.	Build strong regional partnerships with governmental, academic, and non-profit players to attract and grow target industries.	Strengthen physical and programmatic ties with UNLV and other post-secondary institutions, including development of satellite campuses in the Downtown.
5	ENLARGE **DOWNTOWN'S TALENT POOL**	Draw professional, technical, and creative arts talent to Downtown, thereby enlarging the available talent pool and spurring investment.	Improve Downtown's quality of life, delivering housing, amenities, and services that support an urban lifestyle and cater to the rising creative class.	Broaden the range and scope of professional, technical, and creative arts education available throughout Downtown.
6	DEVELOP **JOB SKILLS FOR RESIDENTS**	Take measures to promote workforce education and training, ensuring a skilled labor force that will meet the needs of prospective business.	Provide public sector coordination and support for entities that deliver such services as jobs matching and workforce training.	Support partnerships with the school district and other educational institutions that will foster local apprenticeship programs and achieve desired educational outcomes.
7	SUPPORT **LOCAL & SMALL BUSINESS ENTERPRISE**	Promote retention of small business and the development of local enterprise as a catalyst to long-term economic development.	Establish programs and initiatives that encourage microenterprises, including various forms of financial support to establish, stabilize, and expand such businesses.	Match entrepreneurs with opportunities to transform vacant space into active businesses that will create a "buzz."

CENTERS OF EXCELLENCE CONCEPT

Leveraging institutional and educational programs to expand job opportunities, Centers of Excellence (COE) are industry specific clusters with learning, research, and businesses in close proximity. Five Centers of Excellence are proposed in the Plan as follows:

COE 1: GAMING & HOSPITALITY

To strengthen the major engine role of gaming and hospitality in Downtown's economy, new facilities as well as existing asset improvements should be incorporated in this area, including:

- **Upgrading Fremont Street Experience**
- **Building a new Tourism Bureau** via renovation of the existing building at the Carson/Las Vegas Boulevard intersection.
- **Introducing new bars & restaurants**.
- **Redeveloping large surface parking lots** on the site of Main Street Station Casino and Greyhound Terminal for new resorts and hotels.

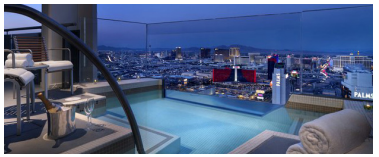
COE 2: MEDICAL & HEALTHCARE

Relying on the UNLV Medical School and ample healthcare facilities and medical offices, medical and healthcare will become one of the leading industries that drives Downtown's economy. Primarily located in the Medical District and nearby Historic West side, potential opportunities to strengthen the area's identity and accommodate future growth may include:

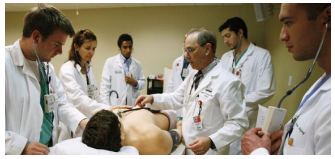
- **Redeveloping the vacant campus at Shadow Lane/Pinto Lane** for expansion of current Medical Campus.
- **Redeveloping vacant/declined properties on Alta Drive and Tonopah Drive** for new medical offices/R&D incubators.
- **Creating a health support and medical services cluster** on M.L.K Boulevard north of Alta Drive.
- **Upgrading the light industrial zone on Bonanza Road for medical equipment & supplies manufacturing**, providing jobs & training courses to the nearby socially and economically marginalized population.

DOWNTOWN ECONOMIC DRIVERS

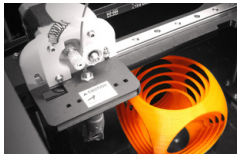
GAMING & HOSPITALITY



MEDICAL & HEALTHCARE



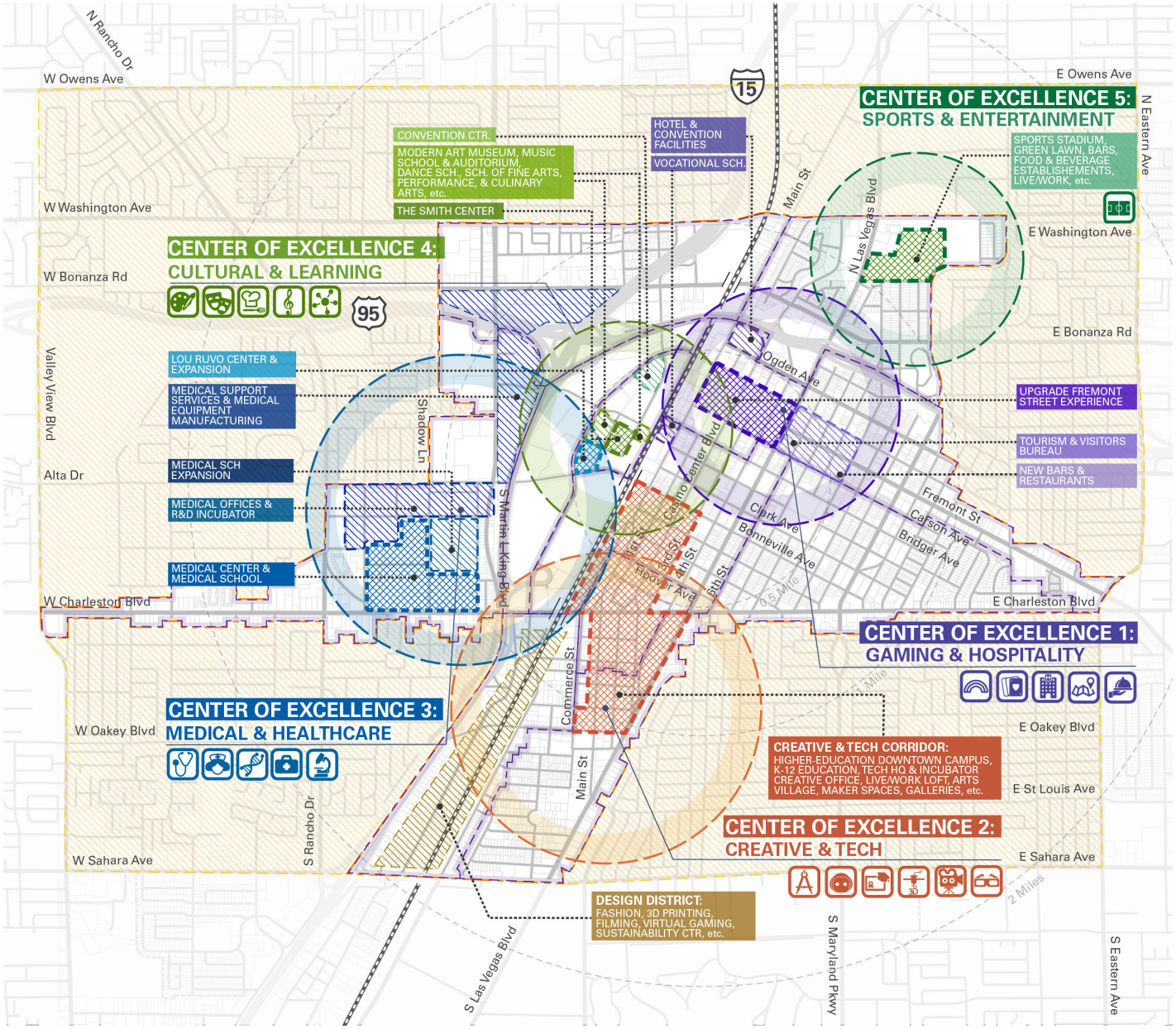
CREATIVE & TECH



CULTURAL & LEARNING

SPORTS & ENTERTAINMENT

(*FOR ILLUSTRATIVE PURPOSES ONLY)



LEGEND

GAMING & HOSPITALITY
- Fremont St. Exp.
- Redevelopment Site for Gaming & Hospitality
- Redevelopment Site for Non-gaming Entertainment
- Resort & Casino
- Business Hotel
- Fremont St. Exp. (The "Canopy")
- Tourism and Visitors Bureau
- Bars & Restaurants

Creative & Tech
- Creative & Tech Corridor
- Design District
- K-12 Education
- School of Creativity & Technology
- Robotics R&D
- 3D Printing Industry
- Filming Industry
- Virtural Gaming Industry

Medical & Healthcare
- Medical Center & Medical School
- Medical School Expansion
- Lou Ruvo Center & Expansion
- Medical Offices & R&D Incubator
- Medical Support Services & Equipment Manufacturing
- Medical School
- Medical Center
- Medical Office
- Medical R&D Incubator
- Medical Supply & Equipment

Cultural & Learning
- The Smith Center
- Redevelopment Site for Cultural Facilities & Institutions
- Redevelopment Site for Convention Center
- Modern Art Museum
- School of Performance
- Music School & Auditorium
- School of Culinary Arts
- Convention Center

Sports & Entertainment
- Cashman Hub
- Sports Stadium

District Boundaries

Plan Boundary

0 1/8 1/4 1/2 1mile

FIG 6.1: PROPOSED CENTERS OF EXCELLENCE CONCEPT

(* DRAWINGS ARE CONCEPTUAL AND NOT INTENDED TO BE INTERPRETED AS DEFINITIVE PROPOSALS.)

COE 3: CREATIVE & TECH

Building upon the 18B Las Vegas Arts District, local art roots, and the emerging creative and tech businesses in Downtown; the 18B Las Vegas Arts District, as well as the adjacent vacant/underutilized parcels in the Gateway District, will become key areas for solidifying the creative and tech economy (i.e., design, robotics, fashion, green tech, etc.) in the Downtown core. Opportunities should include:

- **Building a Higher-Education Downtown Campus** (focusing on the field of **Creativity & Technology**) at Charleston / Casino Center Boulevard for drawing students and talents to the area, and providing related occupational training courses.
- **Building a local Arts Complex and a number of new art galleries, studios, and maker spaces** for enhancing the art scene and promoting tourism development.
- **Upgrading the declined industrial zone along Union Pacific Railroad track** (future Sculpture Park) for Tech offices and R&D incubators.
- **Redeveloping vacant parcels providing diverse housing products**, including live/work lofts, student housing, senior/veteran housing, etc.

COE 4: CULTURAL & LEARNING

The Smith Center at Symphony Park has successfully attracted a significant audience with interests in performance and culture. To further strengthen the cultural identity in Symphony Park, expanding the potential of cultural tourism (i.e., culinary, performance, and fine arts, etc.) in Downtown, opportunities should include:

- **Building a new Modern Art Museum** for expanding the fine arts-related cultural offerings that will strengthen Downtown's cultural role.
- **Incorporating a Performing Arts School for music and dance** and other cultural learning programs (such as culinary arts) that could strengthen the cultural and learning impact on the surrounding community.
- **Providing year-round events & festivals programmed for Symphony Park.**

COE 5: SPORTS & ENTERTAINMENT

The Cashman District has traditionally been the home of historical and cultural assets of the city, as well as the home of the triple A baseball club. The desire to create a sports and entertainment core of activity that would stimulate redevelopments in surrounding areas adjacent to the northern gateway of Downtown could include the following:

- **Building a soccer stadium and associated facilities** that attract an MLS franchise.
- **Redeveloping a number of mixed use blocks** that include workforce housing, creative and incubator office, as well as ground floor bars, restaurants and service retail that cater to the tech and creative population and complement game day activities.
- **Incorporating a town green** for tailgating, diverse programmed events and festivals (i.e.,farmers markets, swap meets, food and beverage events, concerts, fun runs, etc.), and community based activities.

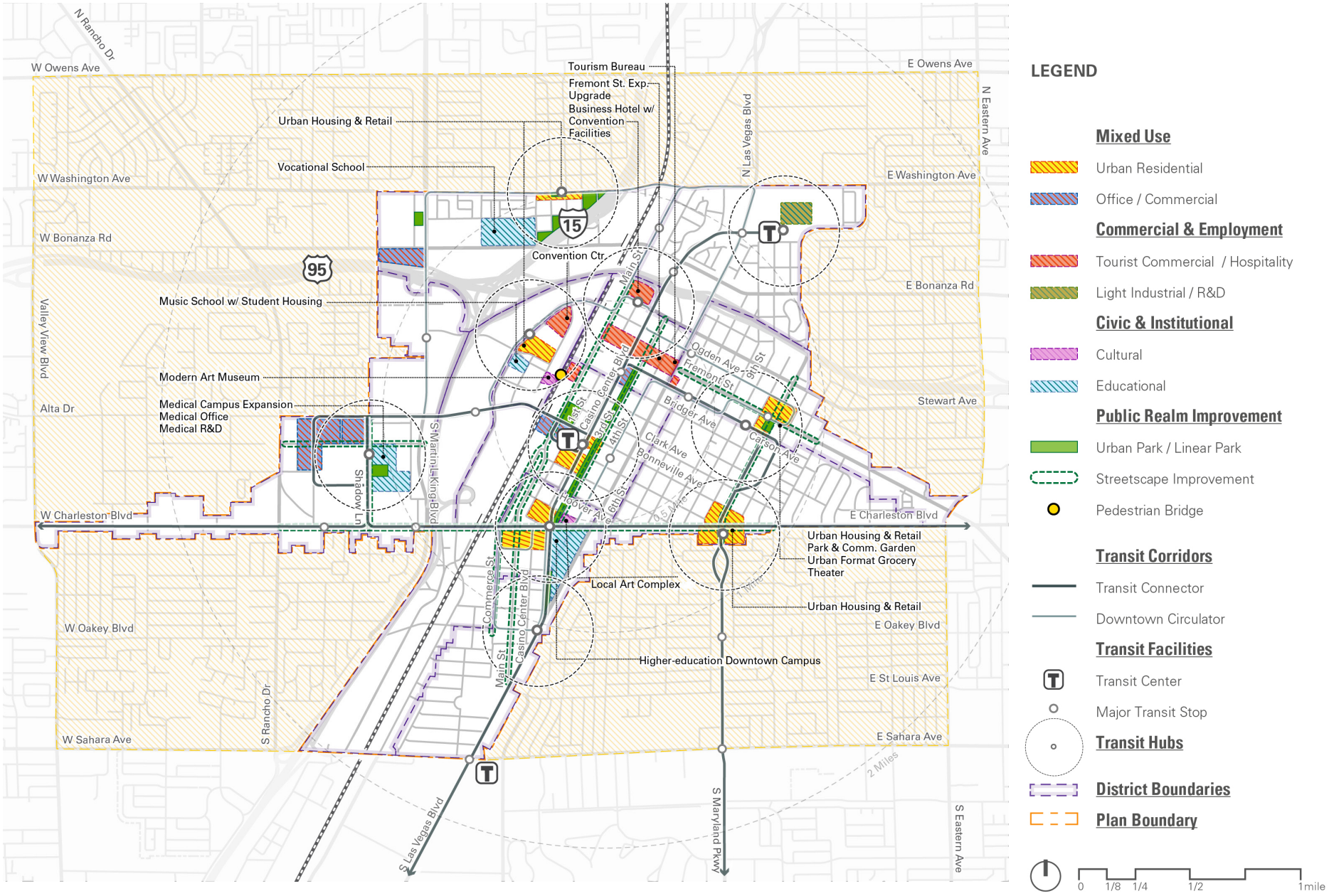


FIG 6.2: PROPOSED CATALYTIC PROJECTS CONCEPT

(* DRAWINGS ARE CONCEPTUAL AND NOT INTENDED TO BE INTERPRETED AS DEFINITIVE PROPOSALS.)

TOURISM, ARTS & CULTURE

GOAL 8: ABUNDANT ENTERTAINMENT & CULTURE

Downtown will celebrate its legendary history and culture through new and expanding cultural attractions, fostering arts and entertainment roots, and programming abundant events and festivals. A new art museum will act as an anchor for the area bringing a steady daytime population to 18B Las Vegas Arts District. Life is beautiful, First Fridays, Helldorado, live concerts, as well as various cultural festivals will take place in Downtown year-round, entertaining locals, tourists, and attracting patrons to Downtown.

The Plan's intent of providing abundant entertainment & culture include the following key aspects:

EXPANDING DOWNTOWN'S CULTURAL ROLE & PROMOTING TOURISM

- Downtown embraces a large number of historic and cultural attractions that entertain tourists and locals, and bring in significant economic benefits.
- The Plan aims to intensify Downtown's role as a cultural destination through providing additional cultural facilities, supporting local artists and creativity, and programming diverse events and festivals to celebrate Downtown's legendary character and enrich locals' daily life.

RECAPTURING DOWNTOWN HISTORY AND AUTHENTICITY

- The changes in Downtown's environment is refreshing, however, these changes also put Downtown at risk of losing connections to some of the colorful characters and places that make up its history. Promotion of historic preservation and expansion of historic districts with creative reuse of old buildings could help to strengthen Downtown's historic character.
- In addition, the integration of historical markers and themed events would help to create a stronger connection to the City's history and help build a community.

FOSTERING LOCAL ARTS AND CULTURAL ROOTS

- The burgeoning of art galleries, studios, and creative businesses in 18B Las Vegas Arts District features a community art scene and incubates Downtown's new creative economy.
- To foster local art roots and strengthen the development of the creative economy, more spaces should be provided to local artists for accommodating creative businesses and activities.

ENTERTAINING PEOPLE AND ENHANCING LOCAL PRIDE

- Though events like Life is Beautiful, First Fridays, and Helldorado fill some gaps in the local event calendar, Downtown still needs more events and activities to bring people together and enhance the local pride.
- Diverse local events could include farmers markets, swap meets, and food trucks on a temporarily closed-down street or in a small-scale urban plaza.

EXPANDING CULTURAL OFFERINGS & ATTRACTING PATRONS

- Downtown needs to expand its cultural offerings to solidify its creative economy. New cultural anchors such as a Local Arts Complex and arts-related institutions (i.e., School of Fine Arts, Music, and Performance) could draw more visitors and talents to Downtown and trigger new developments in the vicinity.

CHART 6.2: TOURISM, ARTS AND CULTURE POLICY

1	PROMOTE **DOWNTOWN TOURISM**	Make Downtown a leading center for tourism and entertainment, retaining and strengthening the resorts and gaming industry as a major economic driver.	Develop sports and entertainment facilities that will draw patrons from across the Las Vegas Valley, in particular, by bringing a major league sports team to Downtown.	Pursue a major convention facility and attract related hospitality uses that will increase tourism and bring additional activity to Downtown's resorts and casinos.
2	PROVIDE **ACTIVITIES FOR LOCALS**	Introduce activities and attractions that will widen the appeal of Downtown to residents and regional visitors by offering more than adult-oriented entertainment.	Develop arts, cultural and entertainment venues that cater to local residents and regional visitors, such as cinema, performing arts venues, and expanded dining options.	Support community based programming and events, particularly activities that foster civic pride and address local needs and desires, such as farmer's markets and crafts fairs.
3	EXPAND **CULTURAL OFFERINGS**	Amplify Downtown's cultural role in the region by offering a wide range of opportunities for cultural enrichment that will appeal to both locals and tourists.	Bring institutions and facilities to Downtown that will advance culture and the arts, in particular, fulfilling the desire for a contemporary art museum.	Explore opportunities to introduce an educational component into new and existing cultural facilities and attractions, such as pairing arts education with an art museum.
4	SUPPORT **COMMUNITY ARTS SCENE**	Attract art galleries, studios, and makers-space in support of Downtown's burgeoning arts scene and emerging creative economy.	Promote 18b The Las Vegas Arts District as the primary center of creativity and destination for the arts in the region.	Expand the public art program within the Downtown core to improve community aesthetics and enhance local identity.
5	RECAPTURE **DOWNTOWN HISTORY & AUTHENTICITY**	Protect Downtown's heritage, in particular, through active restoration and preservation of historic buildings and sites.	Inventory historic structures, landmarks, and sites, and promote official designation by the Historic Preservation Commission (HPC).	Encourage preservation of iconic neon and historic signage, for example, advocating for official recognition by the HPC of identified signs as historic objects.
6	COORDINATE **SPECIAL EVENTS PROGRAMMING**	Establish an organizational structure to coordinate year-round events programming in the Downtown, and complement the branding and marketing strategy.	Achieve a balance between large-scale special events and more locally based activities to minimize negative impacts and increase benefits to local businesses.	Support community events that bring more arts and culture to Downtown, addressing the expectations and desires of both local and tourists.

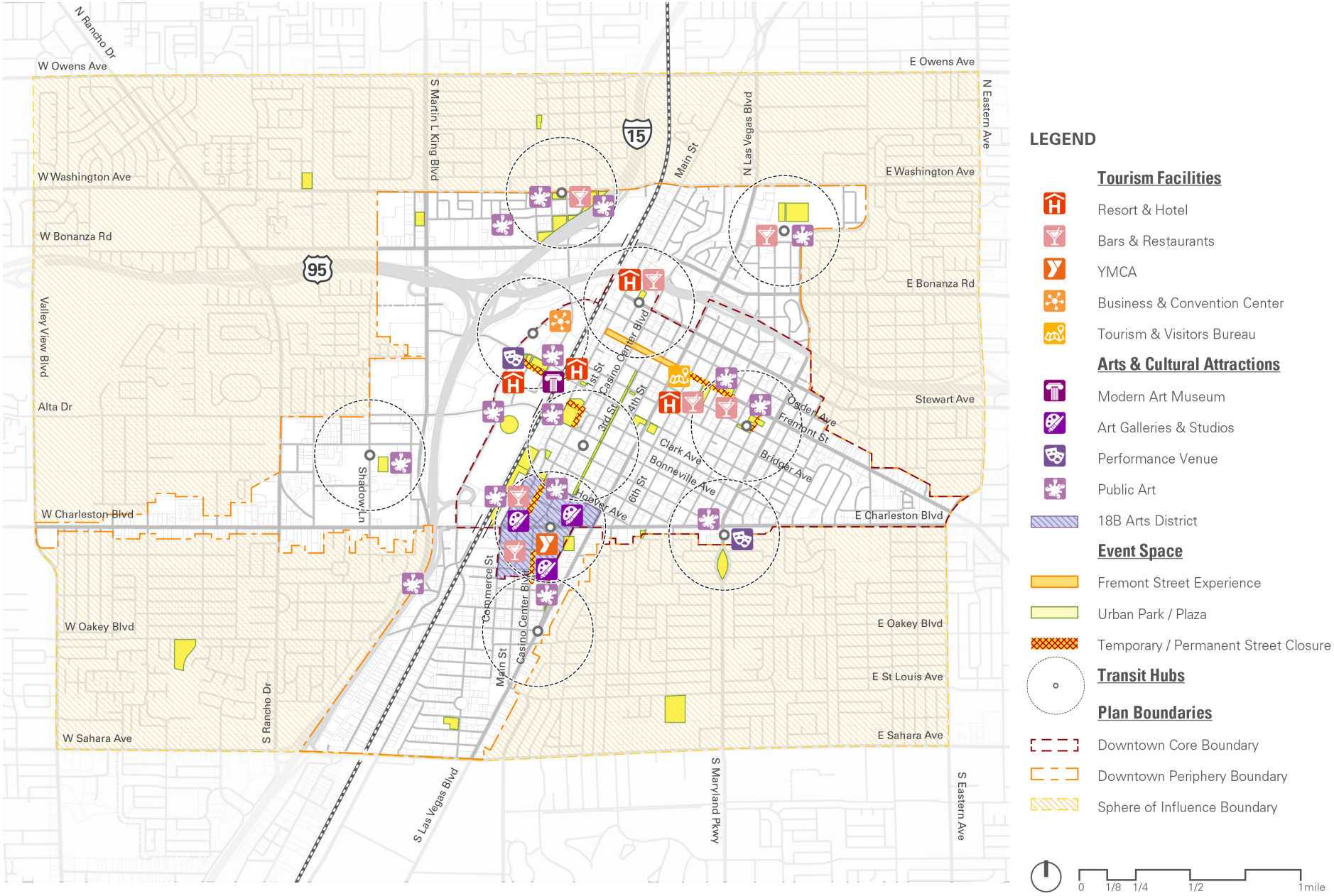


FIG 6.3: PROPOSED TOURISM, ARTS & CULTURE CONCEPT

(* DRAWINGS ARE CONCEPTUAL AND NOT INTENDED TO BE INTERPRETED AS DEFINITIVE PROPOSALS.)

TOURISM, ARTS, & CULTURE CONCEPT

TOURISM FACILITIES

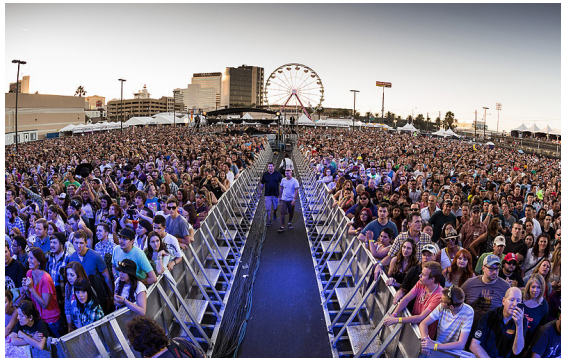
- **Resort and Hotel:** new resorts and hotels should primarily be concentrated in the Resort and Casino, Symphony Park, and Civic and Business Districts. Additional opportunities could be redevelopment of large-scale surface parking lots or renovation of existing underutilized buildings.
- **Bars and Restaurants:** these facilities play a vital role in Downtown's tourism industry and also cater to local residents and workers. New proposed facilities should cluster in Fremont East, Cashman, and 18B Las Vegas Arts District.
- **Other facilities:** include a new YMCA in the 18B Las Vegas Arts District adjacent to Downtown higher-education campus, a Business and Convention Center in Symphony Park catering to tech/business conferences, as well as a Tourism and Visitors Bureau renovated from the existing building at Fremont Street/Las Vegas Boulevard.

ARTS & CULTURAL ATTRACTIONS

- **Modern Art Museum:** located within the Symphony Park District, adjacent to the Smith Center and proposed Symphony Bridge, and identified as a new regional cultural anchor and economic boomer in the Downtown core.
- **Local Art Complex, Art Galleries and Studios:** A local art complex with service retail is proposed at the 3rd Street/Charleston Boulevard Intersection. New art galleries and studios are primarily concentrated on 1st Street, Main Street, and Casino Center Boulevard, catering to local artists, designers, and a diversity of creative activities.
- **Performance Venue:** includes a repertory theater and 500-seat performance hall, a performing arts school for music and dance, and is located adjacent to the Smith Center in Symphony Park.
- **Public Art:** public art functioning as visual attractions that enhance the built environment's aesthetics should be integrated in the placemaking of each node of activity downtown-wide.

EVENT SPACE

- **Flexibly-designed parks, plazas**, as well as **temporary street closures** could be physical spaces that accommodate various events, festivals, and community-based activities programmed in Downtown year-round.



CLOCKWISE FOR TOP TO RIGHT: DOWNTOWN MUSIC FESTIVAL; LOCAL ARTS COMPLEX, HELLDORADO; COOL BARS; FARMERS MARKET

(*FOR ILLUSTRATIVE PURPOSES ONLY)

STRATEGIC PLANNING

GOAL 9: SMART MANAGEMENT

Downtown will establish an efficient, effective, transparent, and predicative management framework to prolong the prosperity of Downtown's economy. Diverse economic incentives and funding sources prioritized in a Renaissance Zone attract new capital and residents. A unified Downtown BID provides funding and services to support local entrepreneurs. Community benefits programs along with design standards tie economic benefits with public and private realm enhancements delivering a quality environment to locals.

The Plan's intent of establishing a smart management framework includes the following key aspects:

CREATING RENAISSANCE ZONES FOR PRIORITIZING OPPORTUNITIES AND INCENTIVES

- To attract new businesses and residents into transit hub areas and further catalyze development within the districts, the Plan calls for creating a renaissance zone (RZ) associated with each transit hub for prioritizing opportunists and incentives. These zones are designed to provide local market-based incentives (i.e., tax waivers, fee reductions, micro-loan programs, etc.) for any new eligible business and resident moving into the zone.

PROMOTING STREAMLINED PERMIT PROCESS

- A streamlined regulatory system can make it easier to start, expand, and operate businesses in Downtown, creating a business-friendly environment. The Plan calls for simplifying local regulatory processes for achieving positive outcomes more efficiently and at lower costs. Adaptive, problem-solving collaboration, with respectful engagement of stakeholders is also encouraged in the process for achieving a high level of regulatory performance.

PROMOTING FORM-BASED CODING WITH PLACE BASED STANDARD

- To build a well-designed Downtown that integrates high-quality placemaking of the public and private realms envisioned by Downtown occupants, the Plan encourages applying form-based coding with community-based design standards in the zoning regulation process.

INTEGRATING COMMUNITY BENEFIT PROGRAMS IN PUBLIC /PRIVATE REALM IMPROVEMENT

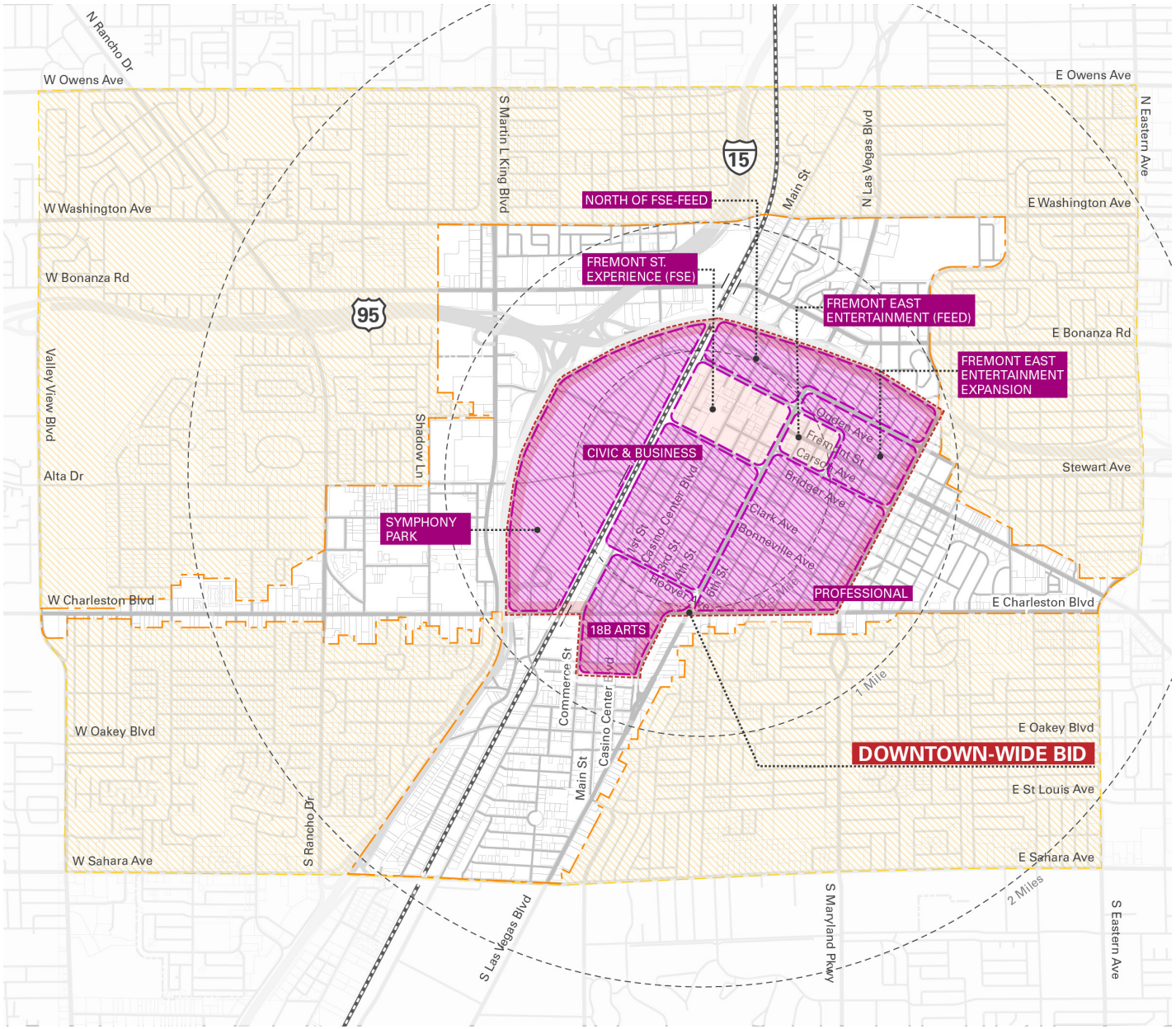
- To establish a socially and environmentally vibrant Downtown, the Plan promotes integrating community benefit programs with public and private realm improvements. Community benefit agreements contract community groups with developers for achieving a win-win consensus by providing jobs and amenities to locals while providing additional development bonuses to developers.

ESTABLISHING A UNIFIED DOWNTOWN MANAGEMENT ASSOCIATION

- The Business Improvement District (BID) supports local businesses and entrepreneurs through provision of funding, services, and strategic initiatives for directing future development. Downtown needs, and local voice supports, a unified Downtown management organization that could umbrella multiple BIDs in the area and provide flexible management and services.

CHART 6.3: STRATEGIC PLANNING POLICY

1	PRIORITIZE **REDEVELOPMENT OPPORTUNITIES**	Take an aggressive approach to the use of development incentives and inducements to "bend the curve," increase demand, and achieve targeted levels of redevelopment.	Focus incentives on priority redevelopment sites and catalytic projects that further the goals and policies of the Masterplan.	Make transportation and infrastructure investments that enable and support development of key transit hubs and transportation corridors.
2	FUND **KEY INFRASTRUCTURE IMPROVEMENTS**	Employ a range of investment tools that support an aggressive redevelopment strategy by looking beyond funding sources available from state and federal government.	Assess various funding alternatives to undertake capital improvements, including debt-financing options, special improvement districts, and tax-increment financing.	Explore opportunities to tap into private capital to fund infrastructure improvements, in particular, forming public-private partnerships for projects that offer a revenue stream.
3	FACILITATE **LAND DEVELOPMENT**	Employ tools that enable land assembly and the purchase of key parcels, overcoming a major barrier to development in Downtown.	Utilize land banking and leverage properties under public ownership to assist in the redevelopment of key opportunity sites.	Explore opportunities to write down the cost of land, favoring developer proposals that advance the goals and policies of the Masterplan.
4	REFORM **LAND USE REGULATORY PROCESSES**	Establish a land use regulatory structure that delivers greater certainty and streamlines the development approval process.	Implement procedures that will rapidly move targeted development projects through the permitting process; in particular, by enabling administrative review and approval.	Minimize overlapping layers of land use regulation to improve the clarity and effectiveness of Downtown's development controls.
5	ESTABLISH **COMMUNITY BENEFITS PROGRAM**	Incentivize projects and programs that enhance livability and provide community benefits that market forces might not otherwise support.	Prioritize desired community benefits, and identify the nexus between benefits and available incentives to ensure favorable outcomes.	Provide inducements such as fast-track permit processing and incentive zoning to promote development projects that meet the goals and objectives of the Masterplan.
6	EMPLOY **CREATIVE FINANCIAL INCENTIVES**	Utilize traditional and innovative financial incentives available at the local level to stimulate economic development and attract favored industries.	Offer a suite of local incentives such as infrastructure cost sharing, off-site improvements, property tax incentives, micro-loan programs, etc.	Emphasize long-term rewards over short-term gains to encourage private sector investment, for example, through a mutual fund promoting local economic development.
7	PROMOTE **PUBLIC PRIVATE PARTNERSHIPS**	Pursue increased levels of cooperation and collaboration between business and government, as well as the educational and non-profit sectors.	Form partnerships to realize catalytic projects, emphasizing the development of facilities and programs that advance technology, arts, and culture.	Encourage corporate responsibility through partnerships intent on building the capacity of area residents, for example, by delivering increased educational opportunity.
8	CREATE **DOWNTOWN MANAGEMENT ORGANIZATION**	Establish a self-sustaining Downtown Management Organization to represent the interests of business and property owners, and to supplement government services.	Develop an organizational model that both advances Downtown-wide priorities and supports the efforts of individual districts.	Charge the Downtown Management Organization with promoting community and economic development, giving priority to improving safety and security.
9	COORDINATE **DOWNTOWN BRANDING & MARKETING**	Rely on the Downtown Management Organization to champion the area, and ensure coordinated and cohesive branding and marketing.	Launch an aggressive campaign to advertise and promote Downtown, accentuating the qualities that will increase visitation, attract new investment, and expand market share.	Complement and reinforce the overall branding and marketing effort through the visual branding of Downtown and its districts.



LEGEND

Downtown-wide Business Improvement District (BID)

Business Improvement Sub-District

- Existing Business Improvement Sub-District
- New Business Improvement Sub-District

Plan Boundaries

- Downtown Core Boundary
- Downtown Periphery Boundary
- Sphere of Influence Boundary

0 1/8 1/4 1/2 1 mile

FIG 6.4: PROPOSED DOWNTOWN MANAGEMENT ORGANIZATION

(* DRAWINGS ARE CONCEPTUAL AND NOT INTENDED TO BE INTERPRETED AS DEFINITIVE PROPOSALS.)

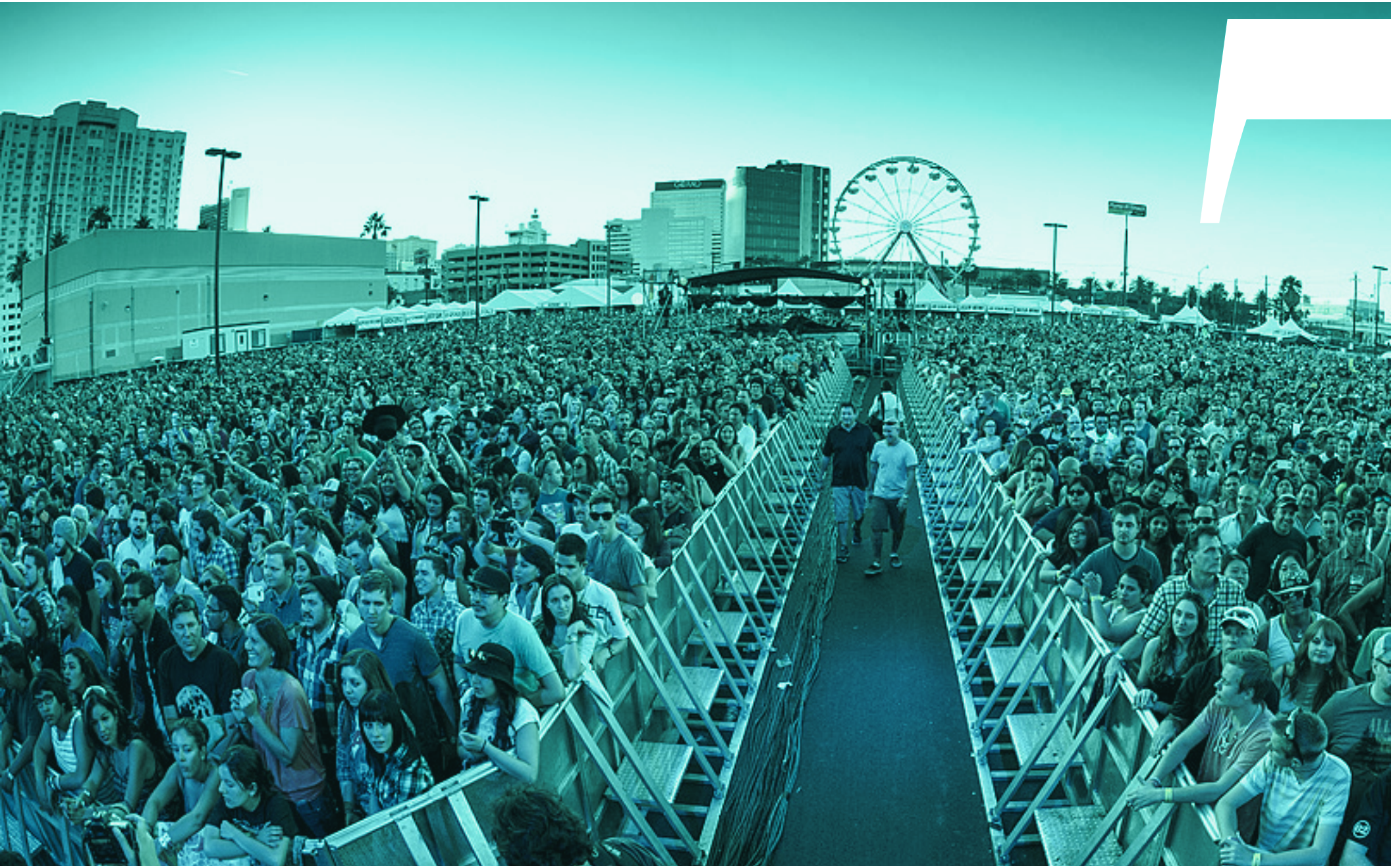
DOWNTOWN-WIDE BID CONCEPT

A proposed Downtown-wide BID area is designated within an area that encompasses the core of Downtown, roughly bounded by Charleston Boulevard and 18B Las Vegas Arts District to the south, Interstate 15 to the west, US 95 Hwy to the north and Maryland Parkway to the east. Eight sub-districts are identified within the proposed Downtown BID that correspond to existing management organizations and potential BID areas:

- **Symphony Park**
- **18B Las Vegas Arts**
- **Professional**
- **Civic & Business**
- **Fremont Street Experience (FSE)**
- **Fremont East Entertainment District (FEED)**
- **FEED Expansion**
- **North of FSE-FEED**

A Downtown BID would include several service layers as follows:

- **Downtown Management Organization**: a layer to support advocacy and economic development efforts throughout the Downtown, providing the financial support needed to operate a self-sustaining private/public downtown management organization.
- **Clean and Safe Services:** A second layer of the BID would distribute the costs and service benefits associated with a downtown-wide clean and safe program.
- **Special Projects:** A third optional layer of the BID would allow special projects to be financed either by the entire downtown or within specific sub-districts. In addition,
- **The Downtown Circulator** is also envisioned to be provided throughout the Downtown BID. The Downtown Circulator would provide high frequency shuttle service to all sub-districts within the downtown core as a short-term improvement emerging from the Downtown Masterplan.



CORE DISTRICTS

As Downtown continues its overall transformation, it is important to visualize the ways in which each core district could benefit.

Plans and drawings in this section are conceptual for illustrative purposes only to convey a general idea related to future development that supports goals, policies, and objectives in this Plan.

CIVIC & BUSINESS

18B LAS VEGAS ARTS

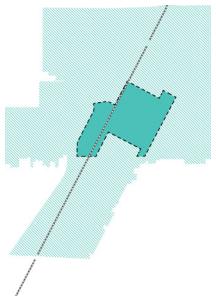
SYMPHONY PARK

FREMONT EAST

FOUNDERS

RESORT & CASINO

* Plans and drawings in this section are conceptual for illustrative purposes only to convey a general idea related to future development that supports goals, policies, and objectives in this Plan.



CIVIC & BUSINESS

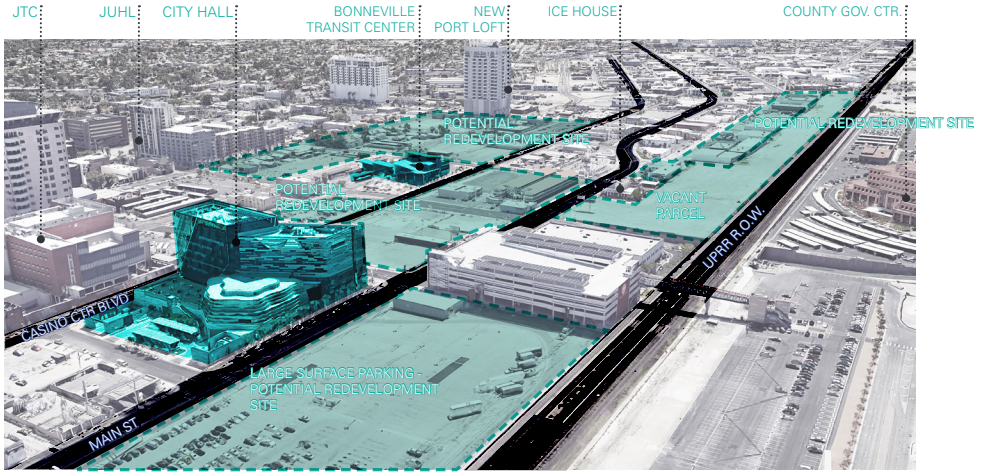
A VIBRANT DOWNTOWN CORE WITH MORE THINGS TO DO AND SEE.

The Downtown core remains one of the primary employment centers of the region. The courthouses, legal and other professional services that cluster in the core create a significant critical mass of daytime activities.

Vacant parcels and blighted properties especially around the City Hall and the Bonneville Transit Center provide great potential sites for mixed-use buildings, predominantly work force housing, and office with retail. Retail elements should include a major downtown grocery, restaurants, and other services that act as a magnet of activity for all of Downtown. A new civic complex transformed from the surface parking lot adjacent to the City's parking garage will provide spaces for courthouse and other civic uses in the future.

More connections will be important to the future transformation of the district. Expansion of the transit system will include multi-modal hubs providing much needed options for travel throughout Downtown. Linkages along and over the Union Pacific Railroad right-of-way will better connect Symphony Park and the new bridge will provide an iconic landmark that will attract development.

The Railroad right-of-way could be transformed into a community sports park and sculpture garden with a linear pedestrian / bike trail. The Third Street linear park is imagined as a green walkable corridor linking Downtown and the 18B Las Vegas Arts district. The 3-acre vacant lot opposite the City Hall could be transformed into a "Central Park" that can be made more flexible and programmable as a community gathering space.



SITE ANALYSIS

LOOKING FROM THE SYMPHONY BRIDGE (*FOR ILLUSTRATIVE PURPOSES ONLY)

For example, a portion of the space could be made into a grassy lawn with temporary seating and canopy shade that would be more useful as a passive open space for residents and workers in the area during weekdays and non-event times.

DEVELOPMENT NEEDS

- Development Standards and Guidelines, Key Partnerships (DTLV, Railroad, and RTC), Infrastructure Investment

CATALYTIC PROJECTS

- Multi-modal Transit (Central Park and RTC Station), Bridge over Railroad right-of-way, Sports/ Sculpture Park and trail along Railroad right-of-way, 3rd Street Greenway, "Central Park" Conversion/ Renovation, Wayfinding and Streetscape, Bike Share

PROPOSED ADD'L GLA

- Residential: 1,022,500 GSF / 968 DU's (Live/ Work, Midrise/Highrise Workforce Housing)
- Hotel: 207,000 GSF (200-room Business Hotel)
- Retail: 200,000 GSF (Bars, F+B, Grocery, Movie Theater)
- Office: 1,535,000 GSF (Class-A, Professional, Creative Office)
- Civic: 76,000 GSF (Courthouse)
- Open Space: 598,500 GSF (Community Garden, Sports/Sculpture Park, 3rd Street Linear Park)

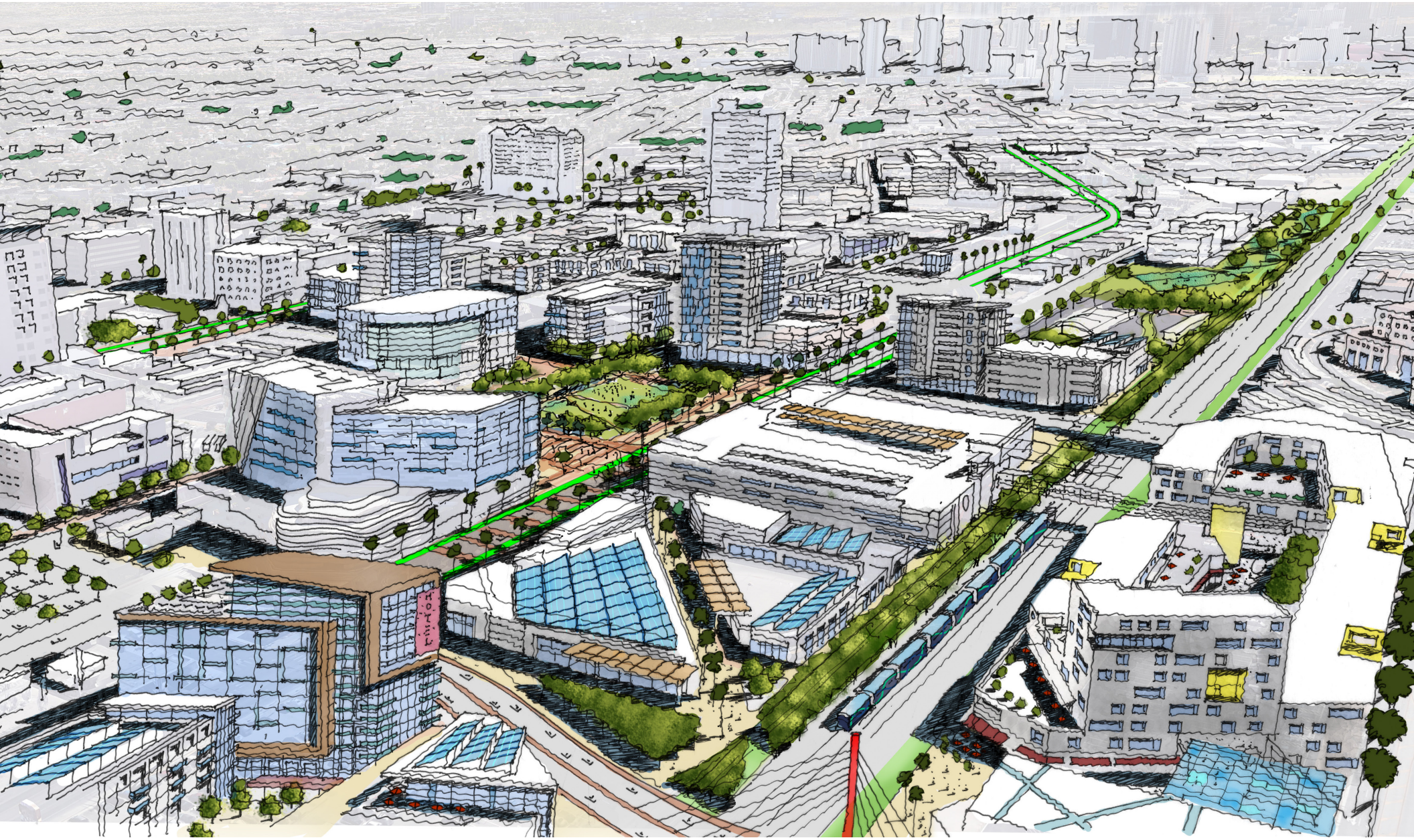


FIG 7.1: CIVIC & BUSINESS DISTRICT CONCEPTUAL PROPOSAL

LOOKING FROM THE SYMPHONY BRIDGE (* DRAWINGS ARE CONCEPTUAL AND NOT INTENDED TO BE INTERPRETED AS DEFINITIVE PROPOSALS.)

SUB DISTRICTING CONCEPT

OFFICE & RETAIL CORRIDOR

PROGRAMS:

- Professional Offices
- Class-A Offices
- Retail & Restaurants
- Public/Semi-Public Facilities
- Streetscape Improvement

CIVIC CORE

PROGRAMS:

- City Hall + Gov. Facility
- Civic Complex
- Central Park
- Class-A Office
- Business Hotel
- Event Plaza
- Cafe & Convenience Retail

MIXED USE TRANSIT HUB

PROGRAMS:

- BTC + Bike Station
- High-rise Residential Condos
- Live-work Lofts
- Service Apartments
- Anchored Theater
- Urban Format Grocery + Pharmacy
- Linear Park
- Convenience Retail
- Food & Beverage

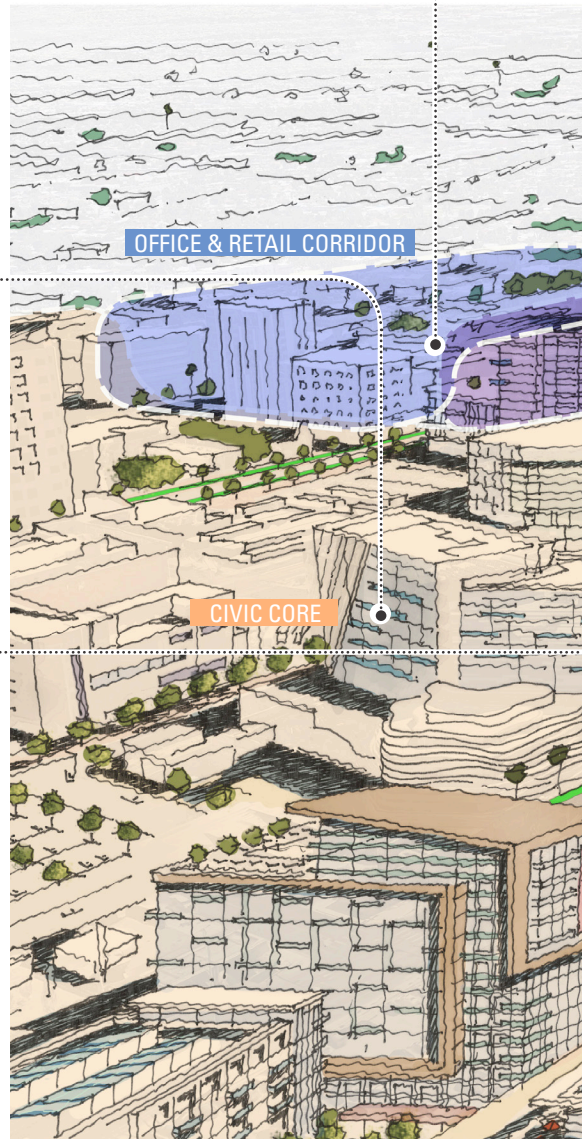
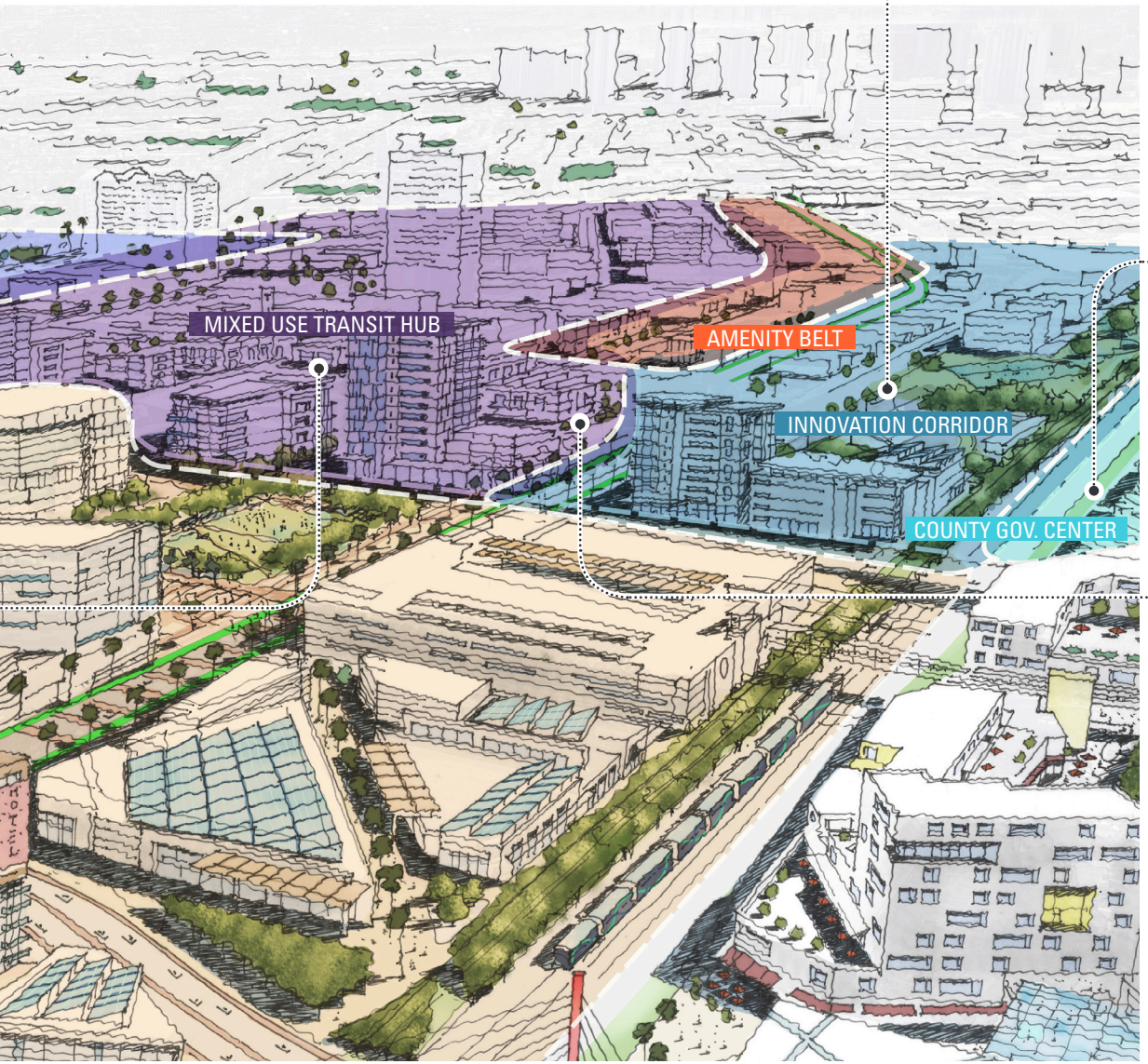
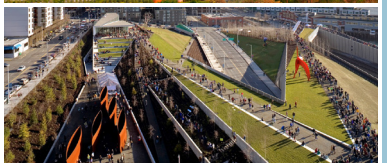


FIG 7.2: CIVIC & BUSINESS DISTRICT DISTRICTING CONCEPT & PROPOSED PROGRAMS

LOOKING FROM THE SYMPHONY BRIDGE (* DRAWINGS ARE CONCEPTUAL AND NOT INTENDED TO BE INTERPRETED AS DEFINITIVE PROPOSALS.)



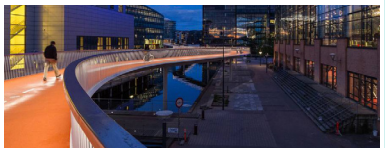
INNOVATION CORRIDOR



PROGRAMS:

- Tech Headquarters
- Research Incubators
- Collaborative Spaces
- Community Sports Park
- Sculpture Park
- Bike Trail

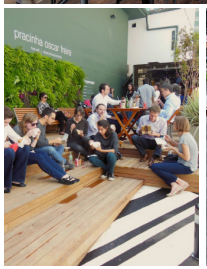
COUNTY GOVERNMENT CENTER



PROGRAMS:

- County Gov. Center
- Amphitheater
- Bike & Pedestrian Bridge

AMENITY BELT



PROGRAMS:

- Cafe, F&B
- Creative Studios
- Fitness Club
- Art Galleries
- Community Garden
- Urban Plaza & Pocket Park

DEVELOPMENT STRATEGY

SUMMARY:

1. Transform the vacant lot opposite the City Hall into **a Central Park** with all-year-round programmed events as a community outdoor gathering space
2. Infill and redevelopment of vacant parcels and blighted properties around the City Hall and the BTC to **add density to the core** and provide housing/office spaces
3. Build a **Civic Complex** on the current surface parking lot with a pedestrian linkage to the Symphony Bridge for future courthouse uses
4. Transform the large vacant parcel along the track into a **community sports park and sculpture park** to enhance the adjacent property values
5. Build **3rd Street Linear Park** as an activity corridor linking the Central Park and 18B Las Vegas Arts District providing a shaded outdoor space
6. Infill urban plazas, pocket parks, and community gardens to provide a variety of **outdoor gathering spaces**
7. Provide diverse **community amenities** on the ground floor with residential/office projects, including grocery, food & beverage, and retail to create an urban lifestyle
8. Expand the **bicycle network** and promote a **bike share program;** create an enriched environment through **crosswalk/streetscape enhancements**, public art, and signage

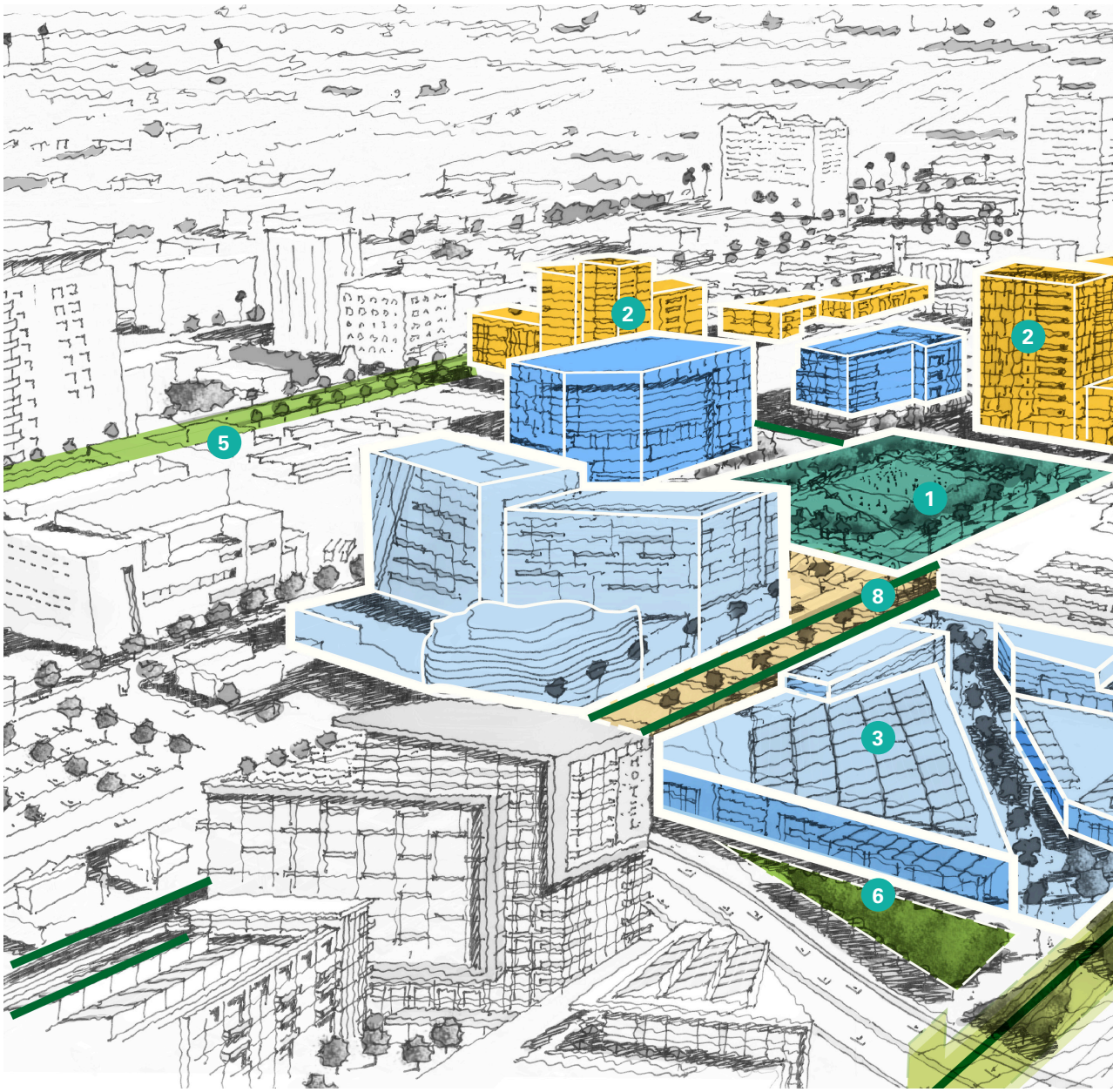
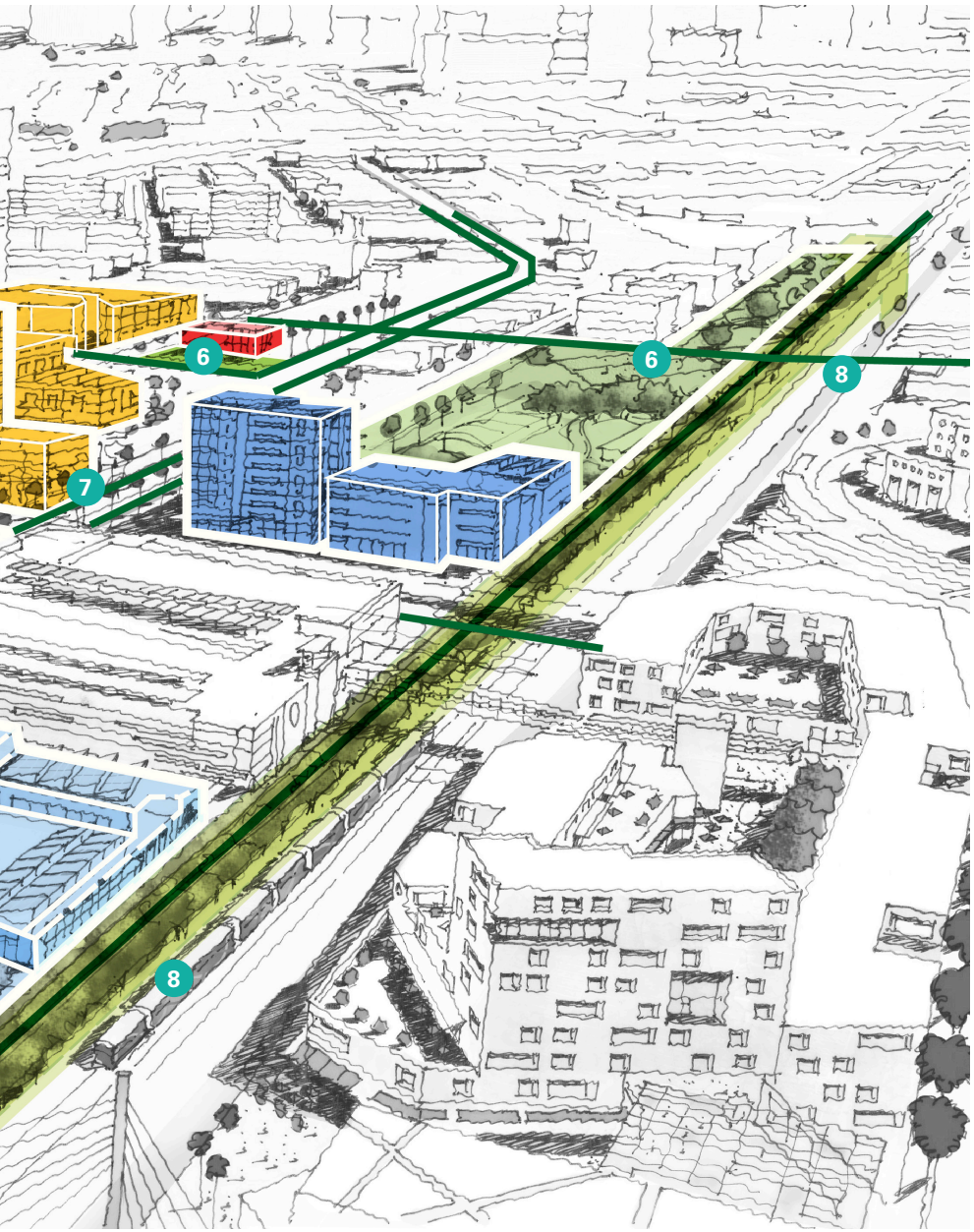


FIG 7.3: CIVIC & BUSINESS DISTRICT DEVELOPMENT STRATEGY
LOOKING FROM THE SYMPHONY BRIDGE (* DRAWINGS ARE CONCEPTUAL AND NOT INTENDED TO BE INTERPRETED AS DEFINITIVE PROPOSALS.)



CONCEPTUAL YIELDS

LAND USE	GROSS FLOOR AREA (SF)
RESIDENTIAL	1,022,500
(Number of Dwelling Units*)	(968)
COMMERCIAL	407,000
RETAIL	200,000
HOSPITALITY	207,000
EMPLOYMENT	1,210,000
CLASS A OFFICE	871,000
R&D INCUBATOR	339,000
CIVIC & INSTITUTIONAL	76,000
CIVIC	76,000
TOTAL BLDG AREA (GSF*)	**2,715,500**

*1. ASSUMES 1,000 SF PER AVERAGE HOUSING UNIT;
2. GSF STANDS FOR "GROSS SQUARE FEET."

OPEN SPACE	
NEW PARKS	16 (AC)
CENTRAL PARK	3
ND PARK, COMM PARK	12
LINEAR PARK	1
GREEN STREETS	7.9 (MI)

CONCEPTUAL DEVELOPMENT LAND USE MIX

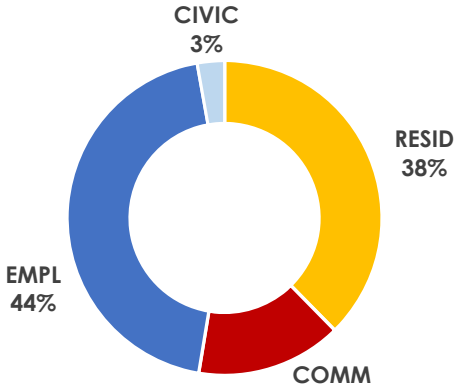


FIG 7.4: CIVIC & BUSINESS DISTRICT LAND USE CONCEPT

(* DRAWINGS ARE CONCEPTUAL AND NOT INTENDED TO BE INTERPRETED AS DEFINITIVE PROPOSALS.)

LAND USE CONCEPT

LEGEND

Residential
- Townhomes
- Low-rise Apartments
- Mid-rise Apartments
- High-rise Apartments
- Live / Work Lofts
- Affordable / Senior / Workforce Housing

Commercial / Office
- Retail
- Cafe / Restaurant
- Hospitality
- Local Entertainment
- Professional Office
- Class-A Office
- R&D Incubator
- Creative Office / Workshop

Civic/Institutional
- Civic

Open Space
- Public Open Space
- Semi-Private Green
- Recreational Green

Utility
- LRT Maintenace & Operations Yard

- LRT Alignment & Station
- District Boundary

0' 200' 500' 1000'

EXPANDED BIKE NETWORK CONCEPT

LEGEND

Existing Bike Network
- Dedicated Bike Lanes (Class-II)
- Bike Sharrows (Class-III)

Proposed Bike Network & Facility
- Dedicated Bike Lanes (Class-II)
- Bike Sharrows (Class-III)
- Bike Share Center
- LRT Alignment & Station
- District Boundary

0′ 200′ 500′ 1000′

FIG 7.5: CIVIC & BUSINESS DISTRICT EXPANDED BIKE NETWORK CONCEPT

(* DRAWINGS ARE CONCEPTUAL AND NOT INTENDED TO BE INTERPRETED AS DEFINITIVE PROPOSALS.)

DEVELOPMENT YIELDS BY PARCEL

LEGEND

CB10 Parcel Name

Parcel Boundary

LRT Alignment & Station

District Boundary

0′ 200′ 500′ 1000′

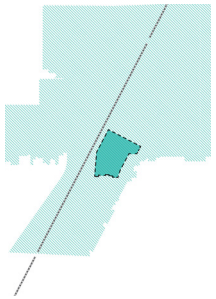
FIG 7.6: CIVIC & BUSINESS DISTRICT DEVELOPMENT YIELDS BY PARCEL

(* DRAWINGS ARE CONCEPTUAL AND NOT INTENDED TO BE INTERPRETED AS DEFINITIVE PROPOSALS.)

TABLE 7.1: CIVIC & BUSINESS DISTRICT CONCEPTUAL YIELDS BY PARCEL

PARCEL #	RETAIL	OFFICE	RESIDENTIAL	CIVIC	HOTEL	OPEN SPACE	TOTAL BLDG AREA (GSF*)
CB01	10,000 (f&b)	214,000 (professional office)					224,000
CB02	23,000 (restaurants, bars)						23,000
CB03	4,500 (café)						4,500
CB04		13,500 (professional office)					13,500
CB05	5,000 (f&b)				207,000 (business hotel)		212,000
CB06	8,000 (f&b)			76,000 (courthouse)			84,000
CB07						4,000 (pocket park)	-
CB08						117,500 (central park)	-
CB09		182,000 (class-A office)				6,500 (pocket park)	182,000
CB10		246,000 (class-A office)					246,000
CB11	10,000 (retail)	189,500 (class-A offic	116000 (flats, live/work lofts)				315,500
CB12	45,000 (grocery,retail)		280,000 (flats)				325,000
CB13		19,000 (creative office)				12,000 (pocket park)	19,000
CB14	10,000 (retail)		173,000 (flats, live/work lofts)				183,000
CB15			86,000 (flats)				86,000
CB16		7000 (creative office)				18,000 (comm. garden)	7,000
CB17	12,500 (retail)		247,500 (flats, live/work lofts, townhomes)				260,000
CB18	72,000 (movie/theater)		120,000 (flats, lofts)				192,000
CB19						5,000 (pocket park)	-
CB20						313,000 (sculpture park)	-
CB21		339,000 (R&D)					
TOTAL GSF*	**200,000**	**1,210,000**	**1,022,500 (968 DU*)**	**76,000**	**207,000 (200 RM*)**	**476,000**	**2,715,500**

*1. ASSUMES 1,000 SF PER AVERAGE HOUSING UNIT AND 1,000 SF PER AVERAGE HOTEL ROOM;
2. GSF STANDS FOR "GROSS SQUARE FEET."



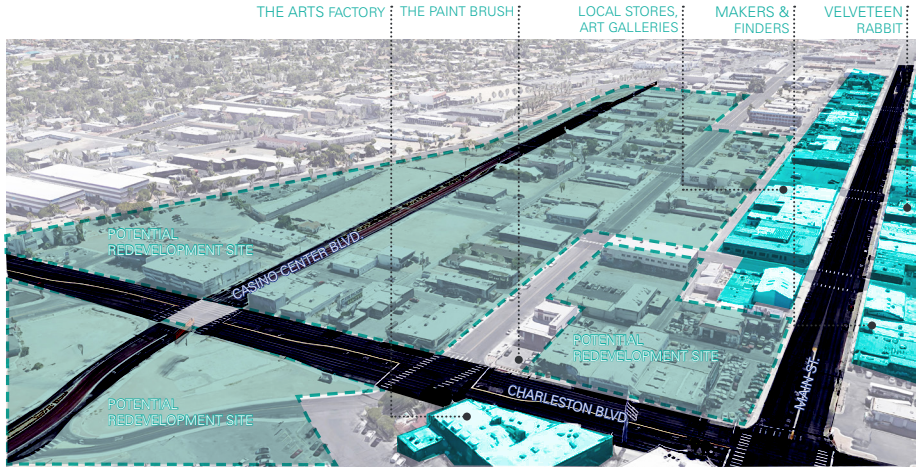
18B LAS VEGAS ARTS

A DIVERSE COMMUNITY AND REGIONAL SHOWCASE FOR THE ARTS.

The 18B Las Vegas Arts District is the creative heart of the city. The local stores, art galleries, and artists in residence are compelling and memorable elements of Downtown. However, their impact is limited in scale. Using the underutilized and raw land especially along Casino Center Boulevard, 3rd Street and Main Street, smart investments could promote walkability, safety, and sustainability, a more critical mass of artists and art related services that amplify the artists "brand" in the district, while providing much needed affordable housing and services for the community.

Development protections and improved services could strengthen existing corridors of creative uses, especially along Main and Charleston. New clusters of development can create places that encourage "makers" of all interests including artists, students, food producers, designers, and entrepreneurs.

Mixtures of uses around transit, include artist oriented housing and creative spaces that adjoin it, a university village that promotes study of the arts and humanities, a "maker" village that attracts entrepreneurs, and senior and veterans housing that cares for the community at large.



SITE ANALYSIS
LOOKING FROM THE ARTS FACTORY (*FOR ILLUSTRATIVE PURPOSES ONLY)

DEVELOPMENT NEEDS

- District land assembly, coordinated infrastructure investment, development standards and guidelines, forming key partnerships (higher-education campus, Arts Community, and Transit Authority)

CATALYTIC PROJECTS

- Multi-modal Transit (Arts District LRT station), Charleston Complete Streetscape, Museum of Contemporary Art, Artists Green and Demonstration Garden, Local Art Gallery and Makers Village, K-12 School of the Arts, bike share

PROPOSED ADD'L GLA

- Residential: 1,314,000 GSF / 1,172 Housing units (Live Work Lofts, Mid-rise/High-rise Condos, Veterans Housing, Student Housing, Temporary Housing)
- Retail: 80,000 GSF (Food and Beverage, Services)
- Office: 321,500 GSF (Creative Office, Incubator Space)
- Civic and Institutional: 676,000 GSF (Art Museum, YMCA, Student Center, Classrooms, K-12 school)
- Open Space: 212,000 GSF (Creative Green, Event Space, Student Quad, Transit Plaza)

FIG 7.7: 18B LAS VEGAS ARTS DISTRICT CONCEPTUAL PROPOSAL
LOOKING FROM THE ARTS FACTORY (* DRAWINGS ARE CONCEPTUAL AND NOT INTENDED TO BE INTERPRETED AS DEFINITIVE PROPOSALS.)

SUB DISTRICTING CONCEPT

UNIVERSITY VILLAGE

PROGRAMS:

- Student Center
- School of Sustainability
- Robotics + Aerospace Engineering
- Design + Fine Art
- Business + Gaming
- Hospitality
- Filming

MIXED USE TRANSIT HUB

PROGRAMS:

- Transit Station + Plaza
- Local Arts Complex
- YMCA
- Outdoor Recreation
- Student Housing
- Preschool
- Convenience Retail
- Mid/High-Rise Residential Condos

ARTIST VILLAGE

PROGRAMS:

- Live/Work Space
- Artist Lofts
- Cafe
- Gallery Spaces
- Outdoor Gathering Spaces

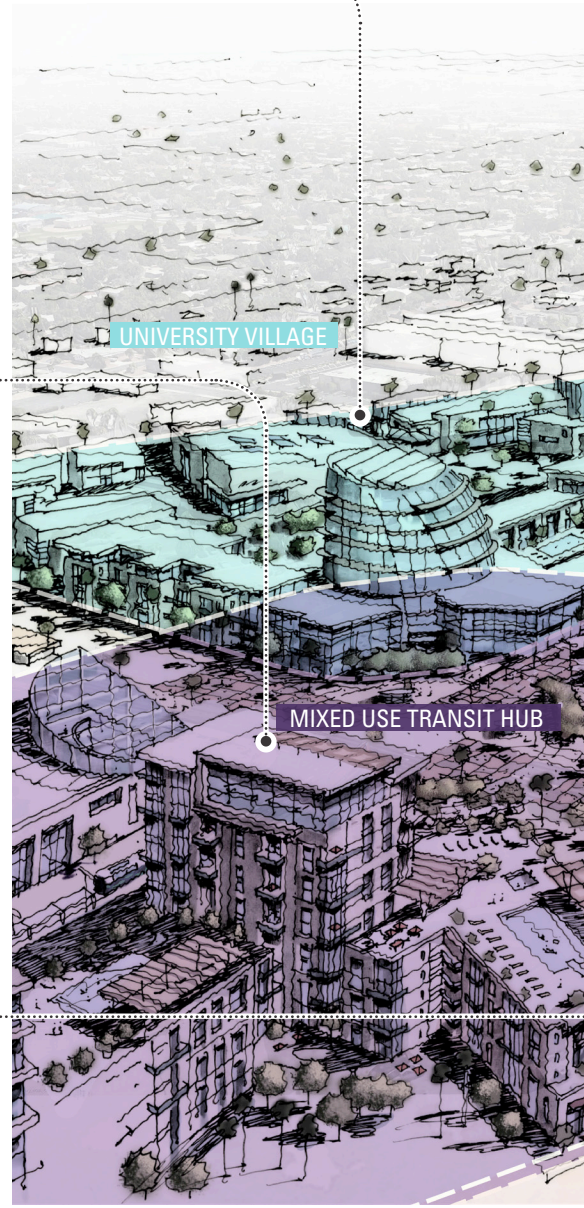
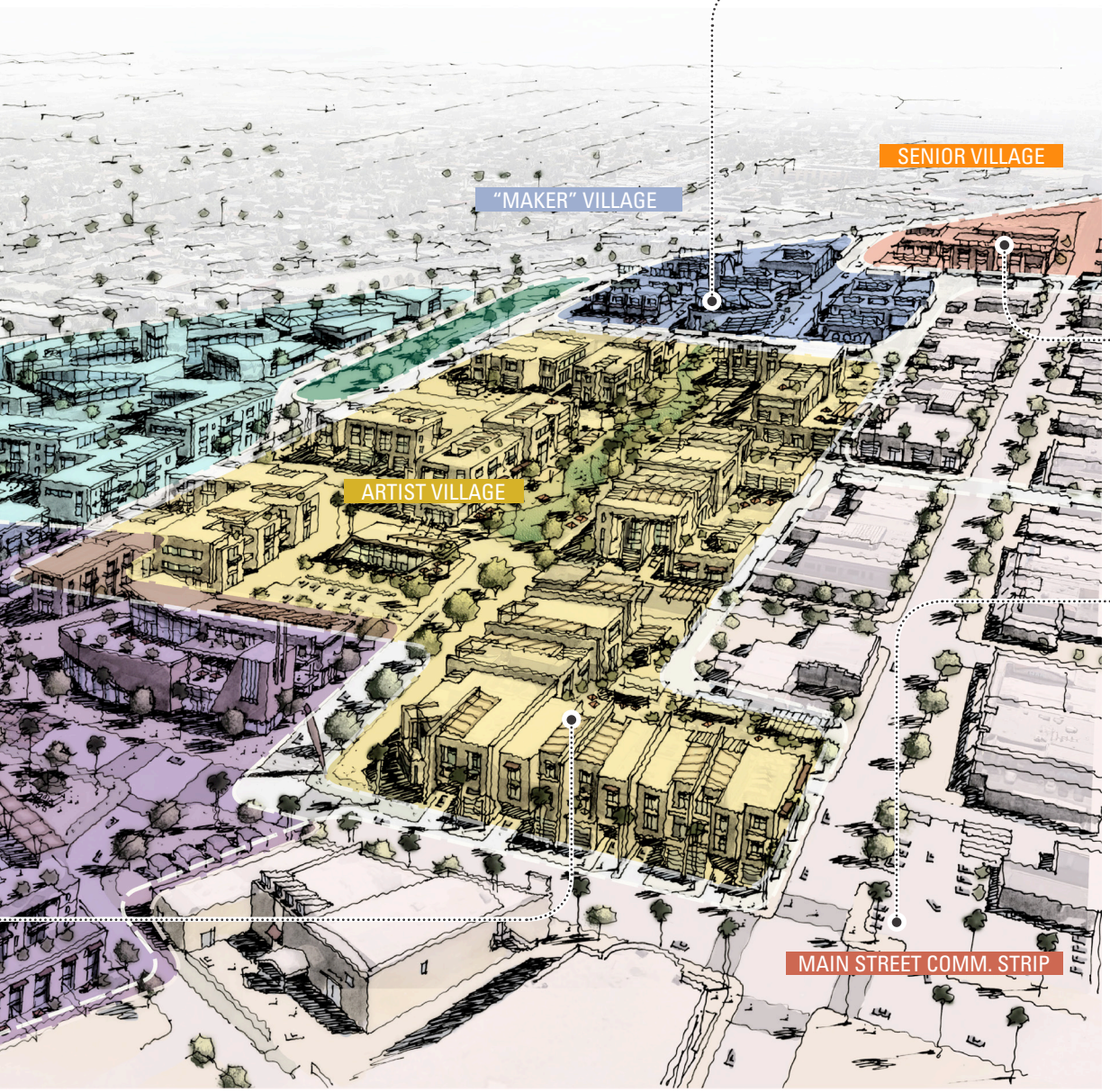


FIG 7.8: 18B LAS VEGAS ARTS DISTRICT DISTRICTING CONCEPT & PROPOSED PROGRAMS

LOOKING FROM THE ARTS FACTORY (* DRAWINGS ARE CONCEPTUAL AND NOT INTENDED TO BE INTERPRETED AS DEFINITIVE PROPOSALS.)



"MAKER" VILLAGE

PROGRAMS:

- Community Garden
- Collabrative Spaces
- Work Shops
- Incubator Spaces

SENIOR VILLAGE

PROGRAMS:

- Veteran Housing
- SRO/Temp Housing
- Senior Housing
- Community Center

MAIN STREET COMM. STRIP

PROGRAMS:

- Bars & Restaurants
- Home Furniture
- Antique
- Local Stores

DEVELOPMENT STRATEGY

SUMMARY:

1. Create a **transit plaza** to promote mixed-use surrounding the station
2. Infill **mid/high-rise condos** around the transit station to increase density
3. Promote **active uses** on the ground floor surrounding the plaza
4. Maintain and enhance existing **food & beverage, galleries, and local stores** along Main Street
5. Enhance the **streetscape and crosswalks** on Charleston, Main & Casino Center Boulevard with drought tolerant plants and xeriscaping
6. Expand the **bicycle network** to improve the overall biking experience
7. Increase the number of parks and create **multi-use outdoor gathering spaces**
8. Create sub-districts to attract a more diverse **creative working class** and diversify the economy

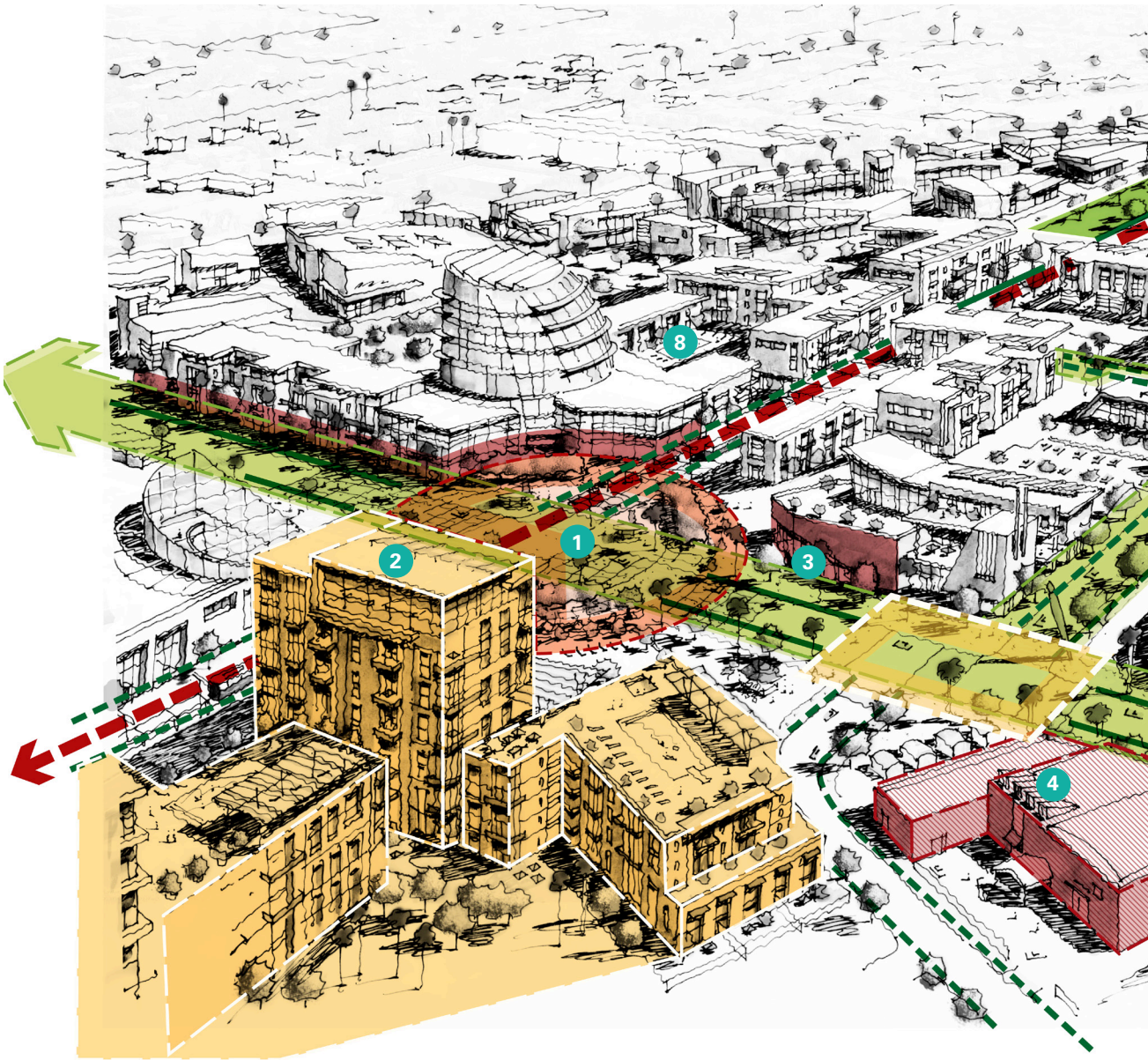


FIG 7.9: 18B LAS VEGAS ARTS DISTRICT DEVELOPMENT STRATEGY
LOOKING FROM THE ARTS FACTORY (* DRAWINGS ARE CONCEPTUAL AND NOT INTENDED TO BE INTERPRETED AS DEFINITIVE PROPOSALS.)

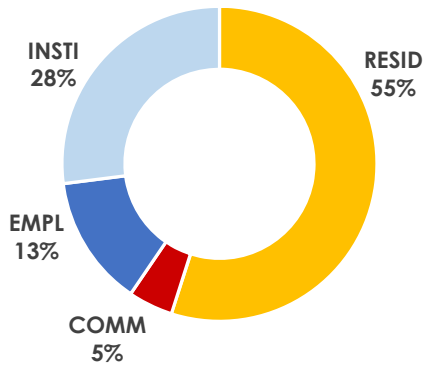
CONCEPTUAL YIELDS

LAND USE	GROSS FLOOR AREA (SF)
RESIDENTIAL	1,314,000
(Number of Dwelling Units*)	(1,172)
COMMERCIAL	110,000
RETAIL	110,000
EMPLOYMENT	321,500
CIVIC & INSTITUTIONAL	646,000
INSTITUTIONAL	432,000
K-12 EDUCATION	214,000
TOTAL BLDG AREA (GSF*)	**2,391,500**

OPEN SPACE

NEW PARKS	4.9 (AC)
GREEN STREETS	2.9 (LN MI)

CONCEPTUAL DEVELOPMENT LAND USE MIX



*1. ASSUMES 1,000 SF PER AVERAGE HOUSING UNIT;
2. GSF STANDS FOR "GROSS SQUARE FEET."

LAND USE CONCEPT

LEGEND

Residential
- Low-rise Apartments
- Mid-rise Apartments
- High-rise Apartments
- Artists Lofts
- Student Housing
- Affordable / Senior / Workforce Housing

Commercial / Office
- Retail
- Cafe / Restaurant
- Office
- Creative Office / Workshop
- Gallery

Civic/Institutional
- Academy
- University-Related
- YMCA / Health Club
- Local Arts Complex

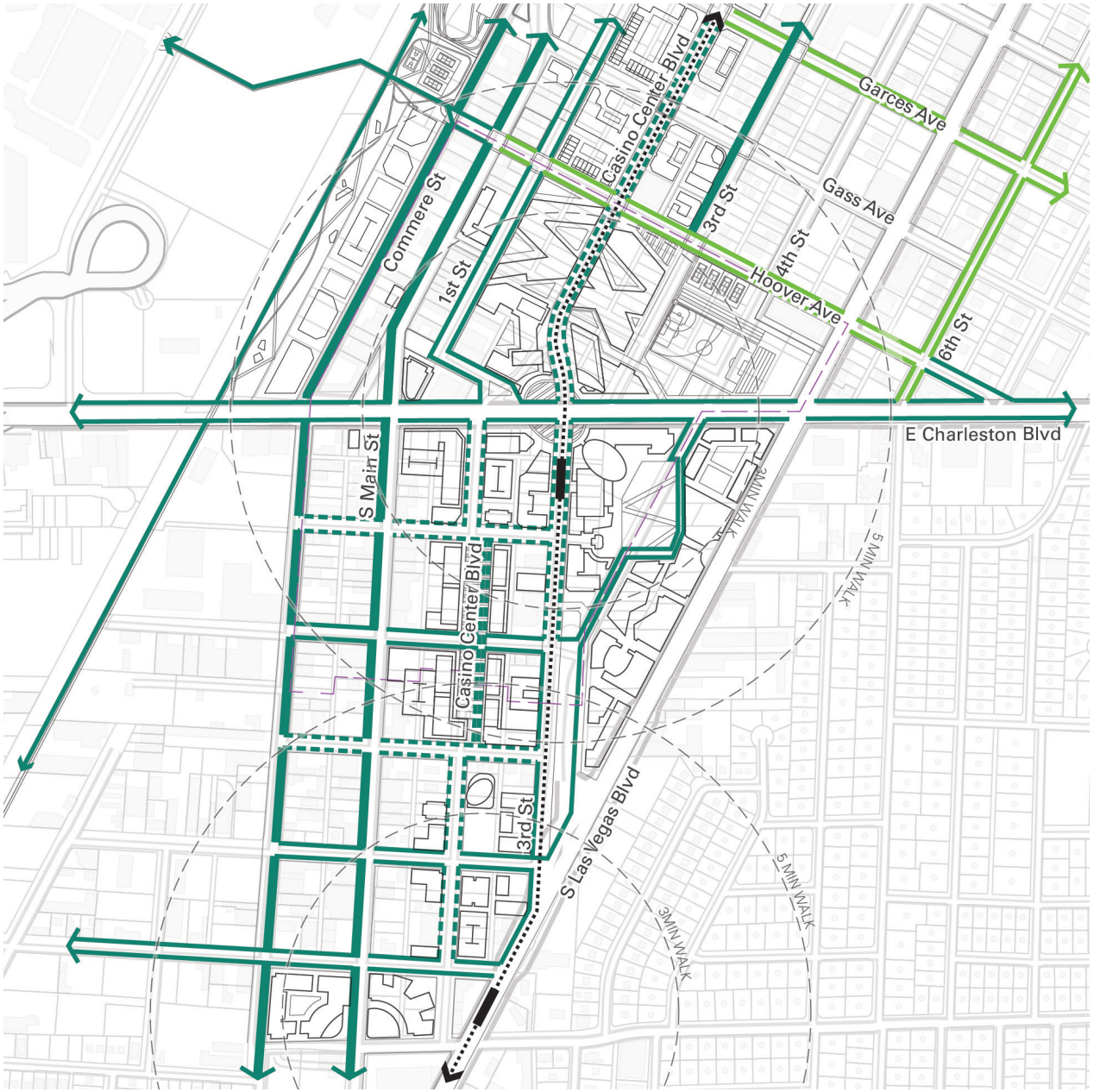
Open Space
- Passive Green
- Recreational

- LRT Alignment & Station
- District Boundary

0′ 200′ 500′ 1000′

FIG 7.10: 18B LAS VEGAS ARTS DISTRICT LAND USE CONCEPT

(* DRAWINGS ARE CONCEPTUAL AND NOT INTENDED TO BE INTERPRETED AS DEFINITIVE PROPOSALS.)



EXPANDED BIKE NETWORK CONCEPT

LEGEND

Existing Bike Network
- Dedicated Bike Lanes (Class-II)
- Bike Sharrows (Class-III)

Proposed Bike Network & Facility
- Dedicated Bike Lanes (Class-II)
- Bike Sharrows (Class-III)
- Bike Share Center
- LRT Alignment & Station
- District Boundary

0′ 200′ 500′ 1000′

FIG 7.11: 18B LAS VEGAS ARTS DISTRICT EXPANDED BIKE NETWORK CONCEPT

(* DRAWINGS ARE CONCEPTUAL AND NOT INTENDED TO BE INTERPRETED AS DEFINITIVE PROPOSALS.)

DEVELOPMENT YIELDS BY PARCEL

LEGEND

AD19 Parcel Name

Parcel Boundary

LRT Alignment & Station

District Boundary

0′ 200′ 500′ 1000′

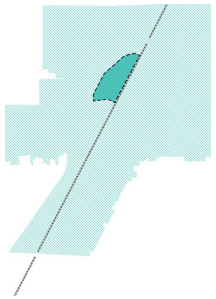
FIG 7.12: 18B LAS VEGAS ARTS DISTRICT DEVELOPMENT YIELDS BY PARCEL

(* DRAWINGS ARE CONCEPTUAL AND NOT INTENDED TO BE INTERPRETED AS DEFINITIVE PROPOSALS.)

TABLE 7.2: 18B LAS VEGAS ARTS DISTRICT CONCEPTUAL YIELDS BY PARCEL

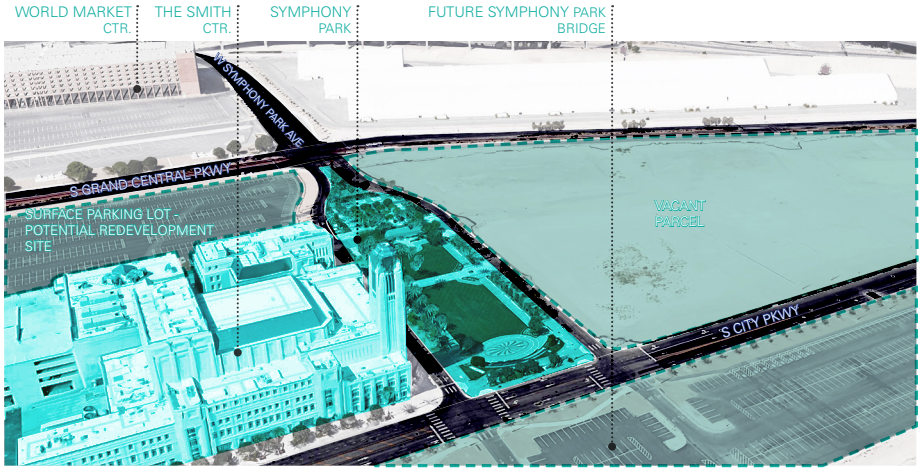
PARCEL #	RETAIL	OFFICE	RESIDENTIAL	INSTITUTIONAL	K-12 EDUCATION	OPEN SPACE	TOTAL BLDG AREA (GSF*)
AD01	5,000 (café)		144,000 (senior hsg)				149,000
AD02						40,000 (plaza)	-
AD03			83,000 (vets, sro, temp hsg)				83,000
AD04		15,000 (incubator office)					15,000
AD05		20,000 (creative office)					20,000
AD06			91,000 (live/work)				91,000
AD07			65,000 (live/work)				65,000
AD08			100,000 (live/work)				100,000
AD09		25,000 (incubator office)					25,000
AD10		41,500 (incubator office)					41,500
AD11			87,000 (live/work)				87,000
AD12			80,000 (live/work)				80,000
AD13	5,000 (café)		78,000 (live/work)	20,000 (YMCA)			103,000
AD14						20,000 (event space)	-
AD15						25,000 (creative green)	-
AD16						40,000 (creative green)	-
AD17	5,000 (retail)	20,000 (creative office)					25,000
AD18	20,000 (retail)		381,000 (high-rise condo)				401,000
AD19					100,000 (high school)		100,000
AD20					114,000 (high school)		114,000
AD21	30,000 (retail)			48,000 (local art complex)			48,000
AD22	25,000 (retail)	185,000 (university offices)	125,000 (student hsg)	10,000 (student center)			345,000
AD23			40,000 (student hsg)				40,000
AD24						87,000 (student quad)	-
AD25				210,000 (classrooms)			210,000
AD26				144,000 (classrooms)			144,000
AD27	5,000 (café)						5,000
AD28	5,000 (retail)	5,000 (creative office)					10,000
AD29	5,000 (retail)	10,000 (creative office)					15,000
AD30	5,000 (retail)		40,000 (workforce hsg)				45,000
TOTAL GSF*	110,000	321,500	1,314,000 (1,172 DU*)	432,000	214,000	212,000	2,361,500

*1. ASSUMES 1,000 SF PER AVERAGE HOUSING UNIT;
2. GSF STANDS FOR "GROSS SQUARE FEET"



SYMPHONY PARK

A CULTURAL AND LIVING DISTRICT BETTER CONNECTED TO DOWNTOWN.



SITE ANALYSIS
LOOKING TOWARD SYMPHONY PARK AND THE SMITH CENTER (*FOR ILLUSTRATIVE PURPOSES ONLY)

Symphony Park has had success in creating a brand for itself through the Smith Center and Discovery Children's Museum. Adjacent Development such as the Luo Ruvo Center for Brain Health and the World Market Centers, as well as the Las Vegas Outlet Shops all have levels of success but very little connectivity exists experiences between anchor uses. A repertory theater and 500-seat performance hall for chamber music, small dance events, etc. as well as a performing arts school for music and dance could create a hub for performance that complements the Smith Center, while amplifying its impact in the community.

Significant residential population can act as a buffer to the railroad tracks while supporting performers who want to live and work in the area. A community eatery could be located here, with indoor/outdoor seating under canopy shade. Apartments, and lofts oriented toward performers and artists, along with amenities such as service retail, and a sculpture/art walk.

A mixed-use neighborhood along the east side of Symphony park, could bring high end housing, in both high and mid-rise formats, with ground floor fine dining and service retail. Other key land use additions that would augment the district include a research and learning hub near the Luo Ruvo center, and a hotel and conference center that could fill a niche for business oriented activities and conferences that complement the World Market Center, Civic and Business District, and other business activities throughout Downtown Las Vegas.

Improved connections across the tracks and along them provide the opportunity for the perception of Symphony Park to become much more of an extension of Downtown. Expanded transit service and bike friendly streets throughout as well as trails and new bridge connections along and across the rail right-of-way would cumulatively change the perception of the "disconnectedness" of Symphony park by allowing much more easy flow to and from the rest of Downtown and improve mobility.

DEVELOPMENT NEEDS

- Development Standards and Guidelines, Forming Key Partnerships (Mixed use Developer, Arts Agencies)

CATALYTIC PROJECTS

- Multi-modal Transit (Symphony Park Station), Bridge over Railroad ROW, Business and Conference Center, 3 Performance Venues with Pedestrian Promenade, Restaurant Kiosks, Wayfinding and Streetscape, Bike Share

PROPOSED ADD'L GLA

- Residential: 1,438,500 GSF / 1,619 Housing Units (Luxury Apartments, Townhomes, Student Housing)
- Hotel: 308,000 GSF (616 rooms)
- Retail: 167,500 GSF (Bars, Restaurants, Service Retail)
- Office: 158,000 GSF (Tech Office, Lab Spaces)
- Civic/Institutional: 257,500 GSF (Music School, Repertory Theater, and Conference Center)
- Open Space: 10,000 GSF (Pocket Park)

FIG 7.13: SYMPHONY PARK CONCEPTUAL PROPOSAL

LOOKING TOWARD SYMPHONY PARK AND THE SMITH CENTER (* DRAWINGS ARE CONCEPTUAL AND NOT INTENDED TO BE INTERPRETED AS DEFINITIVE PROPOSALS.)

SUB DISTRICTING CONCEPT

RESEARCH & LEARNING DISTRICT

PROGRAMS:

- School of Music & Dance
- Student Housing
- Boutique Hotel
- Medical R&D Lab

THE SMITH CENTER & CHILDREN'S MUSEUM

PROGRAMS:

- The Smith Center
- Children Museum
- Outdoor Gathering Space

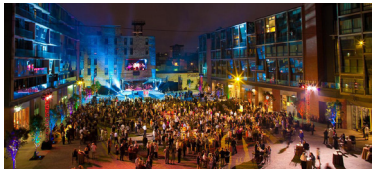
SYMPHONY PARK

PROGRAMS:

- Public Arts
- Programmed Events

and Festivals

RAILROAD WALK LOFTS



PROGRAMS:

- Workforce housing
- Live/work Lofts
- Community Amenities
- Gathering Courtyard

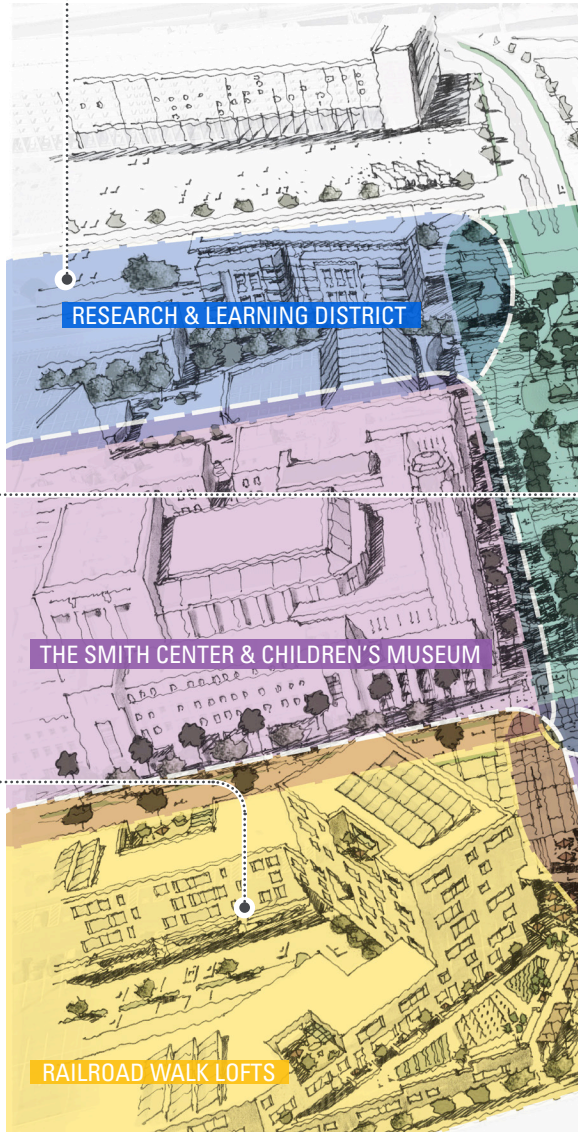
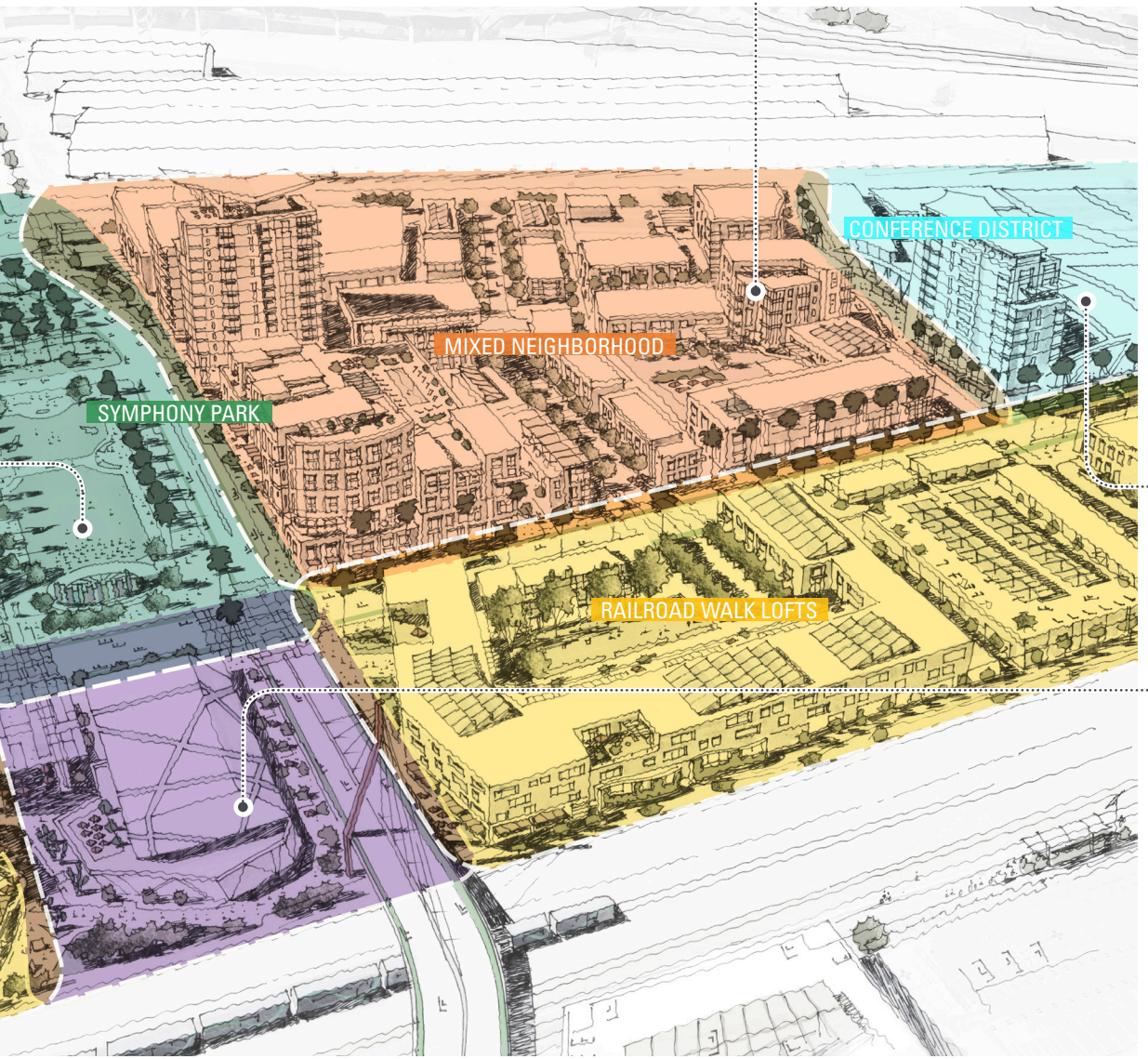


FIG 7.14: SYMPHONY PARK DISTRICTING CONCEPT & PROPOSED PROGRAMS

LOOKING TOWARD SYMPHONY PARK AND THE SMITH CENTER (* DRAWINGS ARE CONCEPTUAL AND NOT INTENDED TO BE INTERPRETED AS DEFINITIVE PROPOSALS.)

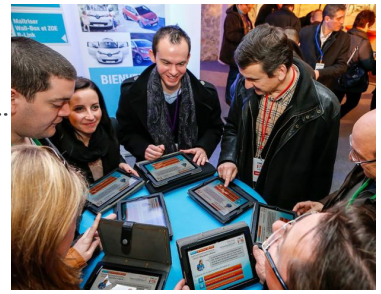


MIXED NEIGHBORHOOD

PROGRAMS:

- Luxury Housing
- Apartments
- Townhomes
- Ground Floor Dining and Services
- Amenity Roof

CONFERENCE DISTRICT



PROGRAMS:

- Business Hotel
- Convention Center
- Programmed Conference and Events
- Ground Floor Dining and Retail

MUSEUM DISTRICT

PROGRAMS:

- Modern Art Museum
- Shaded Outdoor Dinning Area
- Public Arts

DEVELOPMENT STRATEGY

SUMMARY:

1. Create a **"Hub for the Arts"** via building a Modern Art Musuem, a School for Visual and Performing Arts with a repertory theater, all serving as complements to the Smith Center

2. Temporarily close the south side pathway of the Symphony Park to create a **shaded outdoor activity space** for accommodating programmed events

3. Infill **diverse housing products**; bring in workforce, lofts, and high-end housing with ground floor fine dining and service retail

4. Enhance the **walking and biking environment** in the district, focusing on tree canopy, street furniture, sidewalks, crosswalks, bike lanes and amenities, etc.

5. Encourage **active uses on the ground floors** of the residential/office/hotel projects providing diverse community services as well as creating an appealing streetscape

6. Promote **flexibility in public/semi-public space design**, creating small plazas / courtyards for outdoor social gathering

7. Expand the **bike network** and promote a **bike share** program

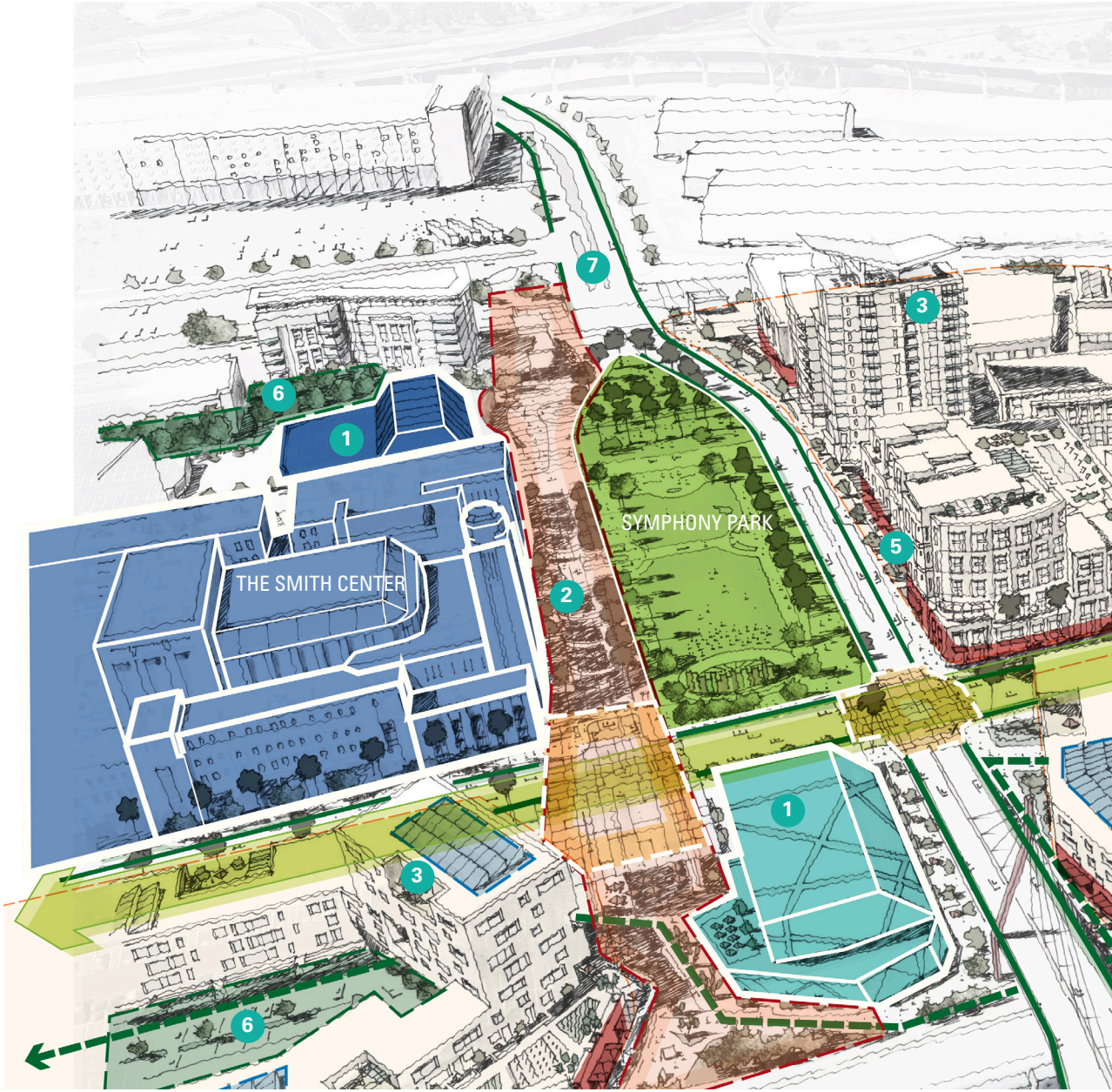
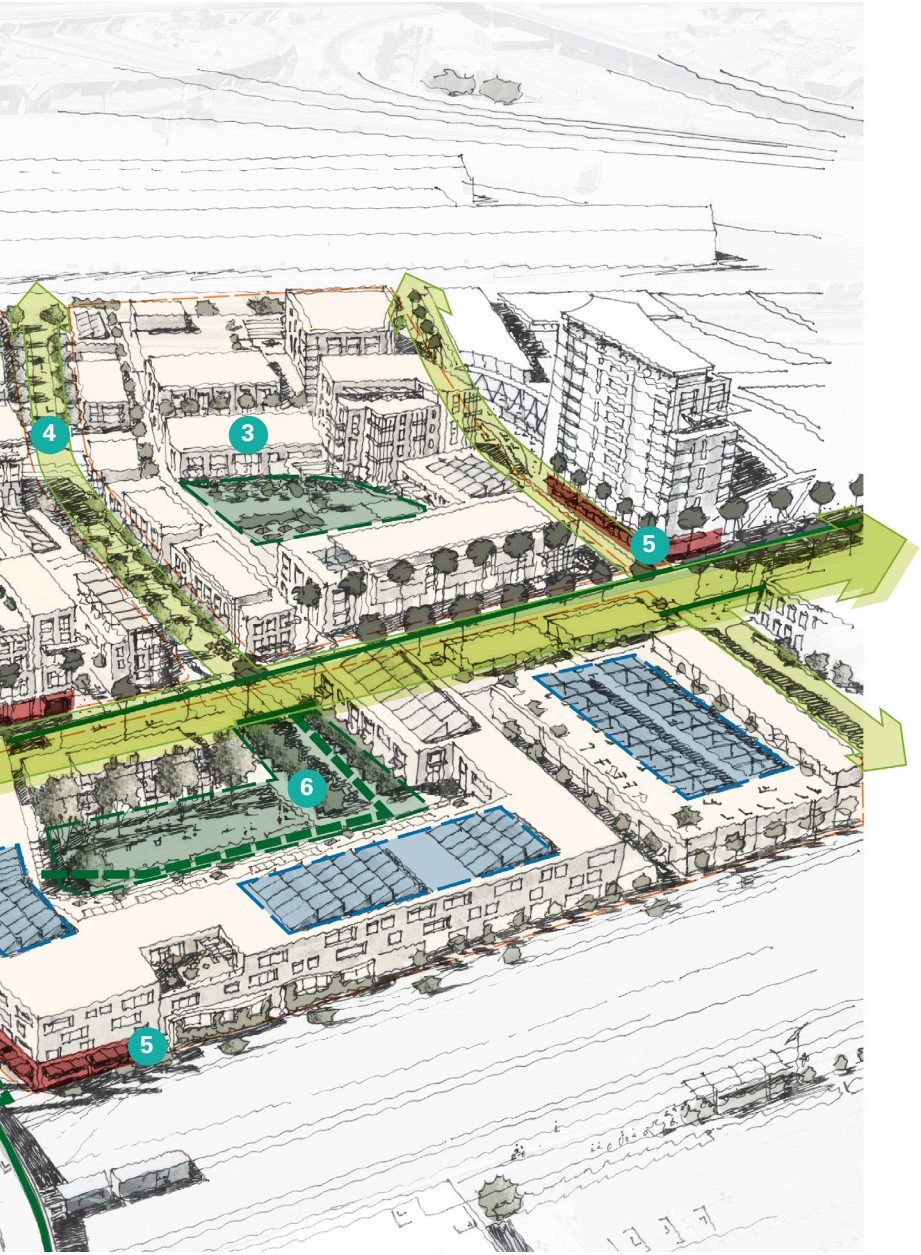


FIG 7.15: SYMPHONY PARK DEVELOPMENT STRATEGY
LOOKING TOWARD SYMPHONY PARK AND THE SMITH CENTER (* DRAWINGS ARE CONCEPTUAL AND NOT INTENDED TO BE INTERPRETED AS DEFINITIVE PROPOSALS.)

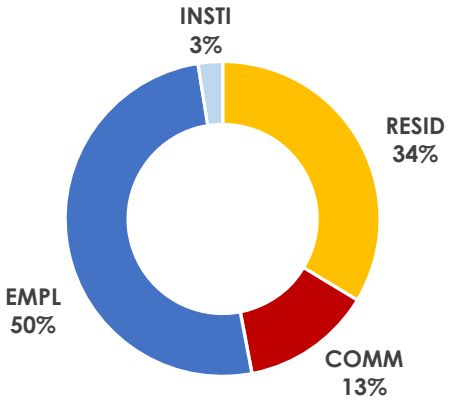


CONCEPTUAL YIELDS

LAND USE	GROSS FLOOR AREA (SF)
RESIDENTIAL	**1,438,500**
(Number of Dwelling Units*)	(1,607)
COMMERCIAL	**475,500**
RETAIL	167,500
HOSPITALITY	308,000
EMPLOYMENT	**158,000**
CIVIC & INSTITUTIONAL	**257,500**
CIVIC	217,500
INSTITUTIONAL	40,000
TOTAL BLDG AREA (GSF*)	**2,329,500**

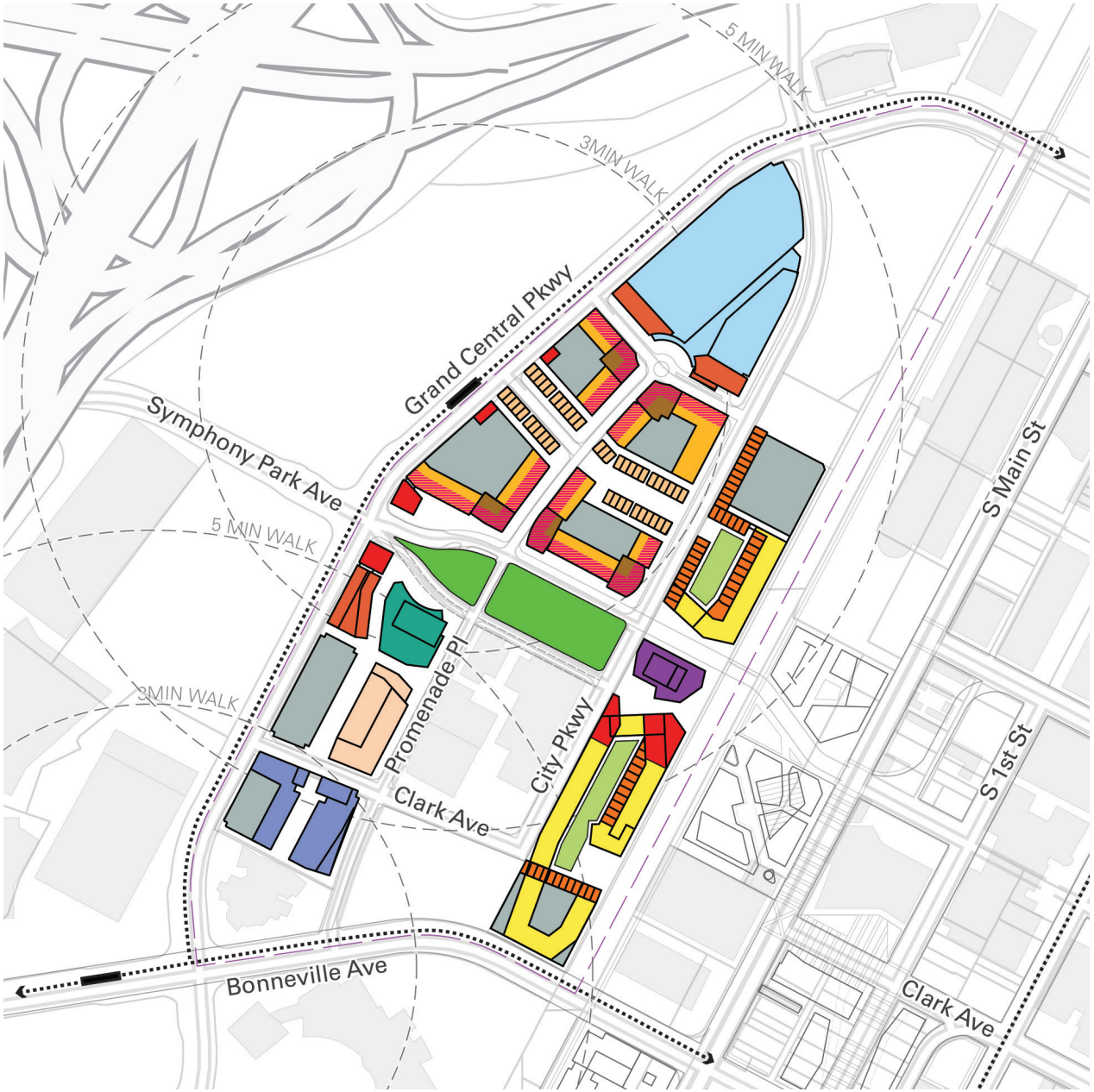
OPEN SPACE	
NEW PARKS	**0.2 (AC)**
GREEN STREETS	**1.7 (LN MI)**

CONCEPTUAL DEVELOPMENT LAND USE MIX



*1. ASSUMES 1,000 SF PER AVERAGE HOUSING UNIT;
2. GSF STANDS FOR "GROSS SQUARE FEET."

LAND USE CONCEPT



LEGEND

Residential
- Townhomes
- Low-rise Apartments
- Mid-rise Apartments
- Student Housing
- Live / Work Lofts

Commercial / Office
- Retail
- Cafe / Restaurant
- Hotel
- Incubator R&D / Lab

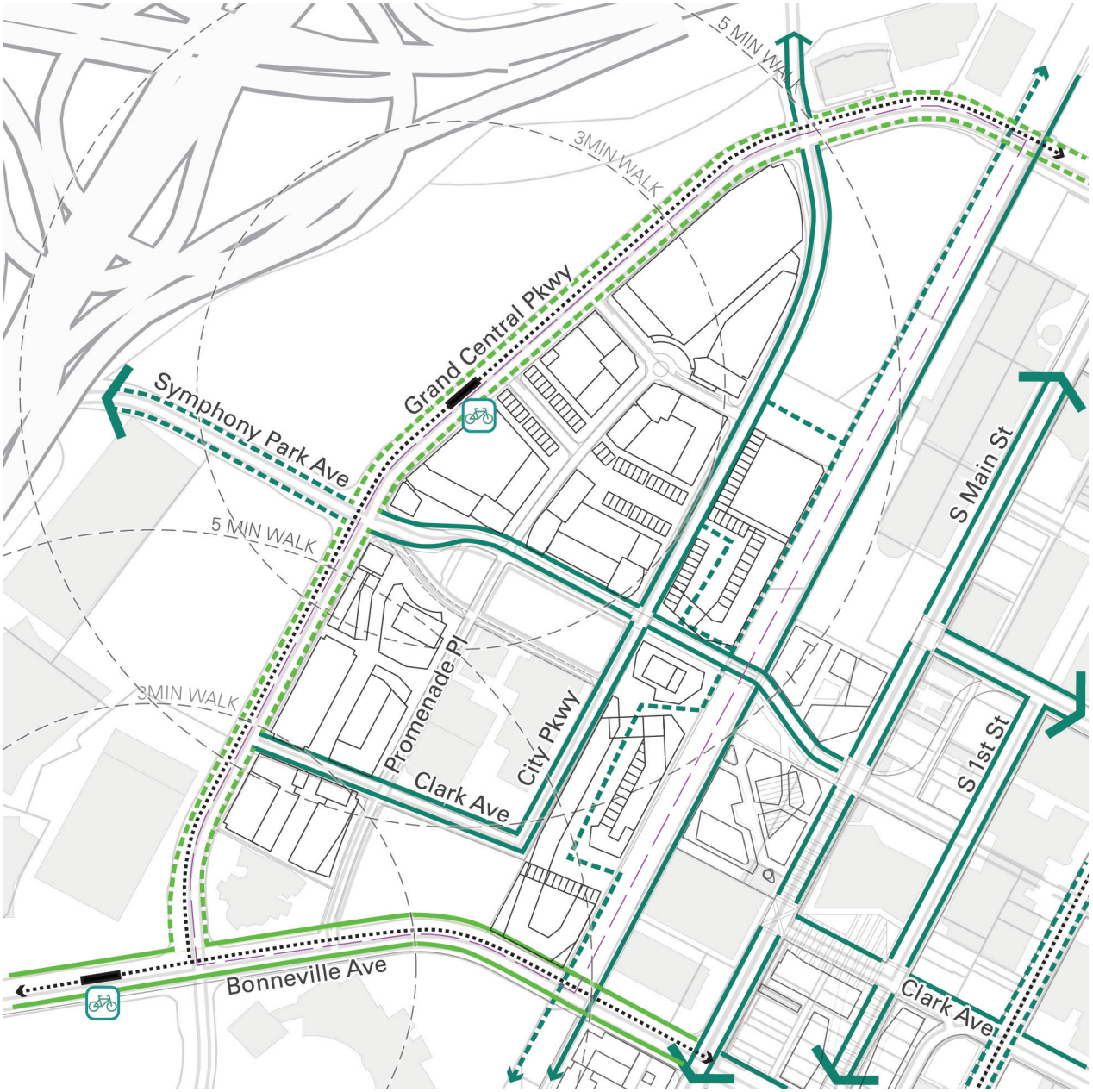
Civic/Institutional
- Convention Center
- Music School
- Art Museum

Open Space
- Public Open Space
- Semi-private Green
- LRT Alignment & Station
- District Boundary

0′ 200′ 500′ 1000′

FIG 7.16: SYMPHONY PARK DISTRICT LAND USE CONCEPT

(* DRAWINGS ARE CONCEPTUAL AND NOT INTENDED TO BE INTERPRETED AS DEFINITIVE PROPOSALS.)



EXPANDED BIKE NETWORK CONCEPT

LEGEND

Existing Bike Network
- Dedicated Bike Lanes (Class-II)
- Bike Sharrows (Class-III)

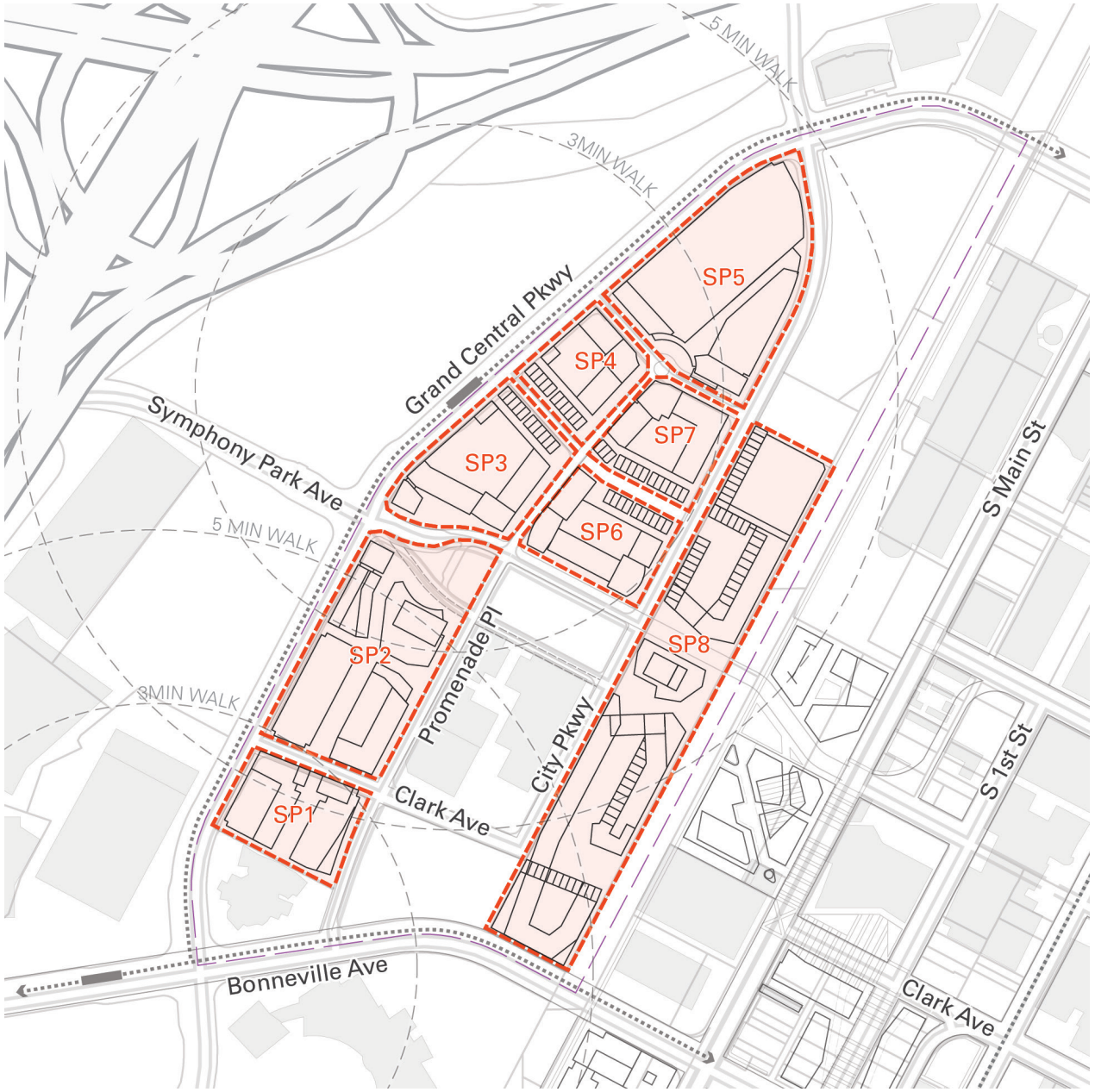
Proposed Bike Network & Facility
- Dedicated Bike Lanes (Class-II)
- Bike Sharrows (Class-III)
- Bike Share Center
- LRT Alignment & Station
- District Boundary

0′ 200′ 500′ 1000′

FIG 7.17: SYMPHONY PARK DISTRICT EXPANDED BIKE NETWORK CONCEPT

(* DRAWINGS ARE CONCEPTUAL AND NOT INTENDED TO BE INTERPRETED AS DEFINITIVE PROPOSALS.)

DEVELOPMENT YIELDS BY PARCEL



LEGEND

- SP07 Parcel Name
- Parcel Boundary
- LRT Alignment & Station
- District Boundary

0′ 200′ 500′ 1000′

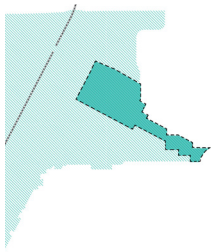
FIG 7.18: SYMPHONY PARK DISTRICT DEVELOPMENT YIELDS BY PARCEL

(* DRAWINGS ARE CONCEPTUAL AND NOT INTENDED TO BE INTERPRETED AS DEFINITIVE PROPOSALS.)

TABLE 7.3: SYMPHONY PARK DISTRICT CONCEPTUAL YIELDS BY PARCEL

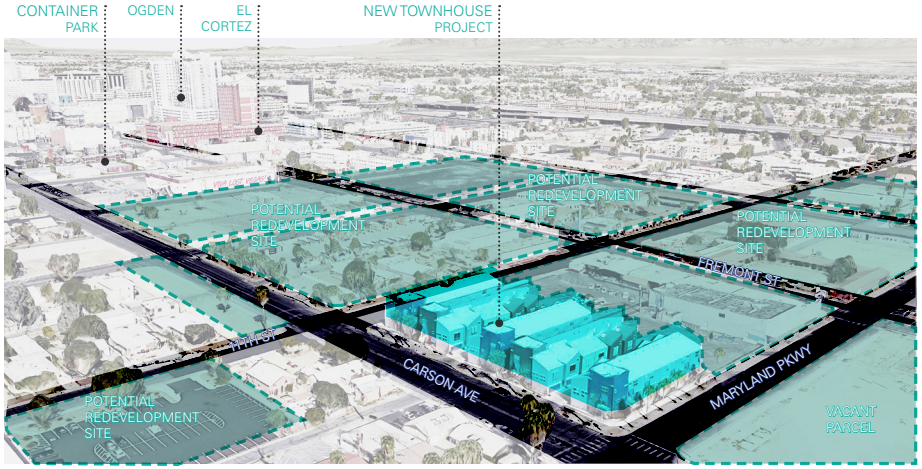
PARCEL #	RETAIL	RESIDENTIAL	HOTEL	INSTITUTIONAL	CIVIC	OFFICE	OPEN SPACE	TOTAL BLDG AREA (GSF*)
SP01						158,000 (tech office,lab)		158,000
SP02	32,000 (f&b)	130,000 (stu Hsg)	144,000 (hotel)	40,000 (music sch)				346,000
SP03	42,500 (f&b)	204,500 (flats, townhomes)						247,000
SP04	4,500 (f&b)	115,500 (flats, townhomes)						120,000
SP05	5,000 (f&b)		164,000 (conference hotel)		197,500 (conference ctr.)		10,000	366,500
SP06	34,500 (f&b)	353,000 (flats, townhomes)						387,500
SP07	6,000 (f&b)	170,500 (flats, townhomes)						176,500
SP08	43,000 (f&b)	465,000 (flats, townhomes)			20,000 (modern art museum)			528,000
TOTAL GSF*	**167,500**	**1,438,500 (1607 DU*)**	**308,000 (616RM*)**	**40,000**	**217,500**	**158,000**		**2,329,500**

*1. ASSUMES 1,000 SF PER AVERAGE HOUSING UNIT AND 1,000 SF PER AVEAGE HOTEL ROOM;
2. GSF STANDS FOR "GROSS SQUARE FEET."



FREMONT EAST

IMPROVED AFFORDABILITY, SAFETY AND AMENITY.



SITE ANALYSIS
LOOKING FROM MARYLAND / CARSON INTERSECTION (*FOR ILLUSTRATIVE PURPOSES ONLY)

Fremont East is a neighborhood that has gained popularity due to its proximity to the Resort and Casino District, and relatively strong housing stock. With additional residents and shops demanding more pedestrian connections, it will be important to create a "layered" street pattern, allowing for the accommodation of light rail (along Carson Street), bicycle routes along Maryland and 9th Streets, and retaining Stewart and Bridger as more auto-oriented streets.

A central community green space with services and amenities such as a community center and play areas for families could provide a much needed activity hub. Clustered mixed -use including multifamily housing and services could provide much needed affordability and pedestrian activity. Expanded services could include a small grocery store and community center, post office, and daycare facility, all clustered near the community green.

Neighborhood conservation areas to the south of the mixed-use core are important to preserve historic housing stock, tools such as design standards and incentives for rehabilitation and code enforcement will help. Northward, a 3-block redevelopment area could support new residential dedicated development, including townhouses, and transitional housing for families. To the east, generational housing could provide much needed senior units and additional services.

Other intervention tools applied in the district should include: creating a "relaxed" zone (creating the traven-limited land use with no distance separation requirements); providing redevelopment incentives, and fast track coordination (VIP and QSP funds provided for the majority of these businesses); providing city fee reductions (tavern-limited license origination fee waiver to help off-st start-up costs), as well as coordinating with the FEED BID to improve streetscape and walkability and to promote placemaking in the district.

DEVELOPMENT NEEDS

- Development Standards and Guidelines, Land Bank, Key Partnerships (Residential Housing Developers)

CATALYTIC PROJECTS

- Multi-modal Transit (Fremont East Station), Community Green, Design Standards and Code Enforcement, Community Center, Urban Format Grocery Store, Layered Street Network, Wayfinding and Streetscape, Bike Share

PROPOSED ADD'L GLA

- Residential: 1,297,000 GSF / 1,060 DU's (Live/ Work, Mid-rise/High-rise Workforce Housing)
- Retail: 75,000 GSF (F+B, Service Retail, Small Urban Grocery)
- Civic/Institutional: 60,000 GSF (Clinic, Senior Center, Community Center, Continuing Education)
- Open Space: 13,200 GSF (Community Green)

FIG 7.19: FREMONT EAST DISTRICT CONCEPTUAL PROPOSAL

LOOKING FROM MARYLAND / CARSON INTERSECTION(* DRAWINGS ARE CONCEPTUAL AND NOT INTENDED TO BE INTERPRETED AS DEFINITIVE PROPOSALS.)

SUB DISTRICTING CONCEPT

MIXED RESIDENTIAL - HIGH DENSITY

PROGRAMS:

- Condos
- Live-work Lofts
- Townhomes
- Roof Amenities
- Convenience Retail

CONSERVATION RESIDENTIAL AREA

PROGRAMS:

- Neighborhood Stablization
- Pocket Parks
- Sidewalk & Street trees
- Townhomes

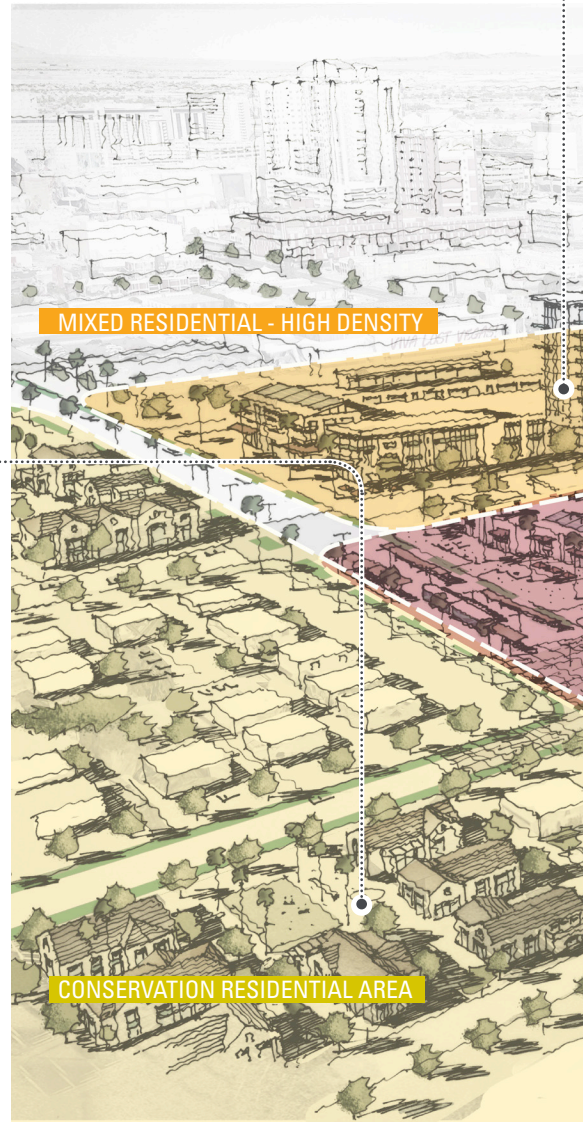
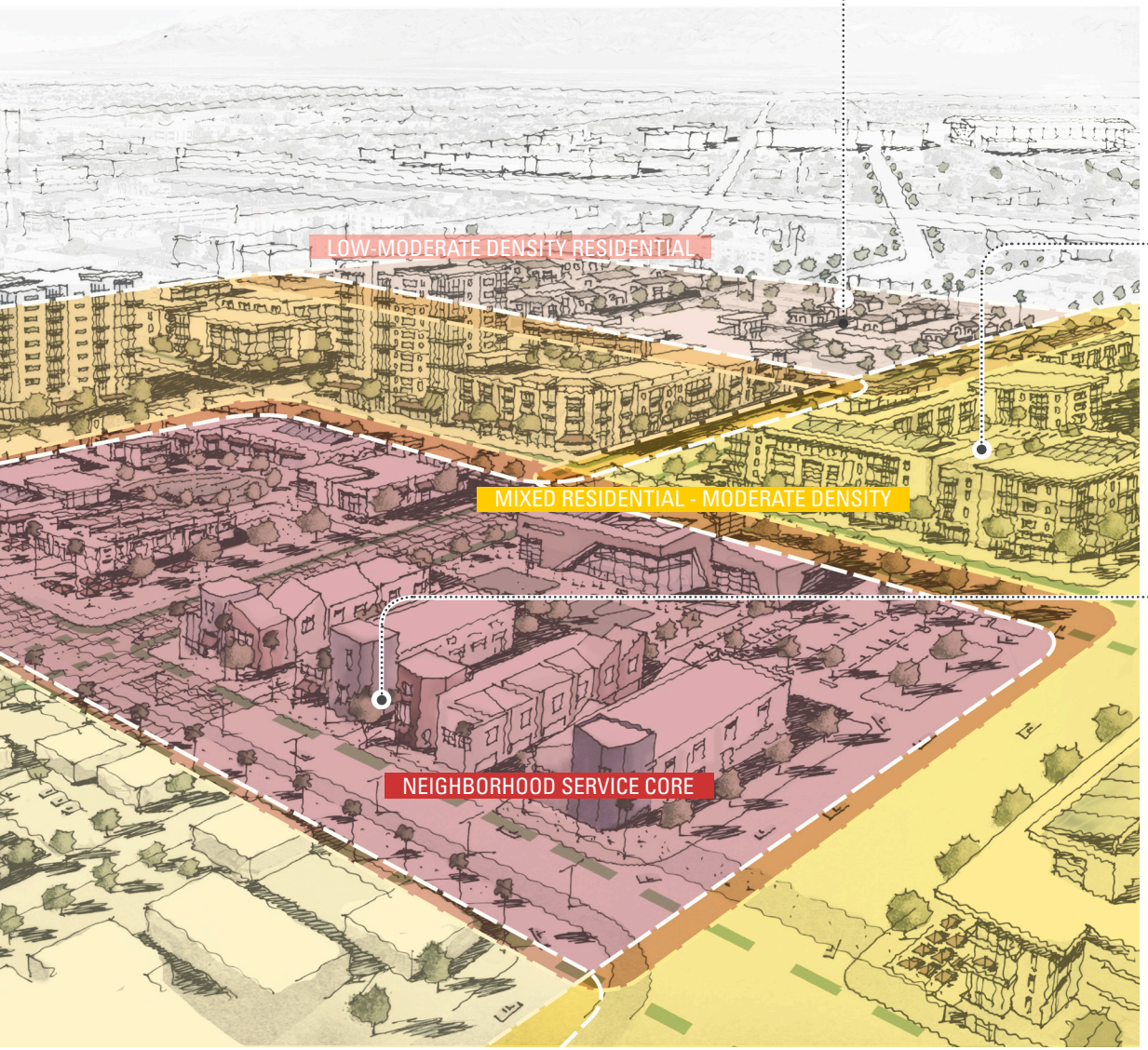


FIG 7.20: FREMONT EAST DISTRICT DISTRICTING CONCEPT & PROPOSED PROGRAMS

LOOKING FROM MARYLAND / CARSON INTERSECTION (* DRAWINGS ARE CONCEPTUAL AND NOT INTENDED TO BE INTERPRETED AS DEFINITIVE PROPOSALS.)



LOW-MODERATE DENSITY RESIDENTIAL

PROGRAMS:

- Townhomes
- Temporary Housing
- Healthcare Clinic
- "One-stop-shop" Service

MIXED RESIDENTIAL - MODERATE DENSITY

PROGRAMS:

- Condos
- Apartments
- Roof Amenities
- Convenience Retail
- Corner Restaurant
- Daily Service

NEIGHBORHOOD SERVICE CORE

PROGRAMS:

- Grocery Store
- Convenience Retail
- Community Center
- Occupational School
- Restaurants
- Post Office
- Parking Garage
- Neighborhood Park

DEVELOPMENT STRATEGY

SUMMARY:

1. Create a "**Neighborhood Service Core**" associated with the transit station, providing a neighborhood green along with diverse community amenities and resources

2. Redevelop the large underutilized surface parking lot, as well as declined motels along Fremont Street; **infill diverse housing products** to attract population

3. **Conserve the existing neighborhoods** in the vicinity and maintain their current characteristics; infill with low-rise homes and pocket parks

4. Redevelop this block by **accommodating temporary housing** needs associated with a new medical clinic and other much needed services for the street population

5. Improve **Carson Avenue as a transit-emphasis street** with a designated transit lane, enhanced crosswalks, and widened sidewalks

6. Improve the **Fremont Street pedestrian environment**, focusing on active ground floor uses, tree canopy, sidewalks, and street amenities that encourage walking

7. Expand the **bike network** and promote a **bike share program** for promoting public health

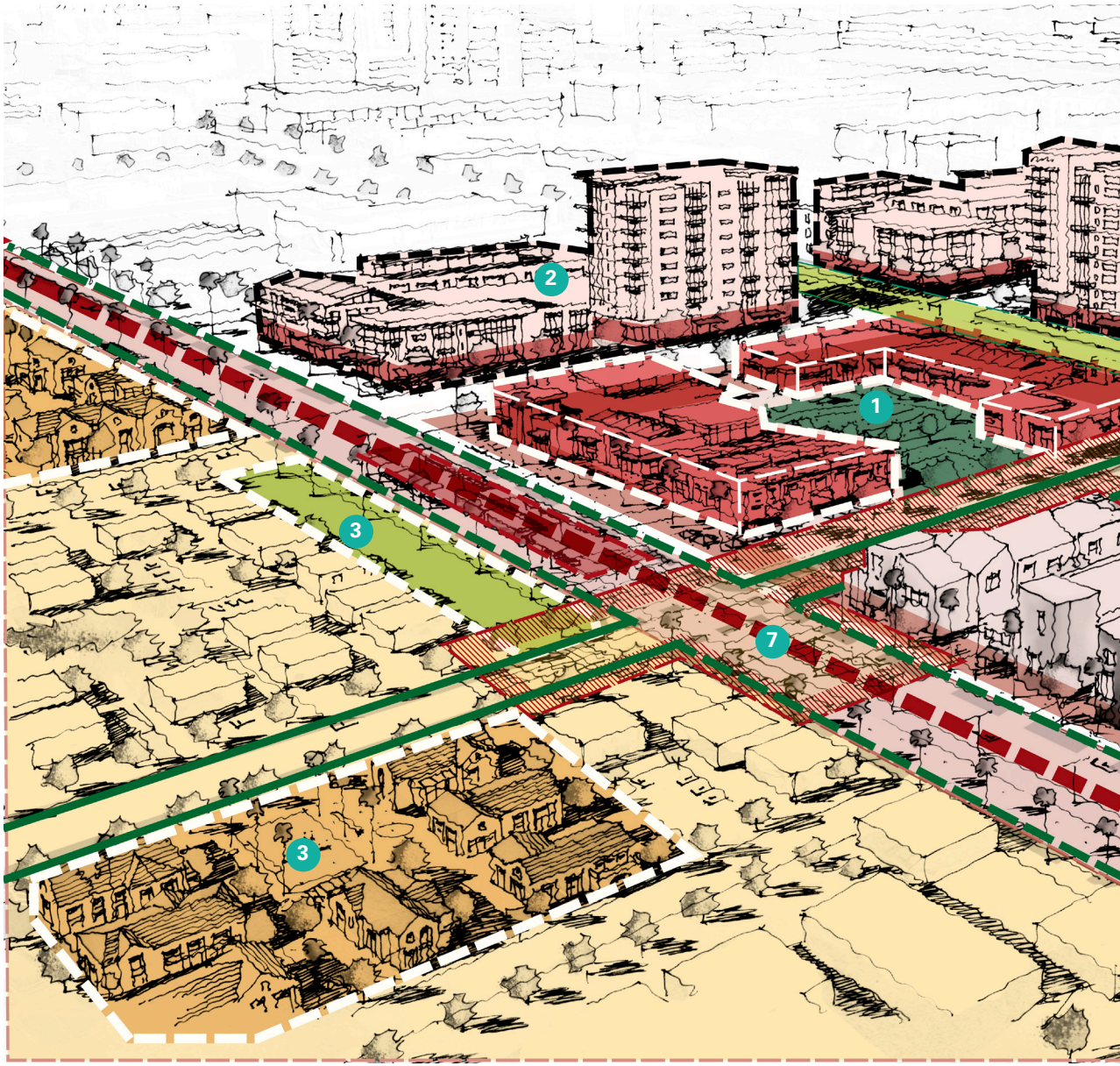
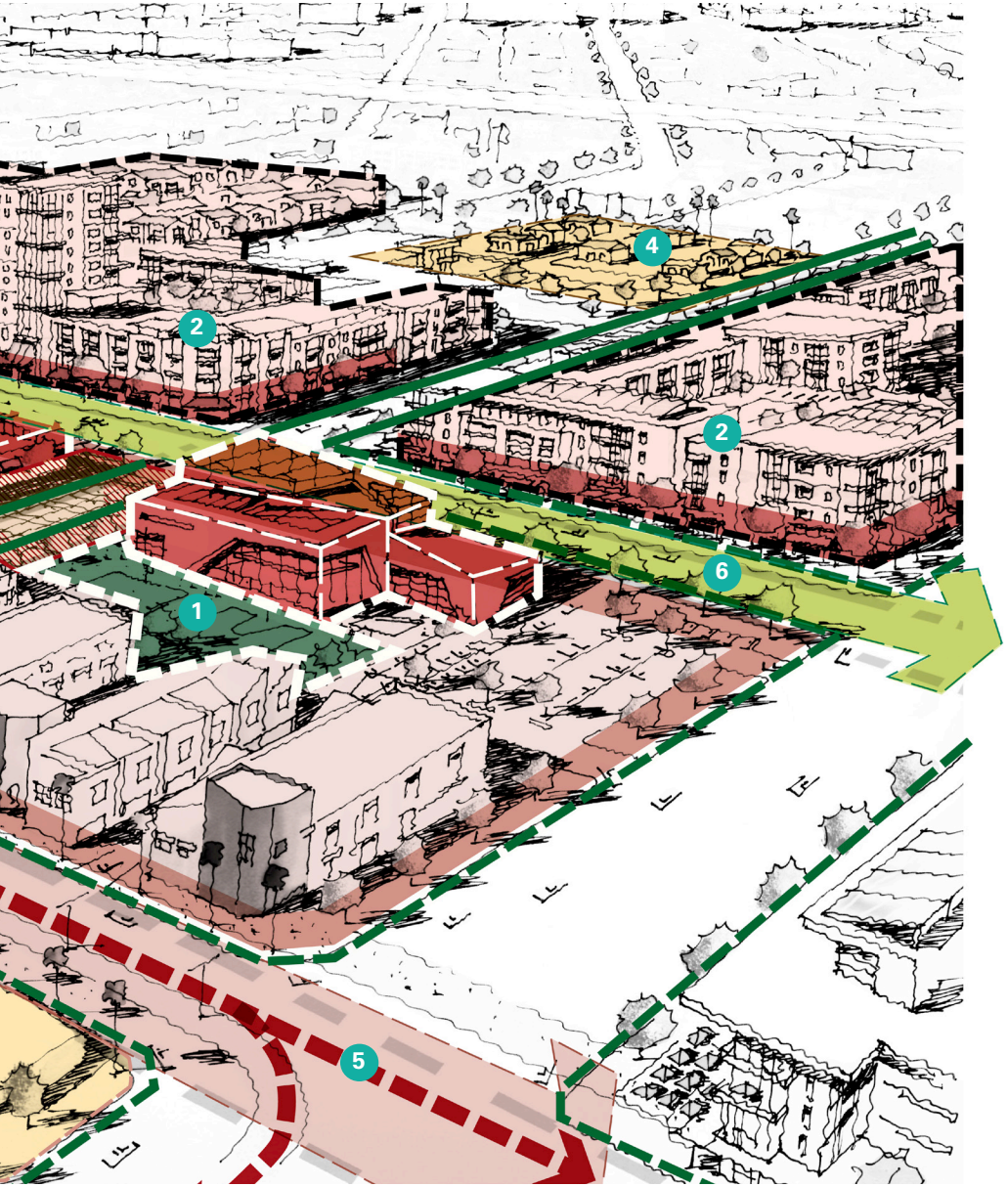


FIG 7.21: FREMONT EAST DISTRICT DEVELOPMENT STRATEGY
LOOKING FROM MARYLAND / CARSON INTERSECTION (* DRAWINGS ARE CONCEPTUAL AND NOT INTENDED TO BE INTERPRETED AS DEFINITIVE PROPOSALS.)

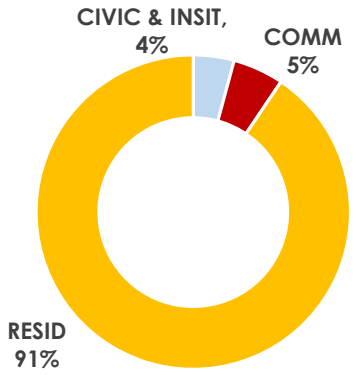


CONCEPTUAL YIELDS

LAND USE	GROSS FLOOR AREA (SF)
RESIDENTIAL	1,297,000
(Number of Dwelling Units*)	(1,060)
COMMERCIAL	79,500
RETAIL	79,500
CIVIC & INSTITUTIONAL	55,500
CIVIC	38,500
INSTITUTIONAL	17,000
TOTAL BLDG AREA (GSF*)	1,432,000

OPEN SPACE	
NEW PARKS	0.6 (AC)
GREEN STREETS	5.1 (LN MI)

CONCEPTUAL DEVELOPMENT LAND USE MIX



*1. ASSUMES 1,000 SF PER AVERAGE HOUSING UNIT;
2. GSF STANDS FOR "GROSS SQUARE FEET."

LAND USE CONCEPT

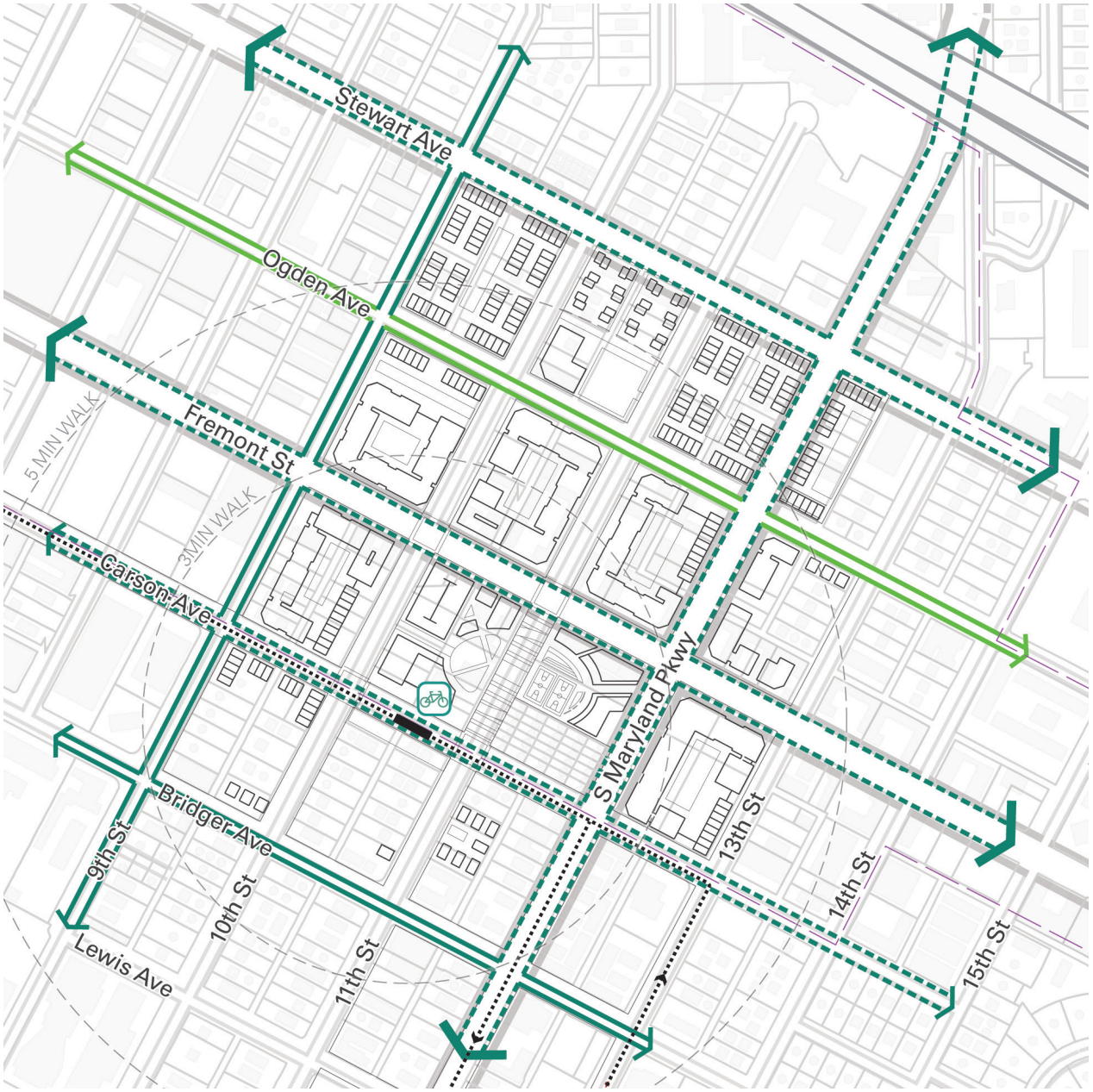
LEGEND

- Residential
  - Single Family Homes
  - Townhomes
  - Low-rise Apartments
  - Mid-rise Apartments
  - High-rise Apartments
  - Temporary / Senior Housing
- Commercial / Office
  - Retail
  - Cafe / Restaurant
  - Urban Grocery / Pharmacy
- Civic/Institutional
  - Community Center / Continuing Education
  - Post Office / Police Station
  - Clinic / Senior Center
- Open Space
  - Public Open Space
  - Semi-Private Green
  - Recreational
- LRT Alignment & Station
- District Boundary

0′ 200′ 500′ 1000′

FIG 7.22: FREMONT EAST DISTRICT LAND USE CONCEPT

(* DRAWINGS ARE CONCEPTUAL AND NOT INTENDED TO BE INTERPRETED AS DEFINITIVE PROPOSALS.)



EXPANDED BIKE NETWORK CONCEPT

LEGEND

Existing Bike Network
- Dedicated Bike Lanes (Class-II)
- Bike Sharrows (Class-III)

Proposed Bike Network & Facility
- Dedicated Bike Lanes (Class-II)
- Bike Sharrows (Class-III)
- Bike Share Center
- LRT Alignment & Station
- District Boundary

0′ 200′ 500′ 1000′

FIG 7.23: FREMONT EAST DISTRICT EXPANDED BIKE NETWORK CONCEPT

(* DRAWINGS ARE CONCEPTUAL AND NOT INTENDED TO BE INTERPRETED AS DEFINITIVE PROPOSALS.)

DEVELOPMENT YIELDS BY PARCEL

LEGEND

FE05 Parcel Name

Parcel Boundary

LRT Alignment & Station

District Boundary

0' 200' 500' 1000'

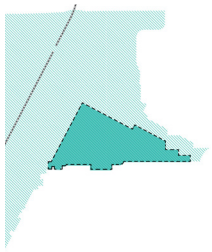
FIG 7.24: FREMONT EAST DISTRICT DEVELOPMENT YIELDS BY PARCEL

(* DRAWINGS ARE CONCEPTUAL AND NOT INTENDED TO BE INTERPRETED AS DEFINITIVE PROPOSALS.)

TABLE 7.4: FREMONT EAST DISTRICT CONCEPTUAL YIELDS BY PARCEL

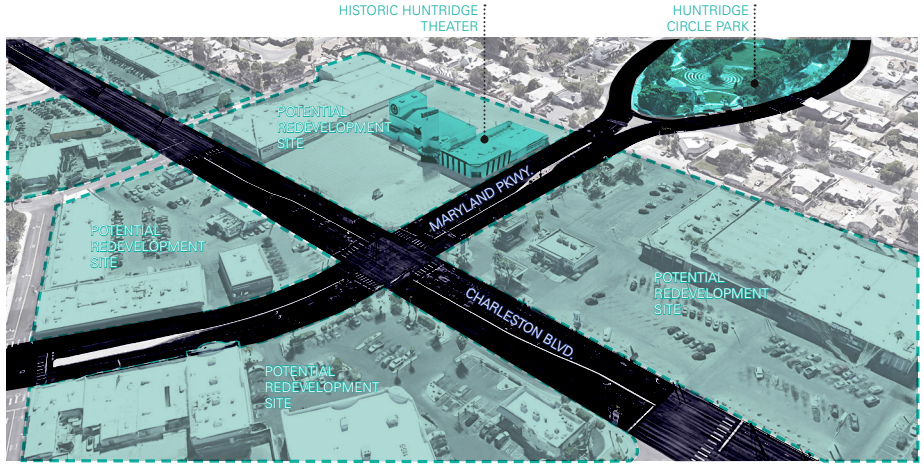
PARCEL #	RETAIL	RESIDENTIAL	INSTITUTIONAL	CIVIC	OPEN SPACE	TOTAL BLDG AREA (GSF*)
FE01		102,500 (townhomes)				102,500
FE02		14,500 (temp hsg)		14,000 (clinic)		28,500
FE03		105,500 (townhomes)				105,500
FE04		36,500 (townhomes)				36,500
FE05	15,000 (retail)	198,500 (townhomes, flats)				213,500
FE06	14,000 (retail)	255,000 (condos,flats)				269,000
FE07	4,500 (retail)	145,500 (condos, flats, townhomes)				150,000
FE08		55,000 (sfh, senior hsg)		5,500 (senior ctr)		60,500
FE09	12,500 (retail)	190,500 (flats, townhomes, condos)				203,000
FE10	29,500 (grocery, F&B)				13,200 (neighborhood park)	29,500
FE11	4,000 (café)		17,000 (cont. sch.)	19000 (comm ctr)		40,000
FE12		158,000 (flats, townhomes)				158,000
FE13		28,500 (townhomes, sfhs)				28,500
FE14		7,000 (sfhs)				7,000
TOTAL GSF*	**79,500**	**1,297,000**	**(1,060 DU*)** **17,000**	**38,500**	**13,200**	**1,432,000**

*1. ASSUMES 1,000 SF PER AVERAGE HOUSING UNIT;
2. GSF STANDS FOR GROSS SQUARE FEET.



FOUNDERS

A HISTORIC NEIGHBORHOOD AUGMENTED WITH TRANSIT- ORIENTED MIXED USE.



SITE ANALYSIS
LOOKING TOWARD HUNTRIDGE PARK (*FOR ILLUSTRATIVE PURPOSES ONLY)

The Founders district is one of the most well preserved residential neighborhoods in the region. The Huntridge Theater and Circle Park are remarkable examples of early Las Vegas architecture and urban design. Many of the houses, streets, and landscape features of this area are particularly notable examples of a classic inner ring American suburb.

What is lacking are strong development controls, including an audit of contributing historic buildings, design standards, and code enforcement, which can preserve the character of the area, while helping to anticipate and mitigate the impacts of planning initiatives already underway.

In addtion, the integration of multi-modal transit in this area will be a game changer. A transit station at the northern portion of Huntridge Circle Park will create a hub of energy that will attract mixed use development. Many properties are underutilized, auto oriented and blighted along Maryland Parkway and Charleston Boulevard, and present significant opportunities for corridor redevelopment that includes mixed use residential and creative office space over ground floor retail and community oriented amenity spaces.

The transit station itself needs to be designed to accommodate services appropriate for the area. A quick serve café, convenience store, ticket booth, bike share, trail connections, wayfinding signage, and rest rooms are all appropriate amenities for the station area itself. A health club and a small local grocer will support the local community.

The type and character of mixed use development, if done correctly in this area, could add a new dimension to the neighborhood while improving affordability, amenity, and overall quality of life for residents. Moderate density residential, both for sale and rental, with ground floor amenities especially at key intersections could create an attractive live/work/shop atmosphere. Restaurants and cafes and live/work units that engage the street will promote pedestrian activity.

DEVELOPMENT NEEDS

- Development Standards and Guidelines, Land Bank, Key Partnerships (Residential Housing Developers)

CATALYTIC PROJECTS

- Multi-modal Transit (Fremont East Station), Community Green, Design Standards and Code Enforcement, Community Center, Urban Format Grocery Store, Layered Street Network, Wayfinding and Streetscape, Bike Share

PROPOSED ADD'L GLA

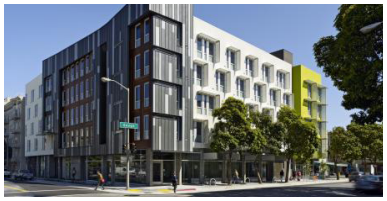
- Residential: 813,500 GSF / 660 DU's (Live/Work, Midrise/Highrise Workforce Housing)
- Retail: 75,000 GSF (F+B, Service Retail, Small Urban Grocery)
- Office: 147,500 (Creative Office)
- Civic/Institutional: 25,000 GSF (Clinic, Community Center)

FIG 7.25: FOUNDERS DISTRICT CONCEPTUAL PROPOSAL

LOOKING TOWARD HUNTRIDGE PARK (* DRAWINGS ARE CONCEPTUAL AND NOT INTENDED TO BE INTERPRETED AS DEFINITIVE PROPOSALS.)

SUB DISTRICTING CONCEPT

MIXED USE TRANSIT HUB



PROGRAMS:

- Midrise Apartments
- Professional Office
- Small Grocery
- Convenience Retail
- Community Theater
- Daily Service
- Multi-functional Plaza
- Community Center
- Enhanced Crosswalk
- Semi-private Green

COMMERCIAL STRIP

PROGRAMS:

- Professional Office
- Convenience Retail
- Live/work Lofts

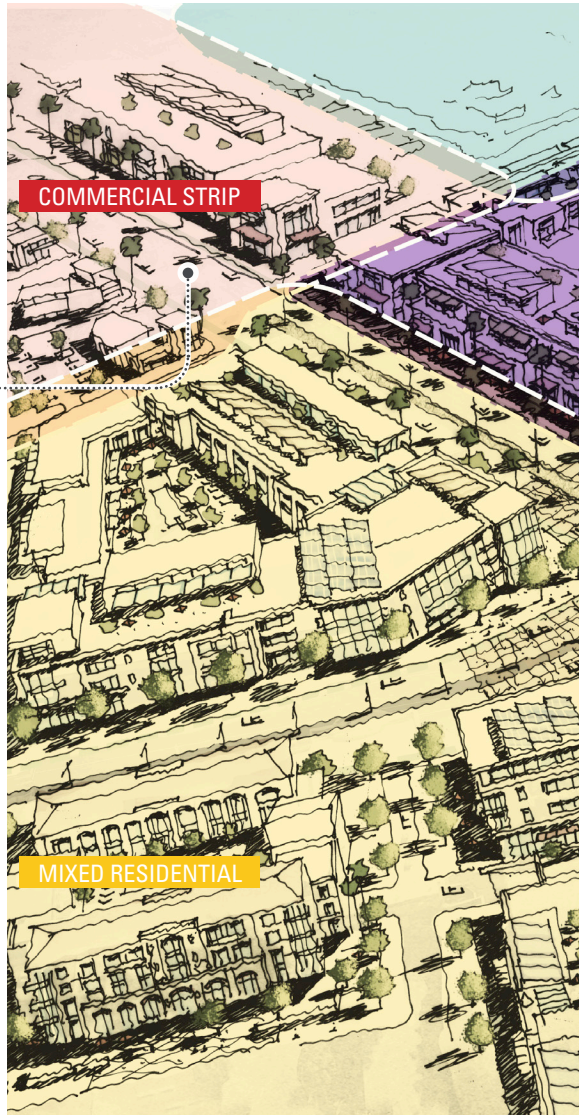
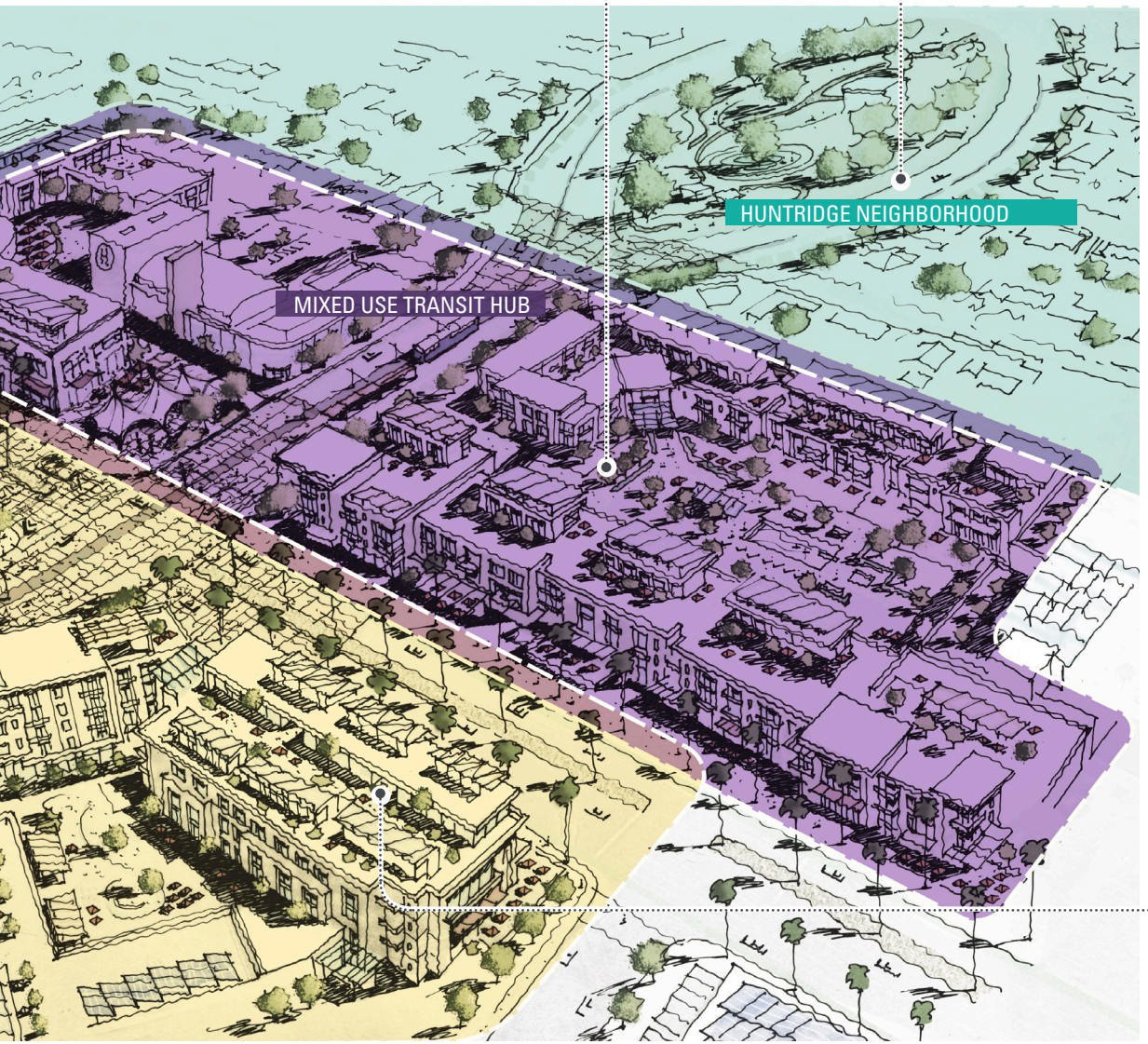


FIG 7.26: FOUNDERS DISTRICT DISTRICTING CONCEPT & PROPOSED PROGRAMS

LOOKING TOWARD HUNTRIDGE PARK (* DRAWINGS ARE CONCEPTUAL AND NOT INTENDED TO BE INTERPRETED AS DEFINITIVE PROPOSALS.)

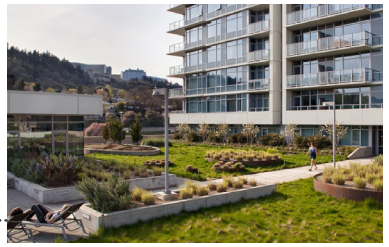


HUNTRIDGE NEIGHBORHOOD

PROGRAMS:

- Multi-functional Plaza
- Community Garden
- Playground
- Event Programming

MIXED RESIDENTIAL



PROGRAMS:

- Live/Work Lofts
- Workforce Apartments
- Small Grocery
- Convenience Retail
- Professional Office
- Shared-use Parking
- Semi-private Green

DEVELOPMENT STRATEGY

SUMMARY:

1. Renovate the **historic Huntridge Theater** and use it as a community theater to serve the region at large while maintaining the community's historic identity
2. Improve **Huntridge Circle Park** by providing play fields, community gardens, and programmed community-oriented events; improve the maintenance of the park through formation of a Business Improvement District
3. Redevelop the blocks at the **Charleston/ Maryland intersection**; infill residential/ office mixed-use projects adjacent to the transit station to attract population
4. Enhance the **walking and biking environment** along Charleston Ave & Maryland Pkwy, focusing on drought tolerant tree canopy, sidewalks, crosswalks, bike lanes & street amenities, etc.
5. Encourage **active uses** on the ground floors of the residential/office projects to provide diverse community services as well as an appealing walking environment
6. Promote flexibility in **public/semi-public space design**, creating small plazas / courtyards for outdoor social gatherings
7. Encourage **sustainable design**, using PV roofs as well as green roofs to reduce the heat island effect and create a thermally comfortable environment

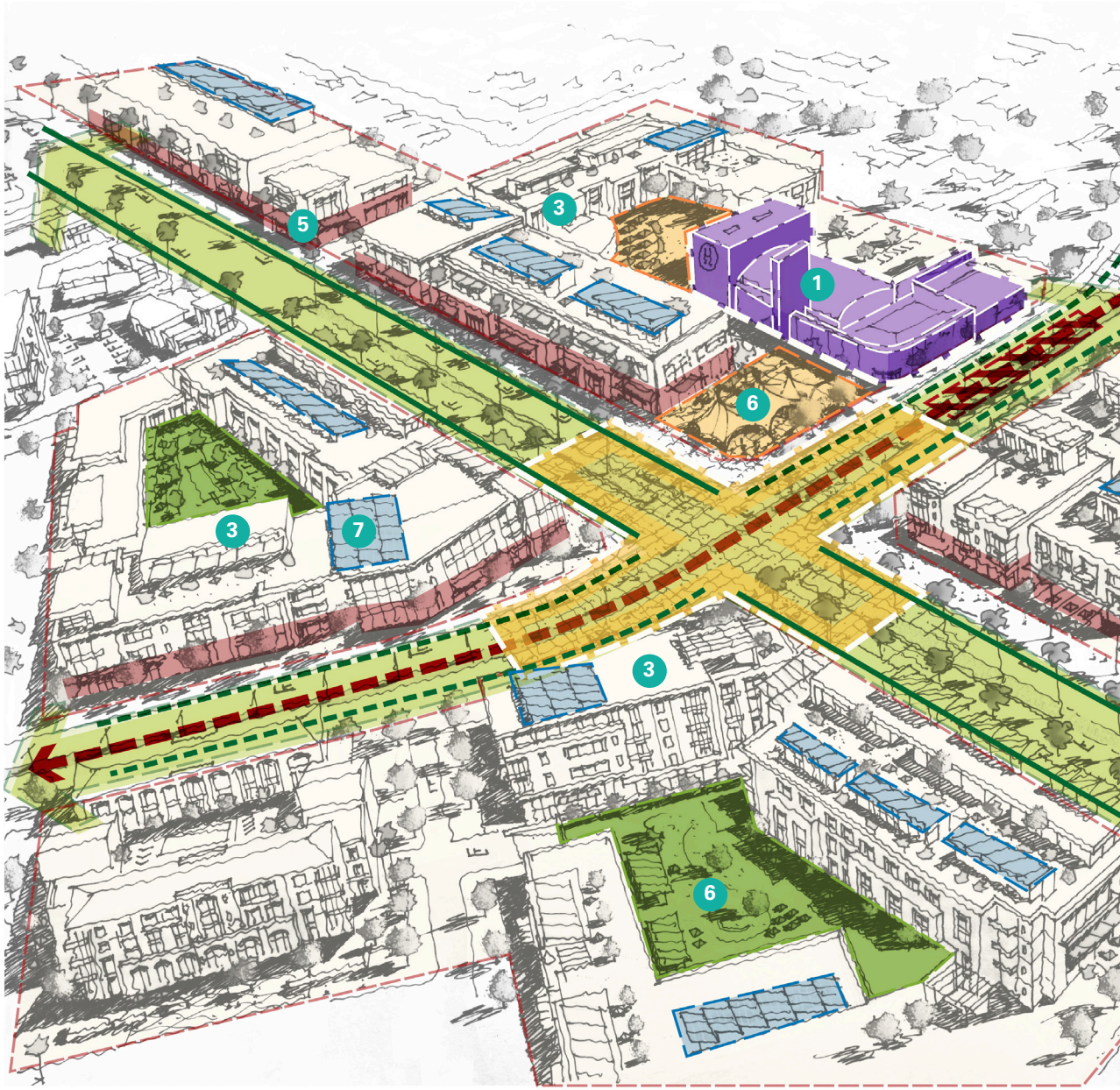


FIG 7.27: FOUNDERS DISTRICT DEVELOPMENT STRATEGY
LOOKING TOWARD HUNTRIDGE PARK (* DRAWINGS ARE CONCEPTUAL AND NOT INTENDED TO BE INTERPRETED AS DEFINITIVE PROPOSALS.)

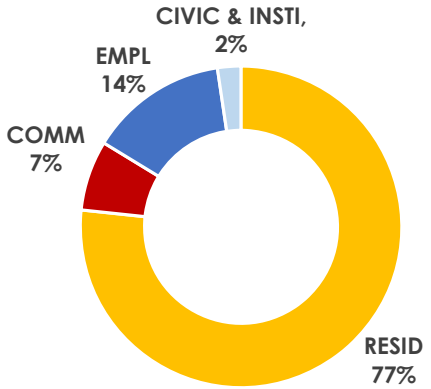
CONCEPTUAL YIELDS

LAND USE	GROSS FLOOR AREA (SF)
RESIDENTIAL	813,500
(Number of Dwelling Units*)	(660)
COMMERCIAL	75,000
EMPLOYMENT	147,500
CIVIC & INSTITUTIONAL	25,000
TOTAL BLDG AREA (GSF*)	**1,061,000**

OPEN SPACE

NEW PARKS	0.8 (AC)

CONCEPTUAL DEVELOPMENT LAND USE MIX



*1. ASSUMES 1,000 SF PER AVERAGE HOUSING UNIT;
2. GSF STANDS FOR "GROSS SQUARE FEET."

LAND USE CONCEPT

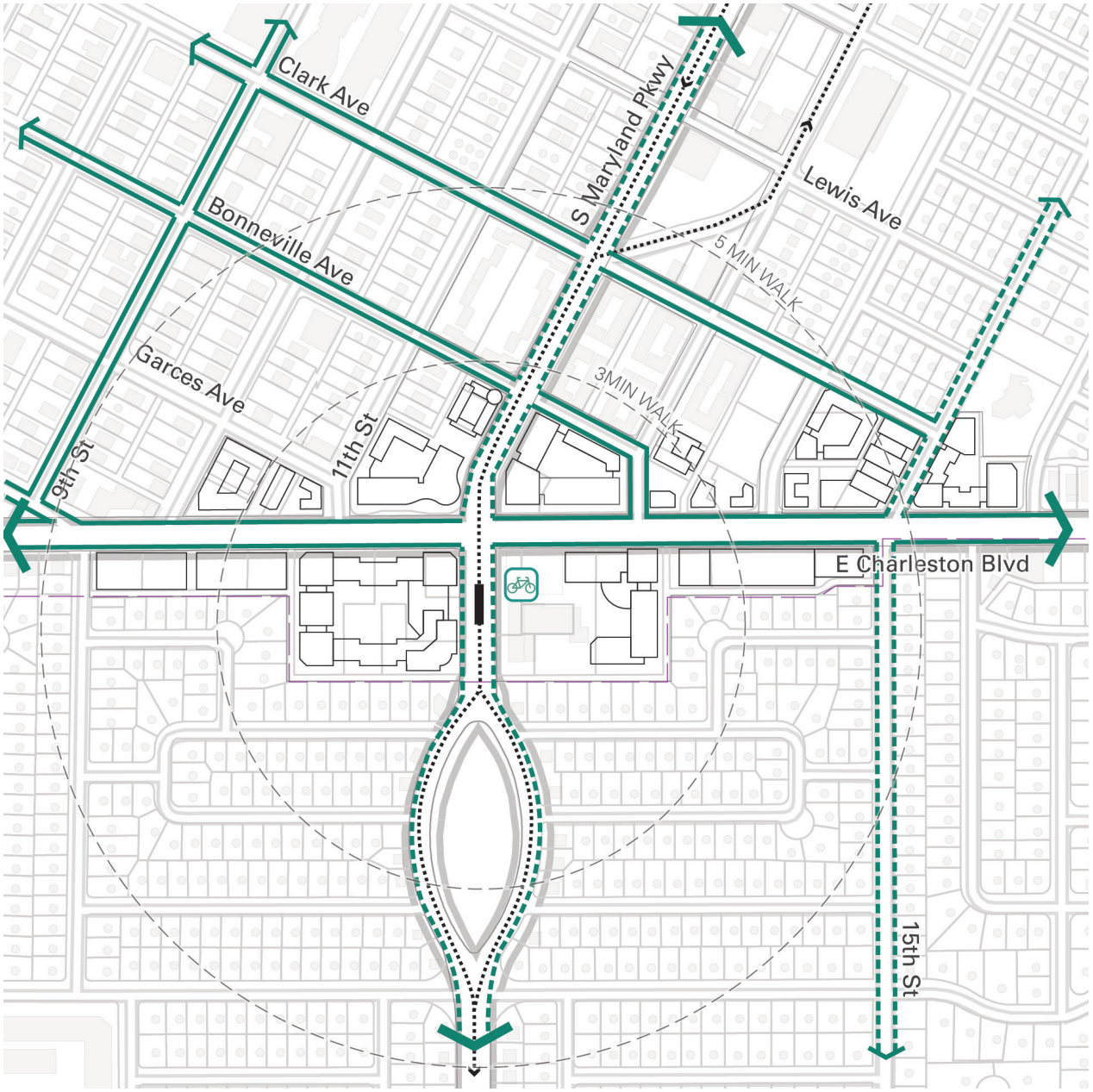
LEGEND

- **Residential**
  - Townhomes
  - Low-rise Apartments
  - Mid-rise Apartments
  - Live / Work Lofts
  - Affordable / Workforce Housing
- **Commercial / Office**
  - Retail
  - Cafe / Restaurant
  - Local Entertainment
  - Professional Office
- **Civic/Institutional**
  - Community Center
- **Open Space**
  - Public Open Space
  - Semi-private Green
- LRT Alignment & Station
- District Boundary

0′ 200′ 500′ 1000′

FIG 7.28: FOUNDERS DISTRICT LAND USE CONCEPT

(* DRAWINGS ARE CONCEPTUAL AND NOT INTENDED TO BE INTERPRETED AS DEFINITIVE PROPOSALS.)



EXPANDED BIKE NETWORK CONCEPT

LEGEND

Proposed Bike Network & Facility
Dedicated Bike Lanes (Class-II)
Bike Sharrows (Class-III)
Bike Share Center
LRT Alignment & Station
District Boundary

0′ 200′ 500′ 1000′

FIG 7.29: FOUNDERS DISTRICT EXPANDED BIKE NETWORK CONCEPT

(* DRAWINGS ARE CONCEPTUAL AND NOT INTENDED TO BE INTERPRETED AS DEFINITIVE PROPOSALS.)

DEVELOPMENT YIELDS BY PARCEL

LEGEND

FD10 Parcel Name
Parcel Boundary
LRT Alignment & Station
District Boundary

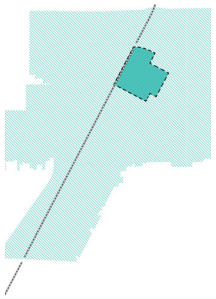
0′ 200′ 500′ 1000′

FIG 7.30: FOUNDERS DISTRICT DEVELOPMENT YIELDS BY PARCEL
(* DRAWINGS ARE CONCEPTUAL AND NOT INTENDED TO BE INTERPRETED AS DEFINITIVE PROPOSALS.)

TABLE 7.5: FOUNDERS DISTRICT CONCEPTUAL YIELDS BY PARCEL

PARCEL #	RETAIL	RESIDENTIAL	CIVIC	OFFICE	OPEN SPACE	TOTAL BLDG AREA (GSF*)
FD01	5,000 (f&b)	63,000 (workforce hsg)				68,000
FD02		170,000 (live/work lofts)				170,000
FD03	5,000 (f&b)	120,500 (townhomes, flats)				125,500
FD04	5,000 (f&b)	83,500 (workforce hsg, flats)		21,000 (professional office)		109,500
FD05	20,000 (retail)	83,500 (townhomes, flats)		24,000 (professional office)	24,000 (small plaza)	127,500
FD06	10,000 (retail)	31,500 (flats)	25,000 (comm. ctr.)	61,000 (professional office)		127,500
FD07		41,000 (flats)		11,000 (professional office)		52,000
FD08	10,000 (retail)	94,500 (live/work lofts)		22,000 (professional office)		126,500
FD09	15,000 (retail)	90,000 (flats)		8,500 (professional office)		113,500
FD10	5,000 (f&b)	36,000 (flats)				41,000
TOTAL GSF*	**75,000**	**813,500 (660 DU*)**	**25,000**	**147,500**	**24,000**	**1,061,000**

*1. ASSUMES 1,000 SF PER AVERAGE HOUSING UNIT;
2. GSF STANDS FOR "GROSS SQUARE FEET"



RESORT & CASINO

NEW COMPLEMENTARY ANCHORS TO DOWNTOWN GAMING.

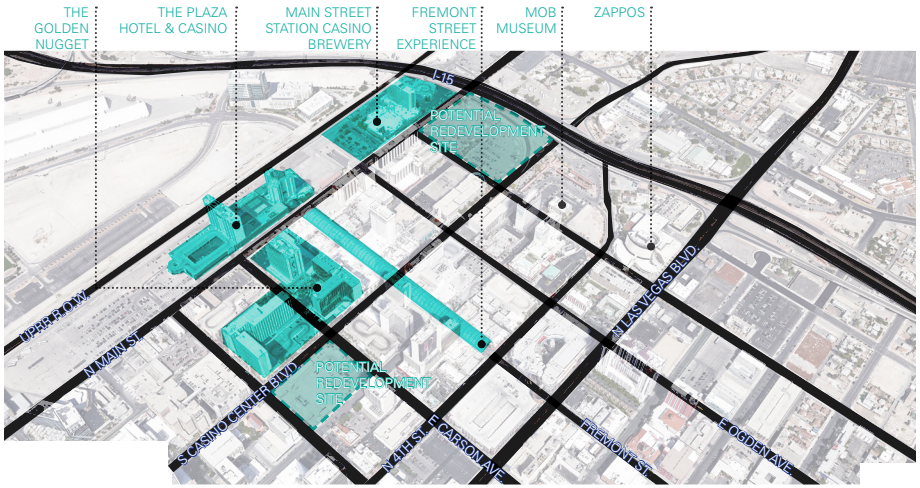
Identified as the City's original gaming district and home to a number of classic Las Vegas hotel-casinos, the Resort and Casino District serves as the activity and entertainment anchor for Downtown and will continue playing a significant role in the regional economy.

Acting as the most mature and intensely developed area in the Downtown core, there are several key challenges identified. These include poor linkages and connections to the surrounding areas, lack of a shared use parking strategy, lack of a true business hotel w/ adequate convention or conference space, lack of cohesive downtown-wide wayfinding system, perceived safety and security issues, and limited available land for new development.

A new convention center and business hotel could be developed on the high-profile site adjacent the Main Street Station Casino surface parking lot. With provision of high-end resort facilities, boutique retail stores, and semi-private green, the development could become a new economic anchor in the district.

Currently a wayfinding system is being designed for the district that emphasizes multimodel connections both within and surrounding the Resort and Casino District. A "smart" system supported by innovative technologies could provide clear and time sensitive data to visitors and residents in the district. Integrating public art and placemaking will also create a more pleasant walking environment. Expansion of the LRT/BRT and bike networks as well as a walkable greenway network could provide visitors and locals with multiple modal choices for travel between Downtown destinations.

A new pedestrian bridge adjacent to the Plaza Hotel will provide better connections to the Symphony Park District. Other opportunities could include upgrading the "Fremont Street Experience (FSE)" with new interactive technologies, collaboration with FSE BID for marketing, improving safety, and cross programming events with other key economic anchors in Downtown.



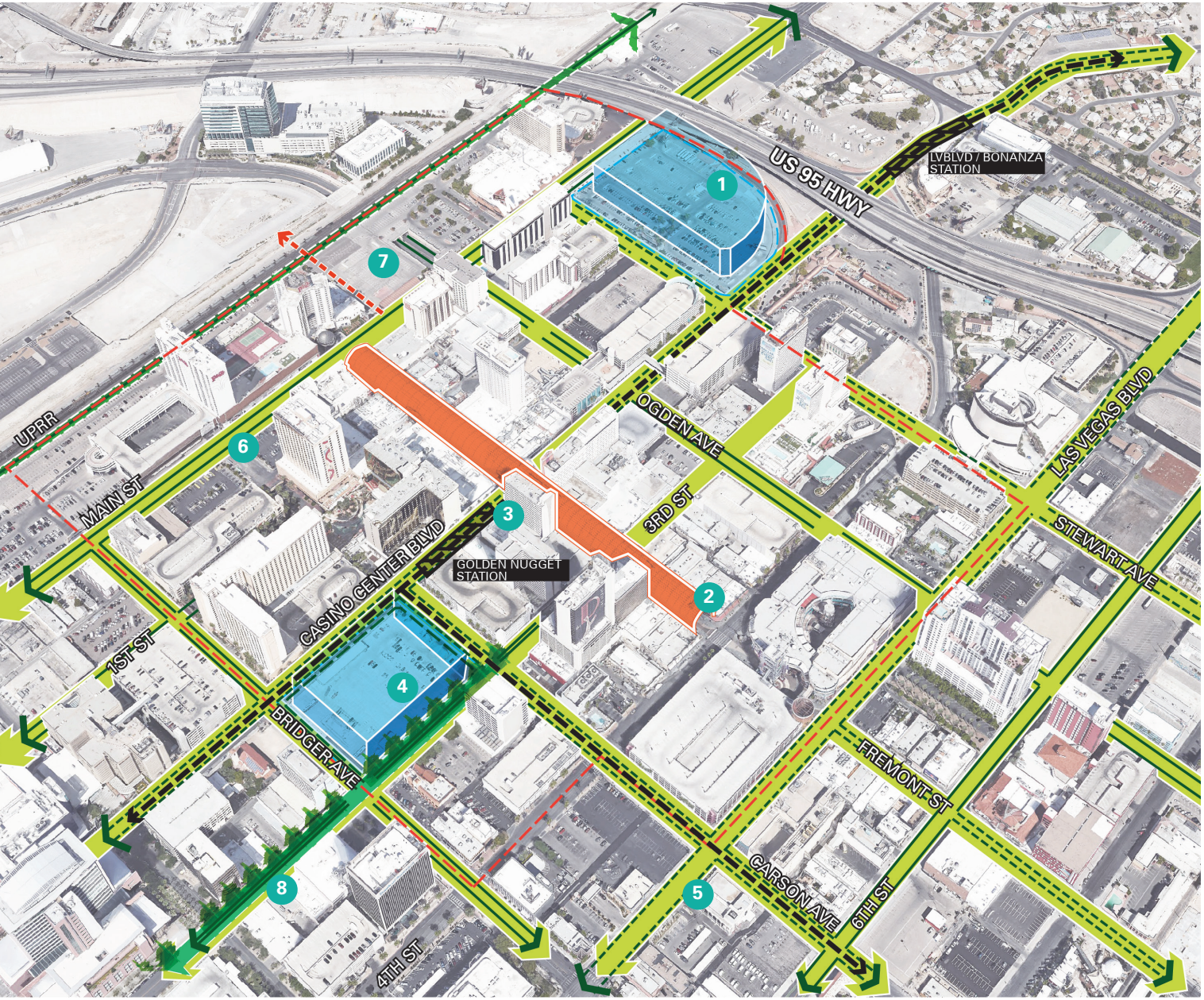
SITE ANALYSIS
LOOKING TOWARD HUNTRIDGE PARK (*FOR ILLUSTRATIVE PURPOSES ONLY)

DEVELOPMENT NEEDS

- Development Standard and Guidelines, Key Partnerships (DTLV, Railroad, Fremont Street Experience BID)

CATALYTIC PROJECTS

- Multi-modal Transit (Central Park Station), Pedestrian Bridge over Railroad right-of-way, New Hospitality Facility/Convention Center, Bike Trail along Railroad right-of-way, 3rd St. Linear Park, Wayfinding and Streetscape, Public Art, Events Programming



STRATEGY SUMMARY:

1. **Redevelop the high profile site** adjacent to Main Street Station surface parking lot for hospitality facilities
2. **Upgrade Fremont Street Experience** with new interactive technologies
3. Bring in the **LRT/BRT transit lines** linking the tourism destinations in the district
4. Infill and (re)develop the previous DLV site for **civic / office spaces**
5. Expand the **drought tolerant greenway network**, focusing on street trees, street amenities & widening sidewalks
6. Expand **the bike network** and enhance cycling experience; extend **bike trail along the track**
7. Improve the **pedestrian linkage** between districts
8. Extend **3rd Street Linear Park**, providing a shaded corridor linking the 18B Las Vegas Arts district

District Boundary

FIG 7.31: RESORT & CASINO DISTRICT DEVELOPMENT STRATEGY

LOOKING FROM LAS VEGAS / CARSON INTERSECTION (* DRAWINGS ARE CONCEPTUAL AND NOT INTENDED TO BE INTERPRETED AS DEFINITIVE PROPOSALS.)

PERIPHERAL DISTRICTS

These districts have the potential to complement core districts and augment the success of Downtown as a whole, while individually benefitting from better transit access, new development, amenities and services.

CASHMAN

MEDICAL

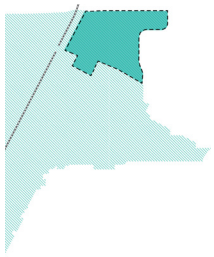
GATEWAY

DESIGN

MARKET

HISTORIC WESTSIDE

* Plans and drawings in this section are conceptual for illustrative purposes only to convey a general idea related to future development that supports goals, policies, and objectives in this Plan.



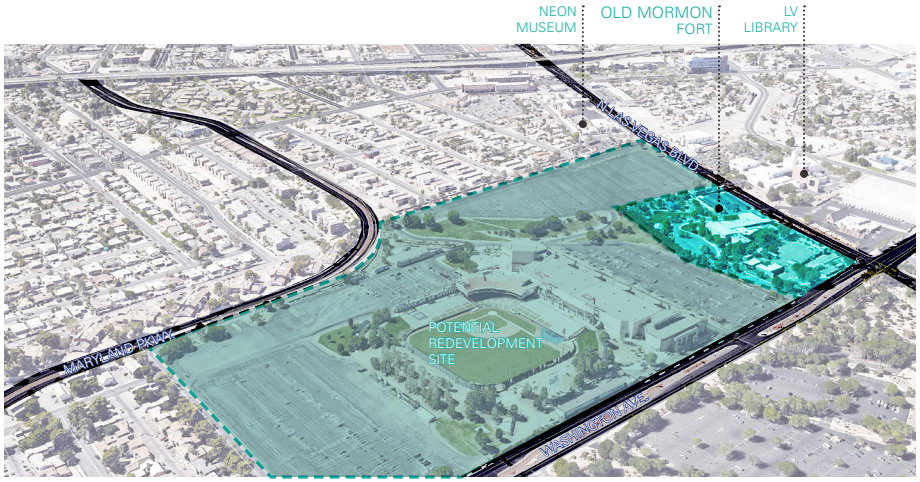
CASHMAN

A COMMUNITY OF ENTREPRENEURS ANCHORED BY SPORTS AND CULTURE.

The Cashman District has traditionally been the home of historical and cultural assets of the city, the home of the triple A baseball club, and a significant hub of government employment. However, it's suffered from a lack of resident population and enough programming to consistently interest the community at large.

There is tremendous potential to create a new mixed community that provides a sports and entertainment core of activity based upon a new soccer stadium and associated facilities. Connected to this facility would be a number of mixed-use blocks that include workforce housing and creative and incubator office space that caters to the high tech uses such as *Zappos* employees, *Unmanned Aerial Vehicle (UAV)* researchers, and other creatives looking for cool, hip and affordable places to live and work.

A transit plaza with a light rail stop or BRT service, bike share, a town green and other support amenities would provide a knuckle of activity that acts as a gateway into the district from Las Vegas Boulevard. Clustered around the plaza would be a portion of creative office and incubator spaces for research and development. Ground floor bars and restaurants as well as service retail would complement game day activities as well as support a significant residential population.



SITE ANALYSIS
LOOKING TOWARD DOWNTOWN CORE (*FOR ILLUSTRATIVE PURPOSES ONLY)

Event programming will be an important added dimension to the area. Events beyond soccer games could include farmers markets, swap meets, food and beverage events, concerts, fun runs, and local community based activities that create a buzz. Local museums and cultural destinations including the Natural History Museum, the Library, Neon Boneyard, Old Mormon Fort, and others could take advantage of fundraisers, and other activities with a tie-in with the village green and stadium related activities.

DEVELOPMENT NEEDS

- District Land Assembly, Coordinated Infrastructure Investment, Development Standards and Guidelines, Forming Key Partnerships (MLS, Mixed-use Developer)

CATALYTIC PROJECTS

- Multi-modal Transit (Cashman Station), MLS Stadium, Village Green, Streetscape and Wayfinding, Bike Share

PROPOSED ADD'L GLA

- Residential: 1,004,000 GSF / 1,004 Housing Units (Combination of Townhomes, Apartments, Condos, Duplexes, SFR)
- Retail: 102,000 GSF (Bars, Restaurants, Sports Bar, Service Retail)
- Office: 294,000 GSF (Above Shops around Transit Hub)
- Institutional: 150,000 GSF (Soccer Stadium)
- Open space: 80,000 GSF (Town Green)

FIG 8.1: CASHMAN DISTRICT CONCEPTUAL PROPOSAL
LOOKING TOWARD DOWNTOWN CORE (* DRAWINGS ARE CONCEPTUAL AND NOT INTENDED TO BE INTERPRETED AS DEFINITIVE PROPOSALS.)

SUB DISTRICTING CONCEPT

STADIUM DISTRICT

PROGRAMS:

- Soccer Stadium
- Parking Structure
- Retail
- Food & Beverage
- Bars
- Green Lawn

MIXED RESIDENTIAL DISTRICT

PROGRAMS:

- Condos
- Apartments
- Duplex
- Townhomes
- Convenience Retail
- Food & Beverage

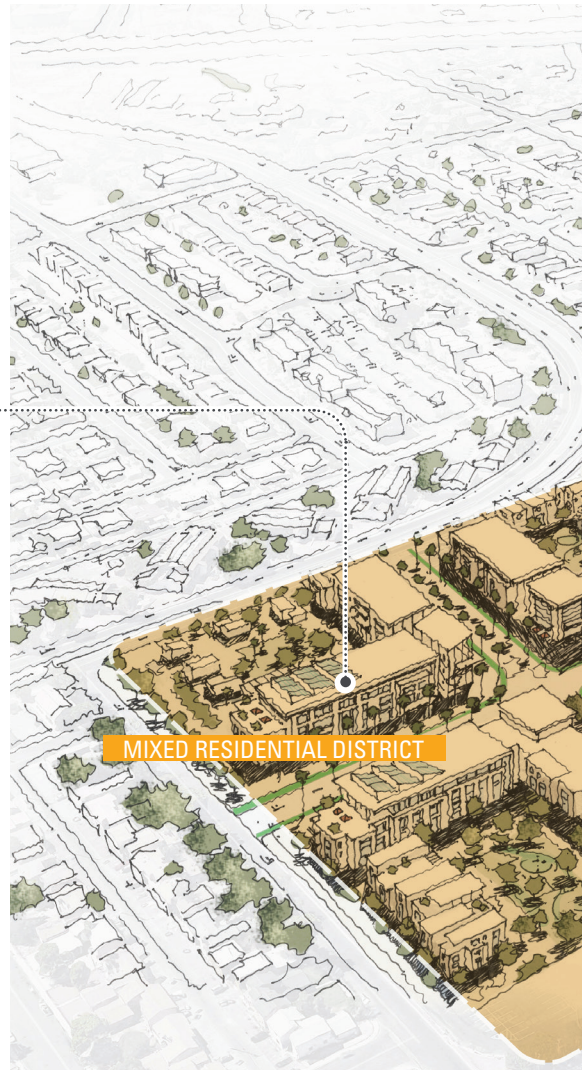
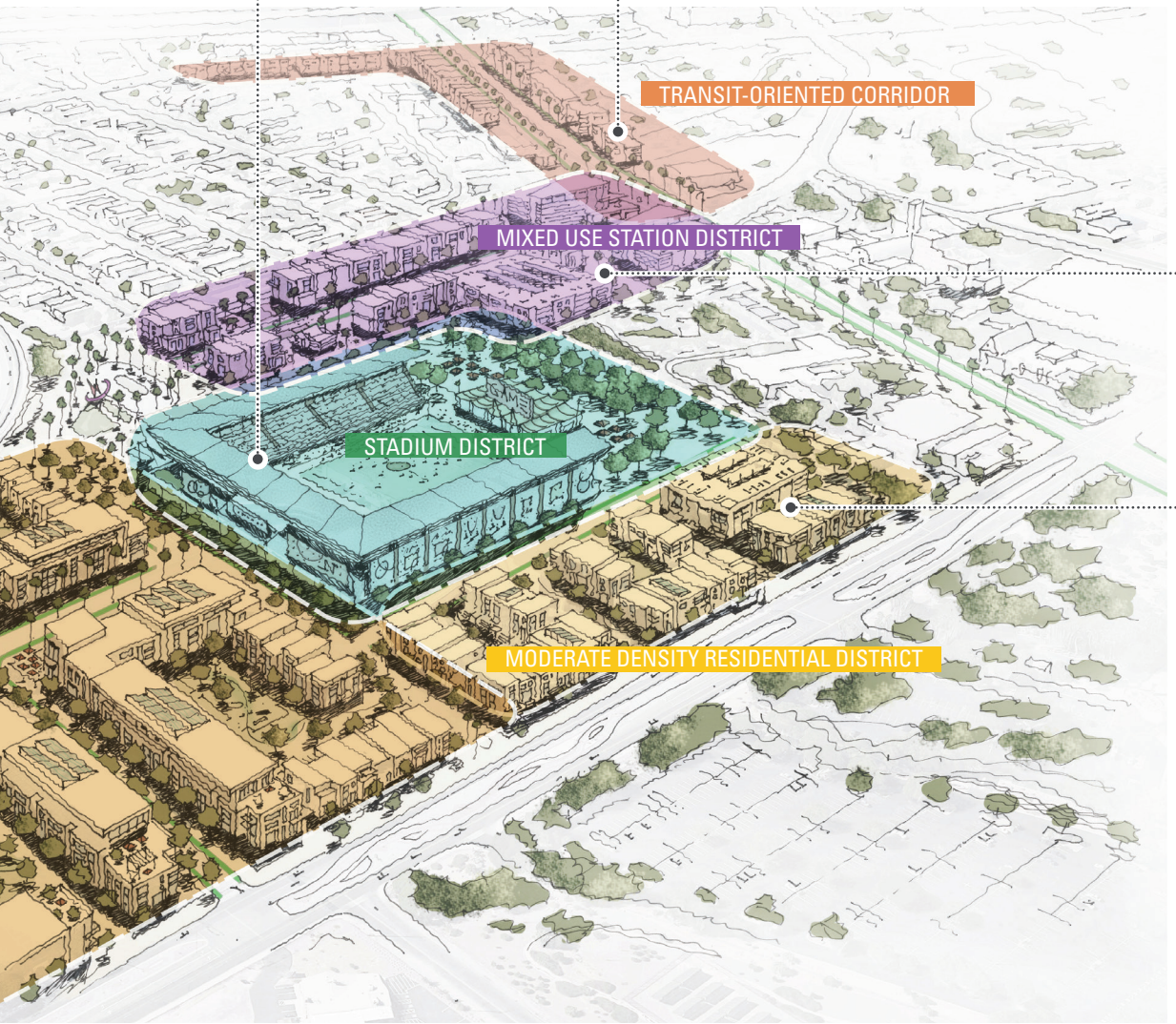
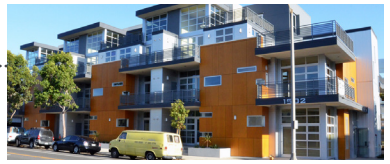


FIG 8.2: CASHMAN DISTRICT DISTRICTING CONCEPT & PROPOSED PROGRAMS

LOOKING TOWARD DOWNTOWN CORE (* DRAWINGS ARE CONCEPTUAL AND NOT INTENDED TO BE INTERPRETED AS DEFINITIVE PROPOSALS.)



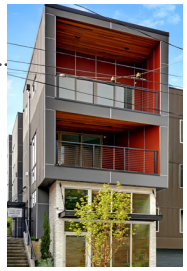
TRANSIT-ORIENTED CORRIDOR

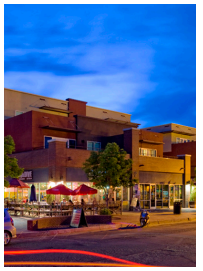


PROGRAMS:

- Apartment
- Convenience Store
- Sidewalk & Street Trees

MIXED USE STATION DISTRICT





PROGRAMS:

- Creative Office
- Live/Work
- Cafe & Retail
- Bars & Restaurants
- Bike Share

MODERATE DENSITY RESIDENTIAL

PROGRAMS:

- Townhomes
- Parking

DEVELOPMENT STRATEGY

SUMMARY:

1. Build a **soccer stadium** and associated facilities that revitalize the area

2. Bring in a **BRT station with a bike share center** directly to the front of the Stadium; create a transit plaza with a variety of activities

3. Infill **diverse housing products** (single family homes, townhomes, duplexes, workforce housing units, etc.) to draw population and bring density to the area

4. Build a **mixed-use station district** providing creative & incubator offices and ground floor bars and restaurants that cater to the tech population and gameday visitors

5. Incorporate a **versatile town green** for tailgating, diverse programmed events, festivals, and community based activities

6. Create a **drought-tolerant greenway network** that expands the bike network and promotes a bike share program encouraging public health

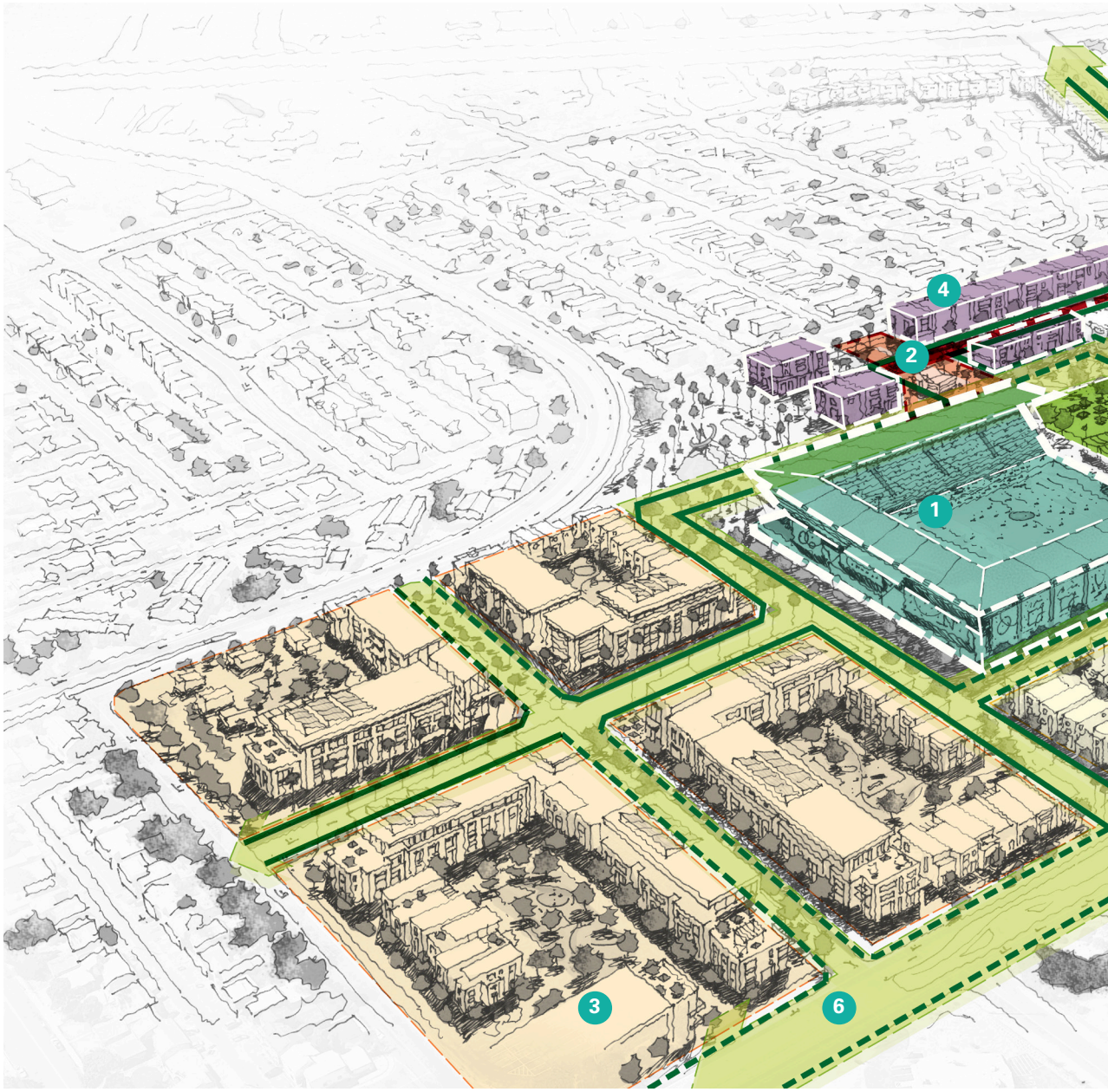


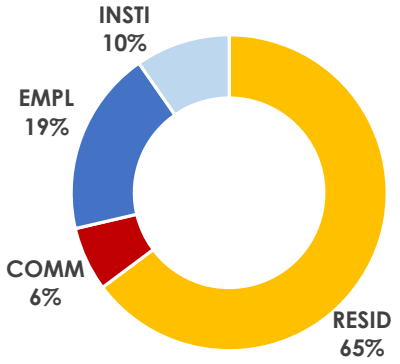
FIG 8.3: CASHMAN DISTRICT DEVELOPMENT STRATEGY
LOOKING TOWARD DOWNTOWN CORE (* DRAWINGS ARE CONCEPTUAL AND NOT INTENDED TO BE INTERPRETED AS DEFINITIVE PROPOSALS.)

CONCEPTUAL YIELDS

LAND USE	GROSS FLOOR AREA (SF)
RESIDENTIAL	1,004,000
(Number of Dwelling Units*)	(1,004)
COMMERCIAL	102,000
RETAIL	102,000
EMPLOYMENT	294,000
CIVIC & INSTITUTIONAL	150,000
INSTITUTIONAL	150,000
TOTAL BLDG AREA (GSF*)	1,550,000

OPEN SPACE	
NEW PARKS	1.8 (AC)
GREEN STREETS	5.2 (LN MI)

CONCEPTUAL DEVELOPMENT LAND USE MIX



*1. ASSUMES 1,000 SF PER AVERAGE HOUSING UNIT;
2. GSF STANDS FOR "GROSS SQUARE FEET."

LAND USE CONCEPT

LEGEND

Residential
- Single Family Homes
- Duplexes
- Townhomes
- Low-rise Apartments
- Mid-rise Apartments

Commercial / Office
- Retail
- Cafe / Restaurant
- Creative Office
- Class-A Office

Civic/Institutional
- Soccer Stadium

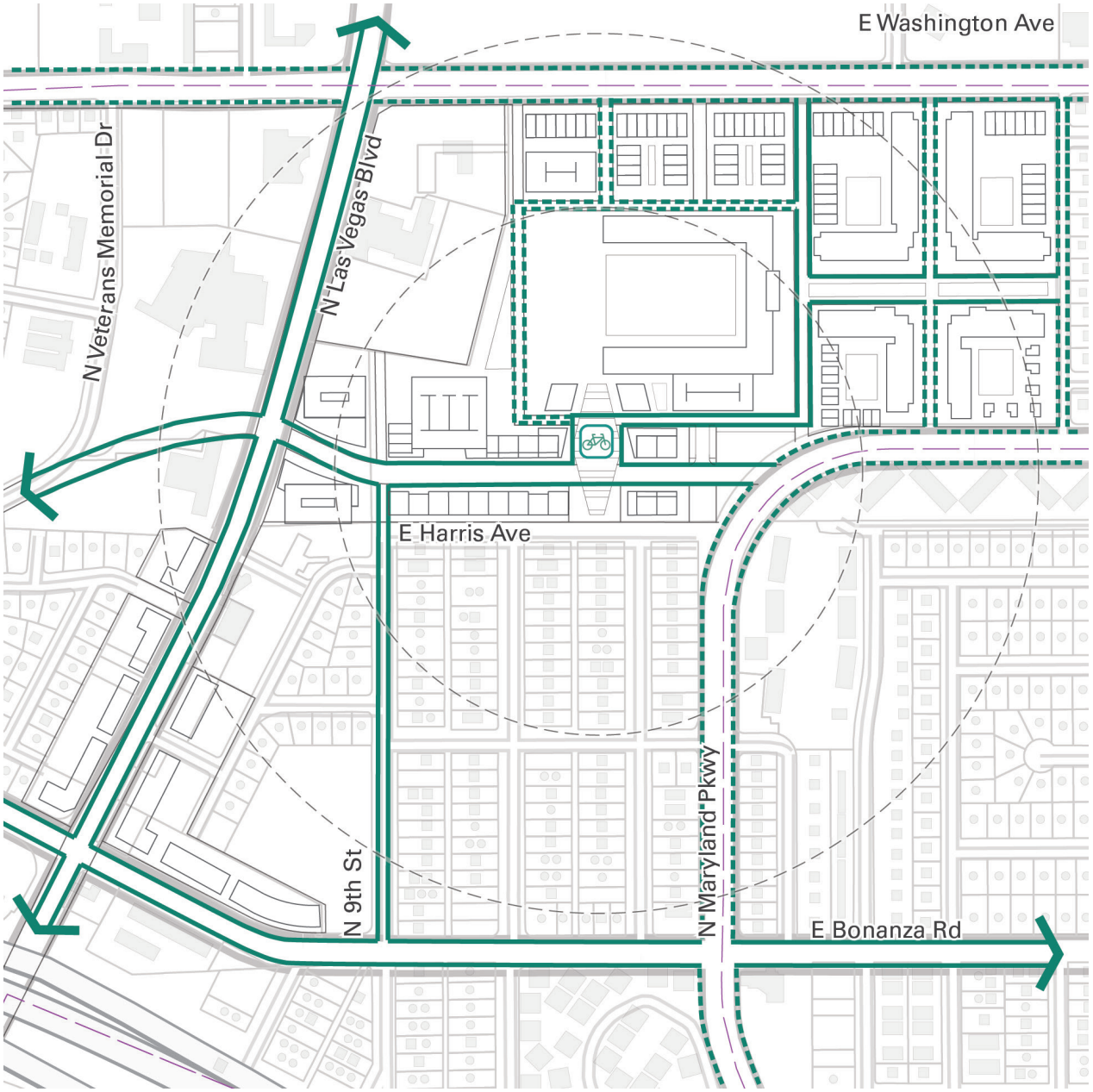
Open Space
- Public Open Space
- Soccer Field
- Semi-private Green

District Boundary

0′ 200′ 500′ 1000′

FIG 8.4: CASHMAN DISTRICT LAND USE CONCEPT

(* DRAWINGS ARE CONCEPTUAL AND NOT INTENDED TO BE INTERPRETED AS DEFINITIVE PROPOSALS.)



EXPANDED BIKE NETWORK CONCEPT

LEGEND

Proposed Bike Network & Facility

Dedicated Bike Lanes (Class-II)

Bike Sharrows (Class-III)

Bike Share Center

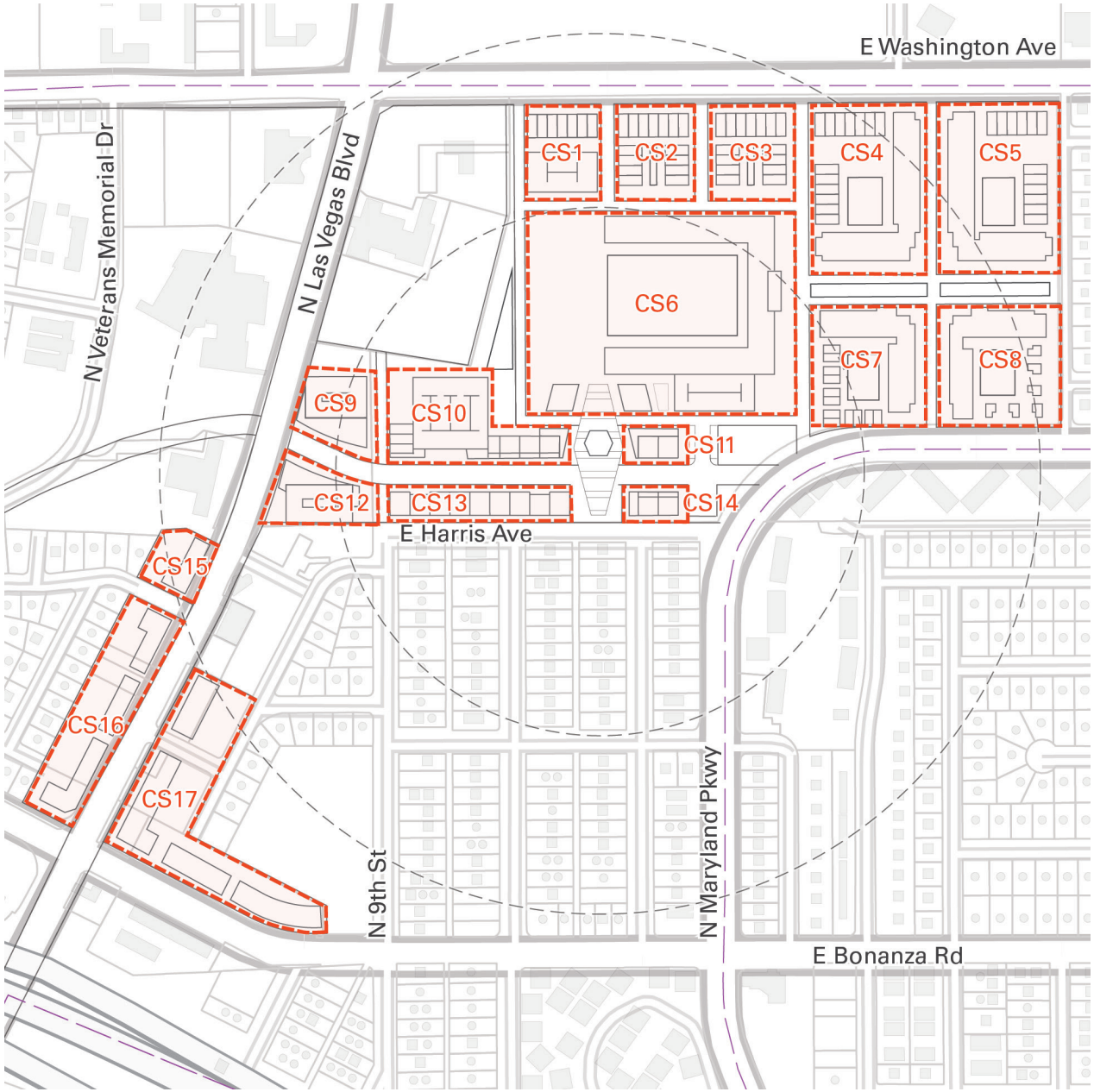
District Boundary

0′ 200′ 500′ 1000′

FIG 8.5: CASHMAN DISTRICT EXPANDED BIKE NETWORK CONCEPT

(* DRAWINGS ARE CONCEPTUAL AND NOT INTENDED TO BE INTERPRETED AS DEFINITIVE PROPOSALS.)

DEVELOPMENT YIELDS BY PARCEL



LEGEND

CS07 Parcel Name

Parcel Boundary

District Boundary

0′ 200′ 500′ 1000′

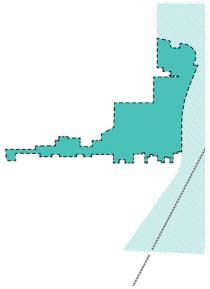
FIG 8.6: CASHMAN DISTRICT DEVELOPMENT YIELDS BY PARCEL

(* DRAWINGS ARE CONCEPTUAL AND NOT INTENDED TO BE INTERPRETED AS DEFINITIVE PROPOSALS.)

TABLE 8.1: CASHMAN DISTRICT CONCEPTUAL YIELDS BY PARCEL

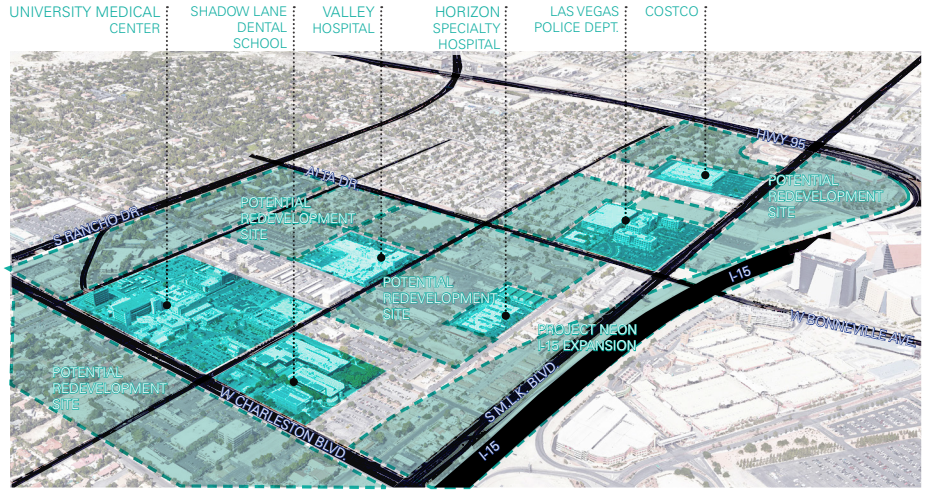
PARCEL #	RETAIL	OFFICE	RESIDENTIAL	INSTITUTIONAL	OPEN SPACE	TOTAL BLDG AREA (GSF*)
CS01			22,000 (townhomes)			22,000
CS02			46,000 (townhomes)			46,000
CS03			46,000 (townhomes)			46,000
CS04	10,000 (café , retail)		205,000 (towns, apts, condos)			215,000
CS05			195,000 (towns, apts, condos)			195,000
CS06	10,000 (café , retail)			150,000 (soccer stadium)	80,000 (event space)	160,000
CS07			157,000 (duplexes, apts, condos)			157,000
CS08			129,000 (sfr, apts, condos)			129,000
CS09	10,000 (f&b, retail)	60,000 (creative office)				70,000
CS10	10,000 (f&b, retail)	30,000 (creative office)				40,000
CS11	10,000 (f&b, retail)	30,000 (creative office)				40,000
CS12	10,000 (f&b, retail)	60,000 (creative office)				70,000
CS13	25,000 (f&b, retail)	64,000 (creative office)				89,000
CS14	12,000 (f&b, retail)	30,000 (creative office)				42,000
CS15			24,000 (apartments)			24,000
CS16			72000 (apartments)			72,000
CS17	5,000 (retail)	20,000	108,000 (apartments)			133,000
TOTAL GSF*	**102,000**	**294,000**	**1,004,000**	**(1,004 DU*) 150,000**	**80,000**	**1,550,000**

*1. ASSUMES 1,000 SF PER AVERAGE HOUSING UNIT;
2. GSF STANDS FOR "GROSS SQUARE FEET"



MEDICAL

THE CENTER OF HEALTH, EDUCATION, AND RESEARCH FOR SOUTHERN NEVADA.



SITE ANALYSIS

LOOKING FROM I-15 CHARLESTON INTERCHANGE (*FOR ILLUSTRATIVE PURPOSES ONLY)

With proximity to the core as a significant employment node, the Las Vegas Medical District (LVMD) shows great potential for driving the medical-oriented economy while complementing other districts of Downtown. The Medical District was initially established by the City in 2002 for supporting a health-oriented education and business development. However, limited available land and lack of connections to the core have constrained the district's development.

A particular development of interest is the desire of the UNLV Medical School to locate in the district. In order to augment the potential, the City initiated a masterplanning effort *(LVMD Facilities Masterplan)* for tackling challenges and identifying new opportunities. The Plan envisions the district as the center of clinical care, research, wellness, education and training for Southern Nevada by 2030.

19 million GSF of development are proposed, creating a mixed use, walkable, and healthy neighborhood through several reinvestment strategies, including focusing mixed-use development along major streets, reinforcing green linkages, as well as bringing in a convenient transit line (LRT/BRT).

Expanded transit service and and bike trails could better connect the site to the rest of Downtown. By creating synergies between key anchor uses, the LVMD Plan aims to bring in a significant economic impact, including bringing in over 20,000 jobs and generating $100 million+ in annual governmental revenue according to projections. The Downtown Masterplan incorporates the primary development concepts and proposes a mixed-use hub adjacent to the Medical District LRT Station as a highlight catalytic project on site. The new mixed-use hub will focus on providing new spaces for accommodation of medical educational facilities, student housing and amenities. A bike share center with supportive amenities and a neighborhood green with programmed events would also be incorporated within the hub for providing accessible connections and services.

DEVELOPMENT NEEDS

- District Land Assembly, Coordinated Infrastructure Investment, Development Standards and Guidelines, Key Partnerships (UNLV Medical School, UMC)

CATALYTIC PROJECTS

- Multi-modal Transit (Medical District and UMC Station), UNLV Medical Campus Expansion, Multi-functional Neighborhood Green, Streetscape and Wayfinding, Bike Share

STRATEGY SUMMARY:

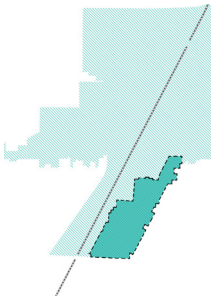
1. **Improve M.L.K. Boulevard** as a part of Project Neon with enhancement of sidewalks, streetscape amenities, and facilities
2. Bring in the **LRT/BRT transit line** to strengthen the linkages to the Downtown core and surrounding areas
3. Create **a mixed-use hub** for accommodation of the UNLV medical school, amenities as well as a new neighborhood park
4. Create a **drought tolerant greenway network** as connectors in the district that create an appealing and walkable environment
5. Expand **the bike network** and enhance cycling experience thereby encouraging public health
6. Focus on **densifying and supporting uses** in the core area of the district

District Boundary

FIG 8.7: MEDICAL DISTRICT DEVELOPMENT STRATEGY

FIG 8.8: LOOKING FROM I-15 CHARLESTON INTERCHANGE (* DRAWINGS ARE CONCEPTUAL AND NOT INTENDED TO BE INTERPRETED AS DEFINITIVE PROPOSALS.)

REFERENCE: *LAS VEGAS MEDICAL DISTRICT FACILITIES MASTERPLAN* (DEC, 2015)



GATEWAY

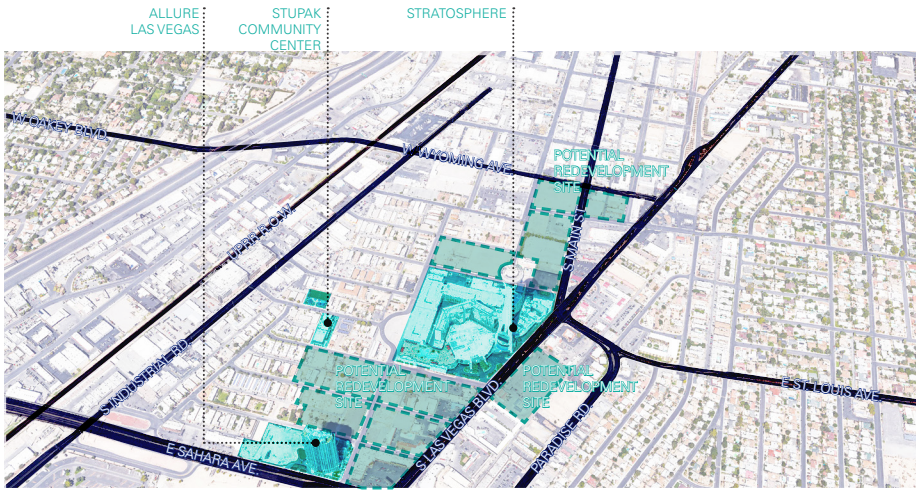
A STABILIZED NEIGHBORHOOD WITH IMPROVED AFFORDABILITY AND SAFETY.

Marked by the landmark Stratosphere Tower, the Gateway District establishes the southern gateway to Downtown from the Strip. Currently, the district is primarily composed of low-rise multi-family uses. A significant amount of vacant and declined properties surrounding the Stratosphere generally present a negative image of the area and visually disconnect the area from the Strip.

Newly-built high-rise condos such as *Allure Las Vegas* as well as the reopened *SLS Hotel and Casino* at the corners of Las Vegas/Sahara intersection call for a significant design intervention that enhances the overall perception of the area. A circular pedestrian bridge proposed at the intersection could largely resolve the conflicts between pedestrians and other vehicles through grade separation. With the integration of lighting and artwork within the design, the new bridge would act as a gateway into Downtown for tourists.

Extending a high-capacity transit line (LRT/BRT) along Las Vegas Boulevard and focusing higher density, transit-oriented development along the corridor could strengthen it as a high activity spine. Upper story office, residential, institutional uses, with ground floor retail and civic spaces would bring in more population to the area and stabilize the neighborhood.

An expansive pedestrian environment would provide residents and visitors access to multiple travel modes, create an attractive outdoor environment, as well as increase safety and reduce blight.



SITE ANALYSIS

LOOKING FROM SAHARA / LAS VEGAS INTERSECTION (*FOR ILLUSTRATIVE PURPOSES ONLY)

DEVELOPMENT NEEDS

- Development Standards and Guidelines, Land Bank, Key Partnerships (Mixed-use Developers, Residential Housing Developers)

CATALYTIC PROJECTS

- Multi-modal Transit (Gateway District Station, SLS Station), Workforce/Senior Housing, Neighborhood Green, Green Streets and Bike Share, Pedestrian Bridge over Sahara & Las Vegas Blvd Intersection

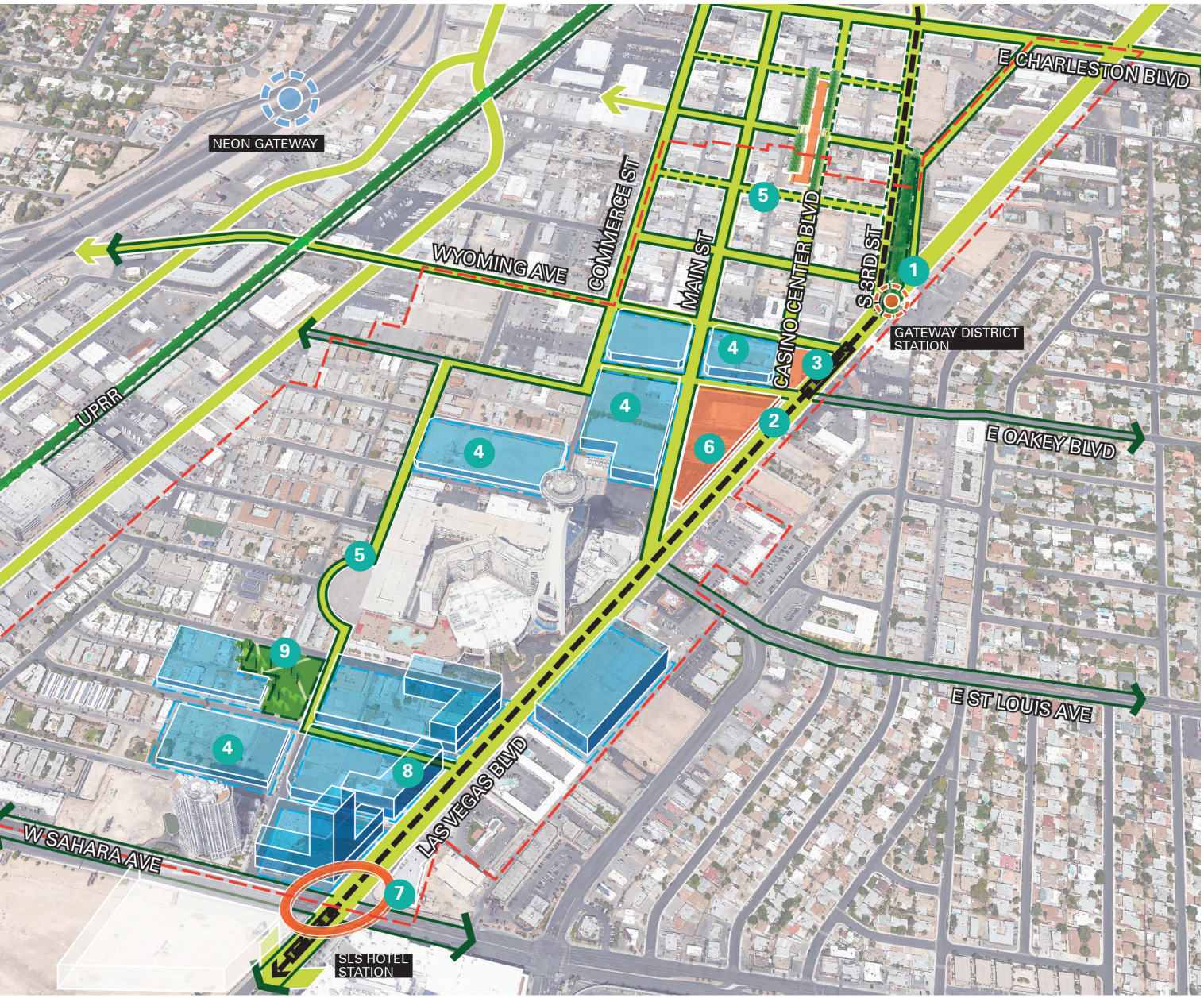


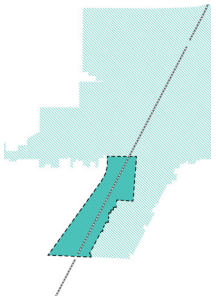
FIG 8.9: GATEWAY DISTRICT DEVELOPMENT STRATEGY

LOOKING FROM LAS VEGAS / CARSON INTERSECTION (* DRAWINGS ARE CONCEPTUAL AND NOT INTENDED TO BE INTERPRETED AS DEFINITIVE PROPOSALS.)

STRATEGY SUMMARY:

1. **Improve the Downtown Las Vegas signage** & enhance the surrounding landscaping
2. Bring in **LRT/BRT transit lines** linking the Strip, the district and the rest of Downtown
3. Create **a transit plaza** with accessible convenience retail, services and bike share facilities
4. Infill **affordable/workforce/ senior housing products** on vacant and declined properties
5. Expand the **greenway** and **bike network**; extend the **bike/ pedestrian trail along the track**
6. Amend local regulations to bring in more **local shops & services** to the existing neighborhood
7. Build a **new pedestrian bridge with pubic art** to create an identifiable Downtown gateway
8. Promote **dense, mixed use development** along Las Vegas Blvd; use towers to strengthen the gateway
9. Provide a **neighborhood park and community garden** converted from vacant property

District Boundary



DESIGN

A CREATIVE CORRIDOR FOR FILM, FASHION AND DESIGN.

The Design District is characterized by a mix of commercial services, warehousing, storage, and industrial uses, occupying utilitarian buildings concentrated along the Union Pacific Railroad corridor. Currently, the district serves as a significant employment hub, in close proximity to both the Downtown core and the Strip, and with many businesses serving the casino and entertainment industry.

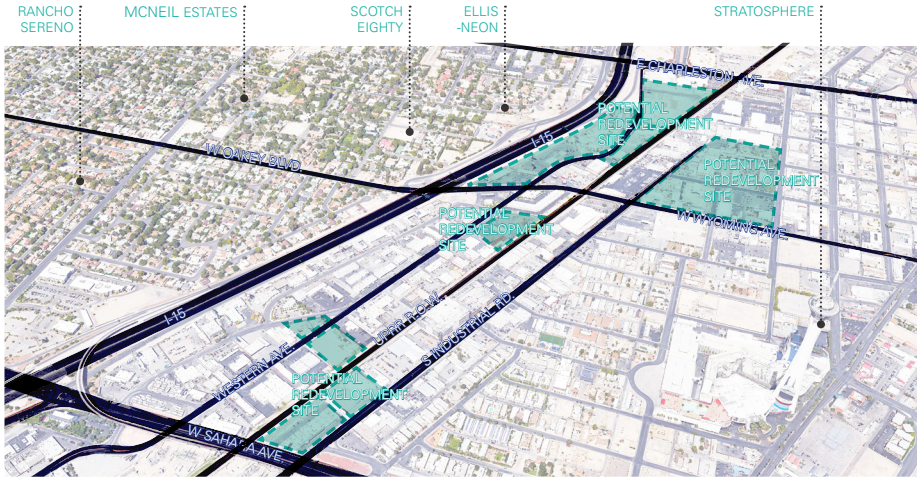
Potential associated strategies for the District could include: Declined warehouses/plants converting for accommodation of filming, fashion, virtual gaming, green tech and other creative-related industries.

Vacant/underutilized properties using as temporary open spaces for outdoor relaxation and social gathering.

Creating a linear park with bike/pedestrian trail converted from the UPRR Railroad ROW, linking the district to the Downtown core and Symphony Park District, providing passive activity spaces for walking, jogging, and biking.

At the east side of the railway, is a transition zone between the Gateway District and the Design District, which has the potential for infill uses such as arts, crafts, and creative light manufacturing, art studios, retail, restaurants, and cafes.

Finally, a center of sustainability could be housed in the design district on the 9-acre state-owned parcel adjacent to Western Ave. This area could have a central plant, recycling and upcycling center, as well as interpretive areas and sustainability education classes.



SITE ANALYSIS

LOOKING FROM SAHARA / INDUSTRIAL INTERSECTION (*FOR ILLUSTRATIVE PURPOSES ONLY)

DEVELOPMENT NEEDS

- Development Standards and Guidelines, Land Bank, Key Partnerships (Railroad, Warehouse Owners)

CATALYTIC PROJECTS

- Bike/Pedestrian Trail along Railroad right-of-way, Sustainability Center, Bike Share, Green Streets, Wayfinding System

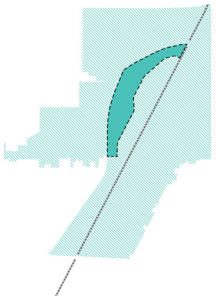
STRATEGY SUMMARY:

1. Expand **the greenway and bike network**; improve the **streetscape**, focusing on tree canopy & wayfinding
2. Build a **Sustainability Center w/ outdoor demonstration area** as a showcase project and central plant for Downtown
3. Bring in new **flex offices** on site to increase and diversify employment opportunities
4. Amend local regulations to bring in more retail and amenities like **cafe, restaurants,** and **galleries** to serve employers and surrounding neighborhoods
5. Build a **new bridge** at Wyoming **with pubic art** and **lighting** to create an identifiable landmark
6. Reuse plants/warehouses for **filming, fashion**, and **virtual gaming** industries to strengthen the local economy

District Boundary

FIG 8.10: DESIGN DISTRICT DEVELOPMENT STRATEGY

LOOKING FROM SAHARA/INDUSTRIAL INTERCHANGE (* DRAWINGS ARE CONCEPTUAL AND NOT INTENDED TO BE INTERPRETED AS DEFINITIVE PROPOSALS.)



MARKET

AN EXCITING PLACE FOR SHOPPING AND EVENTS.

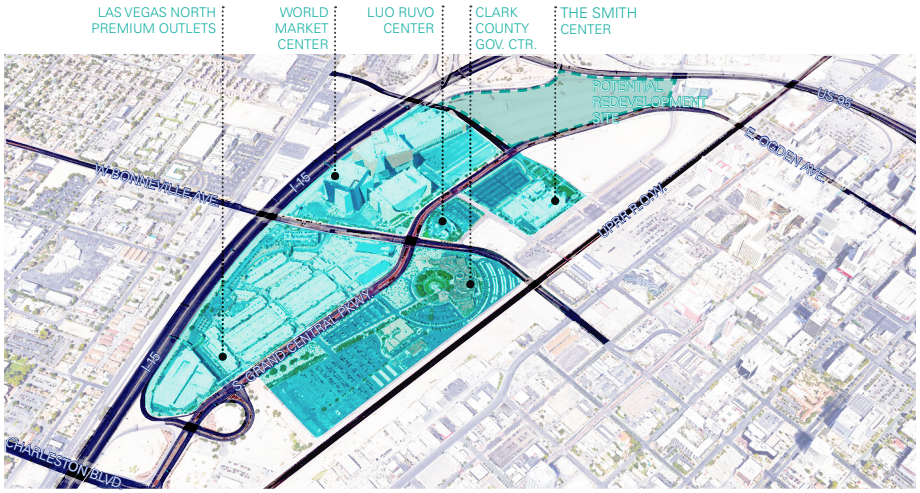
Located west of Symphony Park District and close to I-15 freeway, the Market District is dominated by large scale users which include the Las Vegas North Premium Outlets and the World Market Center Las Vegas which act as an international shopping hub in Downtown Las Vegas.

The District in its current configuration is almost fully built out, but lacks an appealing pedestrian experience, especially along Grand Central Avenue. Linkages to surrounding areas are also lacking.

Future development offers the opportunity to build potential synergies with Symphony Park. Possible strategies for improving this area could include:

A mixed-use office project developed on the site north of World Market Center adjacent to the Symphony Park BRT Station. This would bring in more employers and daily users to the area, and create synergies with the mixed-use developments in the Symphony Park.

A wayfinding system could improve the visitors' and workers' experience and emphasize the multimodel connections both within and surrounding the area. A transit plaza designed at the intersection of Bonneville and Grand Central Pkwy with crosswalk enhancements and public art installations could become a new landmark and a district gateway.



SITE ANALYSIS
LOOKING TOWARD WORLD MARKET CENTER (*FOR ILLUSTRATIVE PURPOSES ONLY)

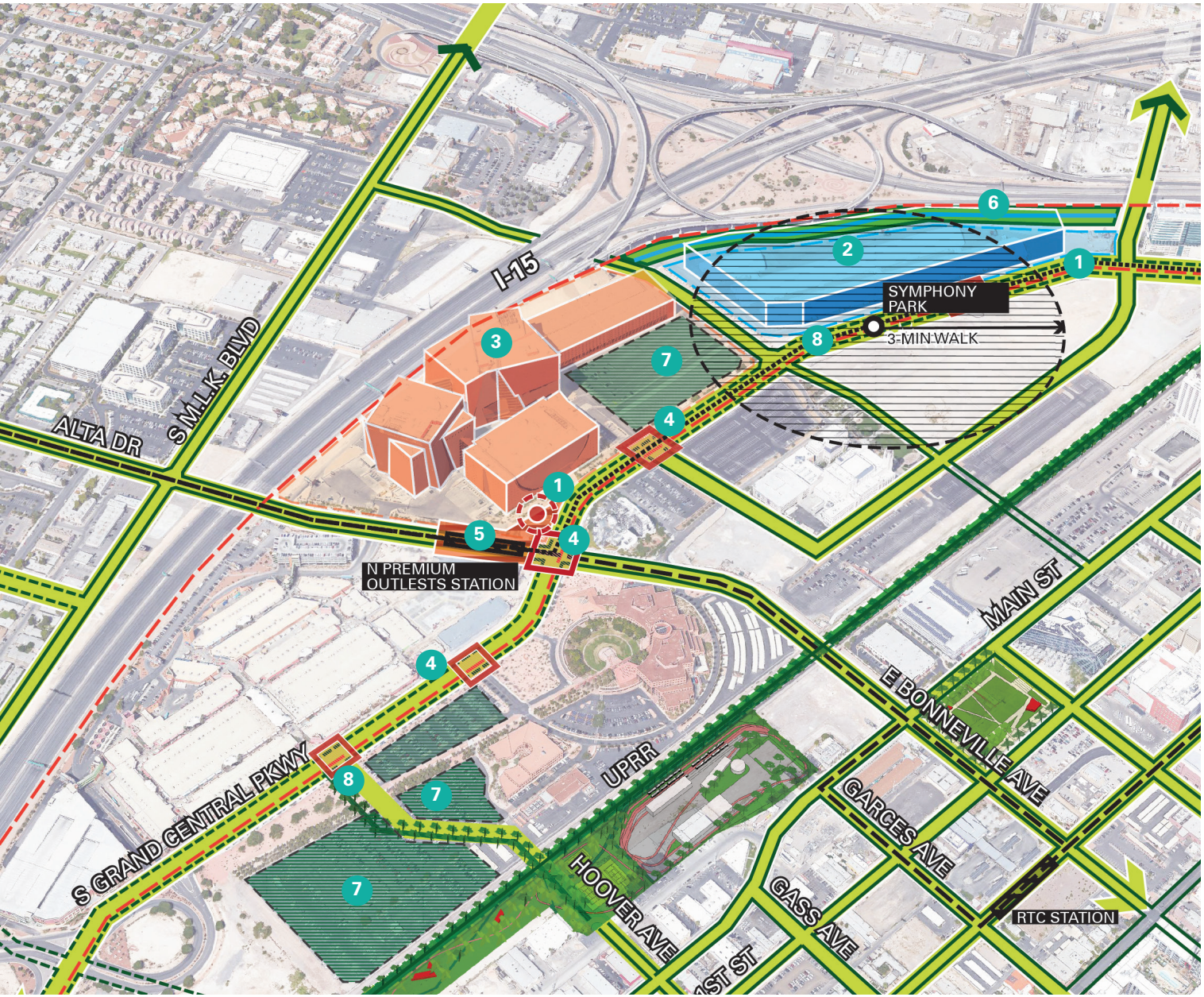
Other strategies include: improving the pedestrian and bicycle connections between the Market and Symphony Park as well as the Clark County Government Center. An intense daily /weekly events program in the World Market Center, elimination of large surface parking lots with structured parking.

DEVELOPMENT NEEDS

- Development Standards and Guidelines, Key Partnerships (World Market Center, RTC, Mixed-use Developer)

CATALYTIC PROJECTS

- Multi-modal Transit (North Premium Outlets LRT Station, Symphony Park Bus Stop), Mixed-use Office Project, Streetscape and Crosswalk Enhancement, Bike Share, Wayfinding System

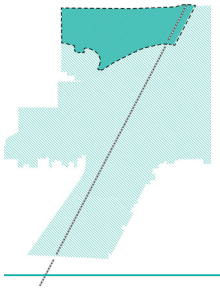


STRATEGY SUMMARY:

1. Bring in **LRT & BRT transit lines** to strengthen the linkages to the rest of Downtown, drawing more visitors and residents to the area
2. Infill a **mixed-use office project** on the potential site north of World Market Center to create synergies with Symphony Park District
3. Program **weekly events, festivals, seminars and exhibitions** to increase use of World Market Center
4. Introduce a **wayfinding** system; add **midblock crosswalks** on the Grand Central Pkwy to improve linkages to the vicinity
5. Build a **transit plaza**; integrate public art & signage to create a new activity hub
6. **Daylight Las Vegas Creek**; implement a **vegetative buffer** along the south-side of I-15 freeway
7. **Eliminate surface parking** and promote **structured parking with PV panels on roof** and ground floor retail
8. Expand the **bike and greenway network**; promote a **bike share program**

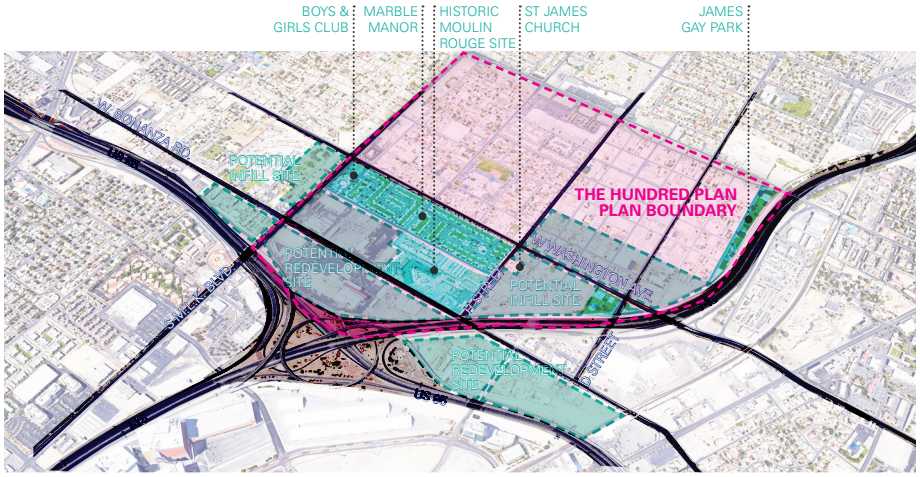
District Boundary

FIG 8.11: MARKET DISTRICT DEVELOPMENT STRATEGY
LOOKING TOWARD WORLD MARKET CENTER (* DRAWINGS ARE CONCEPTUAL AND NOT INTENDED TO BE INTERPRETED AS DEFINITIVE PROPOSALS.)



HISTORIC WESTSIDE

A THRIVING NEIGHBORHOOD AUGMENTED WITH MUCH NEEDED SERVICES AND AMENITIES.



SITE ANALYSIS
LOOKING FROM I-15 / US 95 INTERCHANGE (*FOR ILLUSTRATIVE PURPOSES ONLY)

Situated directly northwest of the Downtown core, the Historic Westside District plays a pivotal role in the history of Las Vegas. The first integrated resort & casino - the Moulin Rouge opened in the mid-1950s on Bonanza Rd. Since then, the Historic Westside has witnessed a thriving culture but limited economic growth. At present, the Historic Westside is still characterized by its rich African-American cultural identity as well as its strong social pride.

Being geographically isolated from Downtown by I-15 and US 95; the community has endured several challenges, including: a significant amount of vacant and abandoned properties, deteriorating housing conditions, safety and security issues, a lack of community services and amenities, and declined industrial and commercial zones.

To identify new opportunities and revitalize the historic neighborhood, the City, collaborating with the community, established a community based redevelopment plan - *the Hundred Plan** - as a vital step for the area's future improvement.

The Plan envisions the community as a thriving district through the development of new housing, local businesses, jobs, education, and amenities. The Plan expects to revitalize the area through a series of "big moves" associated with implementable actions and programs.

In support of *the Hundred Plan*, this Downtown Masterplan suggests a number of complementary measures which include: establishing a mixed-use corridor on Washington Blvd along the BRT alignment; locating a vocational school on the historic Moulin Rouge site; amending local regulations to promote mixed-use development in the industrial zones along Bonanza Rd; encouraging contextual neighborhood infill; establishing a healthier park system; expanding a greenway / complete street network; and programming musical and cultural festivals.

The Downtown Masterplan also calls for bringing in new flex office as a catalyst project on the east side of M.L.K. Boulevard. This could provide much needed space for industrial spin-offs from the Medical District.

DEVELOPMENT NEEDS

• Development Standards and Guidelines, Land Bank, Coordinated Infrastructure Investment, Key Partnerships (Las Vegas Historic Preservation Commission, RTC, Private Property Owner, Mixed-use Developer, Non Profit & Community Organizations)

CATALYTIC PROJECTS

• Moulin Rouge Vocational School, Washington Mixed-use Transit Village, Washington Live Music Festival, D St Underpass Enhancement, Bonanza Office Flex, Neighborhood Green, Downtown Circulator, Bike Share, Streetscape and Wayfinding

* THE HISTORIC WESTSIDE DISTRICT HAS BEEN ESTABLISHED BASED IN PART ON *THE HUNDRED PLAN FOR THE HISTORIC WESTSIDE COMMUNITY* DEVELOPED BY THE UNLV DOWNTOWN DESIGN CENTER AND THE HISTORIC WESTSIDE COMMUNITY.

UNLV | DOWNTOWN DESIGN CENTER

STRATEGY SUMMARY:

1. Enhance the **underpasses** with public art; improve the **D St. underpass w/ iconic signage + lighting**
2. Bring in a **BRT line** to serve the neighborhood; expand the **greenway & bike network,** provide multimodal connections
3. Build a **mixed-use transit village** at Washington/F as a catalyst to trigger the corridor revitalization
4. Preserve the **historic properties** on site; promote **contextual neighborhood infill** to stabilize the community
5. Preserve the **historic Moulin Rouge site**; locate a **vocational school** as part of the site
6. Amend local regulations to enable **mixed-use** in industrial zones; bring **flex office** to the industrial zones
7. Encourage a **shared-use** of community facilities on site that serves the surrounding neighborhoods
8. Create a **green buffer** along I-15; enhance existing **parks** in the district; link them with new parks via greenways / bike trails. Establishing a **healthy park system**

District Boundary

FIG 8.12: HISTORIC WESTSIDE DEVELOPMENT STRATEGY

LOOKING TOWARD I-15/US 95 INTERCHANGE (* DRAWINGS ARE CONCEPTUAL AND NOT INTENDED TO BE INTERPRETED AS DEFINITIVE PROPOSALS.)
REFERENCE: *THE HUNDRED PLAN FOR THE HISTORIC WESTSIDE COMMUNITY*

SPHERE OF INFLUENCE

The Plan identifies "Sphere of Influence," and makes recommendations that provide multimodal mobility options, community-supporting amenities, and places for gathering.

GATEWAYS, CORRIDORS & NEIGHBORHOODS

TYPES OF CORRIDORS

PALETTE OF INTERVENTIONS

STREET SPECIFIC RECOMMENDATIONS

GATEWAYS, CORRIDORS & NEIGHBORHOODS

The Vision 2045 Downtown Las Vegas Masterplan recognizes sphere of influence areas as integrally linked to downtown, in that many of these areas are residential or commercial areas that support activities of the core and peripheral areas, either by providing workers residences, support industries, or other services that support the Downtown. One of the most important ideas brought forth in the planning process was broadening the study area beyond the traditional boundaries drawn up in the Centennial Plan for Downtown in 2000 to include these areas as part of the plan. The objective of the plan is that the core, periphery, and sphere are interconnected and should work as a cohesive system. What benefits the core should also benefit the periphery and sphere, and as such there is a nexus linking neighborhoods and Downtown through infrastructure improvements and other investments that provide community benefits within sphere of influence areas.

Each of the sphere areas is comprised of three key elements. They include:

1) a gateway, this is a defined area that creates a physical transition between the lower density, suburban condition on the outside of the sphere, and the inner urban condition that will be served by a higher level of transit, open space and amenity, as well as additional development density. The gateway should mark the entry into the Downtown with a higher level of design, a sense of composition and order, as well as general wayfinding to key points of interest.

2) a corridor; this is the area immediately flanking the arterial streets that run through the sphere of influence, connecting to the downtown periphery. This corridor is the means by which movement into and out of Downtown will generally occur, and as such should provide an overall positive image of what Downtown is all about, as well as give a good indication of what each neighborhood is about beyond.

3) neighborhoods are connected to Downtown better if we use the corridors as primary paths of movement as well as sites for important community services that are lacking. It is in the spirit of strengthening each of the three elements- gateway, corridor, and neighborhood, that the sphere of influence area can have a fundamental role in augmenting the overall functionality of the study area.

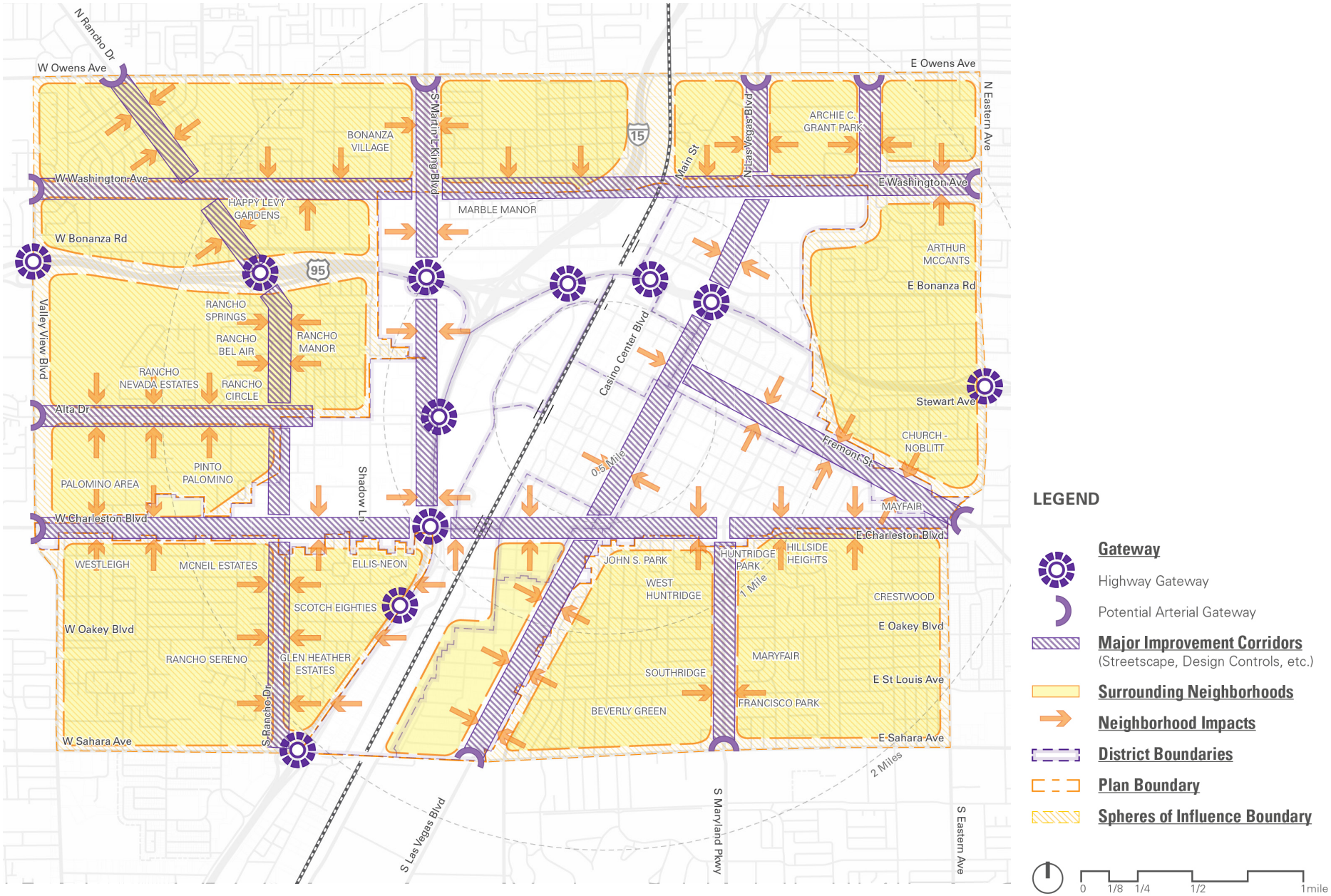


FIG 9.1: GATEWAYS, CORRIDORS AND NEIGHBORHOODS

(* DRAWINGS ARE CONCEPTUAL AND NOT INTENDED TO BE INTERPRETED AS DEFINITIVE PROPOSALS.)

TYPES OF CORRIDORS

The plan identifies four types of streets as part of the "Sphere of Influence" strategy. We have found that some streets can play multiple roles as they travel through different areas of the City, but for the sake of simplicity, we are focusing on the essential elements of each street in its role serving downtown. It is encouraged that an ongoing dialogue occur as to how to structure further modifications to these streets so that their role is appropriately defined moving forward. Key street types include:

- **Iconic/Ceremonial Streets**- These are streets that provide an important visual and perceptual gateway into the downtown study area, and should be designed and programmed in such a way as to support a processional role. These streets should provide a sense of order, quality, and wayfinding befitting a ceremonial entry into a major city center, while providing an important commercial corridor in the city. Streets of this type include Las Vegas Boulevard and Fremont Street.
- **Multifunctional Streets**- The streets of this type play an important role in providing primary means of movement for many travelling throughout the region. Multiple modes of mobility beyond the automobile should be integrated into its design, as well as playing a dual role as centers of activity for workers, visitors, as well as residents. Important to this type of street is to create activity hubs that support transit usage. Transit stops should be incorporated along these corridors, with (where appropriate) retail conveniences, and bike amenities. Streets of this type include Charleston Boulevard, Maryland Parkway, Valley View Boulevard, Sahara, Owens, and Eastern Avenue.
- **Community Oriented Streets-** these are the arterial and collector streets that most often run parallel to the downtown core and provide downtown adjacent neighborhood to neighborhood connections. As such, its important to retain the suburban quality of these streets, while providing mobility options to the automobile, with expanded BRT service, wayfinding, bike amenities as well as some additional tree canopy. Streets of this type include Washington Boulevard, Martin Luther King Boulevard, Bruce Street, Oakey Boulevard, St. Louis Avenue, South Rancho Drive, and Alta Drive.

ICONIC/ CEREMONIAL CORRIDORS: LAS VEGAS BOULEVARD, FREMONT STREET

MULTI FUNCTIONAL SPINE: MARYLAND PKWY / CHARLESTON BOULEVARD

COMMUNITY SERVICE CORRIDORS: M.L.K. BOULEVARD, ALTA DRIVE, WASHINGTON BOULEVARD

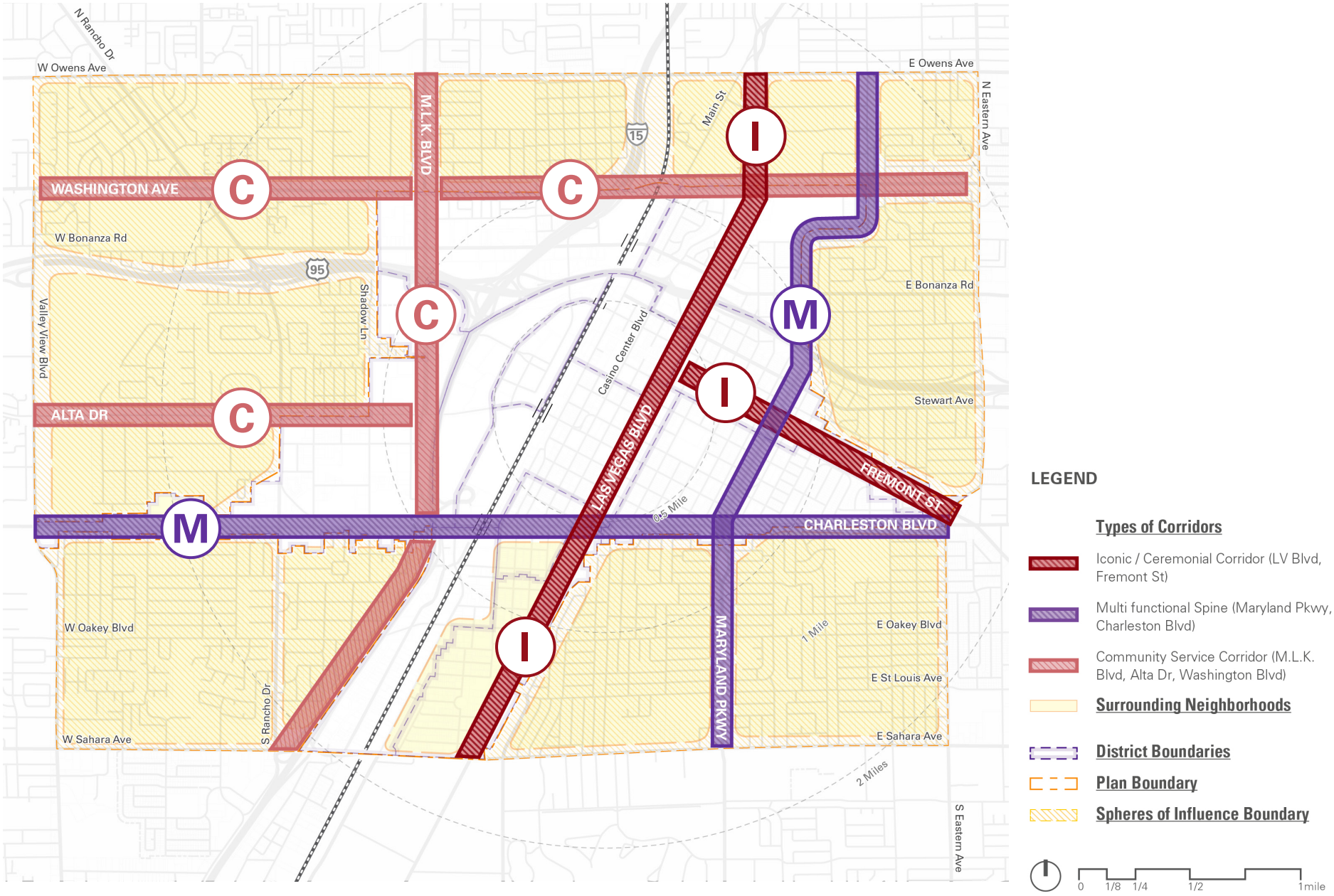


FIG 9.2: TYPES OF CORRIDORS
(* DRAWINGS ARE CONCEPTUAL AND NOT INTENDED TO BE INTERPRETED AS DEFINITIVE PROPOSALS.)

PALETTE OF INTERVENTIONS

Analysis of the streets impacted by the "Sphere of influence" strategy indicate that a number of important urban design elements can be incorporated that will change the functionality and perception of each key street for the better. A summary of the interventions and the appropriate applications is provided below. Street – by – Street suggestions for how they might be applied can be found on the following pages.

ICONIC GATEWAY TREATMENT

In a city of signs, it is important to create key moments along major corridors where the viewer feels as if he or she has "arrived" in downtown. Iconic gateways should bring multiple elements into their design, creating a sense of order, circumstance, and procession. These elements can include a mix of uses clustered around a key intersection, streetscape elements and architecture that collectively form a physical gateway.

SECONDARY GATEWAY

Streets that have a secondary role in need to be understood as key conduits into and out of the downtown. At key entry points, elements such as street furniture, transit infrastructure, and support commercial uses will be important to people moving through the study area.

INFORMATION HUBS

As primary streets become more diverse in terms of the way they function, requiring pedestrian amenities at key points will help to serve the transit dependent and cycling community more effectively. Where appropriate, key intersections should provide basic retail and services such as a sandwich shop, café, Wi-Fi access, and bike services.

(*ALL THE IMAGES ABOVE ARE FOR ILLUSTRATIVE PURPOSES ONLY)

TREE CANOPY

A repetitive element that brings the street together as a unified whole, trees need to be picked carefully to accommodate a desert environment, while providing adequate shade and canopy to have a physical presence in the urban environment.

WAYFINDING

Especially along major corridors that connect through the valley, it is important to provide basic wayfinding to regional destinations, as well as community district wayfinding.

COMM. DISTRICT GATEWAY SIGNAGE

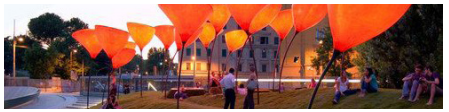
Community oriented streets should provide entry monumentation or another type of gateway signage where appropriate.

BIKE SHARE

Along major streets, couple with bike lanes that make alternative mobility fun and easy; kiosks can designed thematically to amplify the downtown "brand".

TRANSIT STOPS

An appropriate network should cover the study area providing a stop along major regional corridors roughly every ½ mile.



PUBLIC ARTS

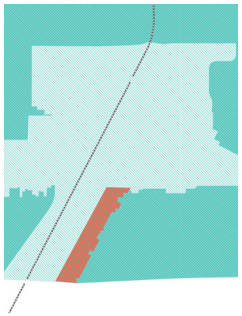
Both beautiful and inspirational, public art can convey the greater community's regard for artistic endeavors as well as celebrate its own artists contributions.

POP UP USES

As an interim use, key sites could be used for community oriented uses such as Halloween pumpkin patch, pony ride, market days, swap meets, winter holiday village, etc.

CATALYTIC SITE

A site essential to consider for redevelopment due to the prominence of its location along a major corridor. Uses for consideration should at least in part have a community orientation (such as a community center, community oriented retail, a community park, etc.) to act as a "magnet" of activity for the surrounding neighborhoods.



S LAS VEGAS BOULEVARD

(SAHARA AVENUE - CHARLESTON BOULEVARD)

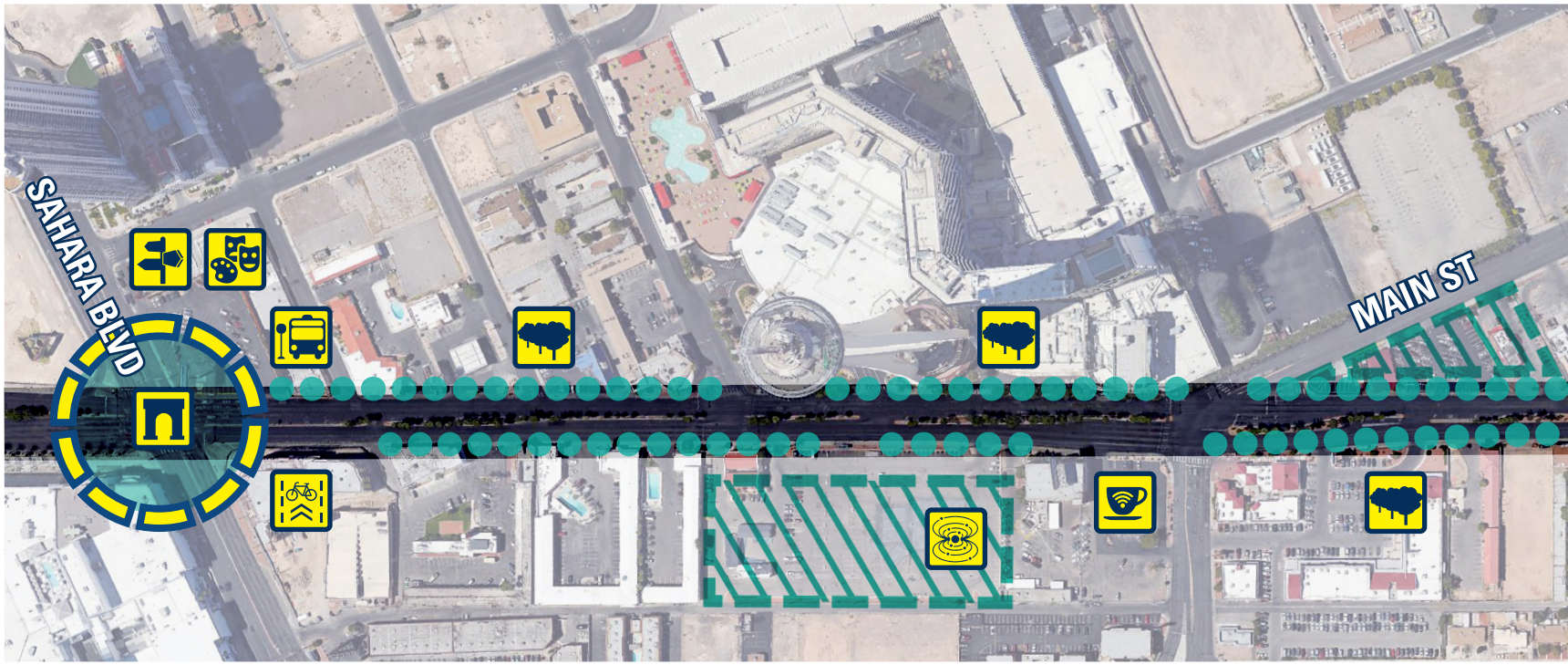
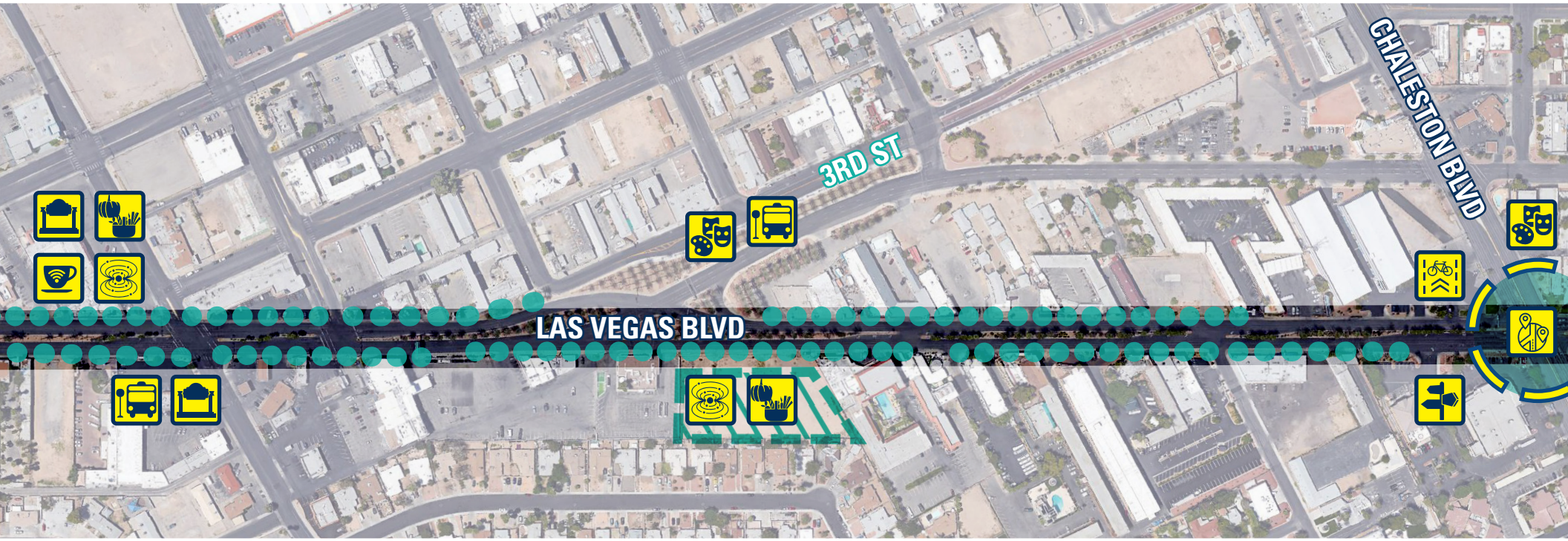


FIG 9.3: S LAS VEGAS BOULEVARD IMPROVEMENT RECOMMENDATIONS

An important regional connector that links downtown to the Strip, this portion of Las Vegas Boulevard plays a ceremonial role as the primary gateway to Downtown. A major gateway at Sahara with pedestrian amenities and consistent tree canopy are essential elements to improve the initial impression of Downtown if traveling north from the Strip.

LEGEND

- Consistent Tree Canopy
- Potential Redevelopment Site
- Primary Gateway
- Secondary Gateway

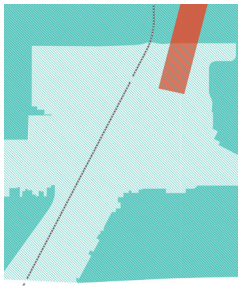


PALETTE OF INTERVENTIONS

0 100 200 400ft

- Iconic Gateway Treatment
- Tree Canopy
- Transit Stops
- Community District Gateway
- Public Art
- Catalytic Site
- Secondary Gateway
- Info Hubs
- Wayfinding
- Bike Share
- Pop-up Uses

(* DRAWINGS ARE CONCEPTUAL AND NOT INTENDED TO BE INTERPRETED AS DEFINITIVE PROPOSALS.)



N LAS VEGAS BOULEVARD

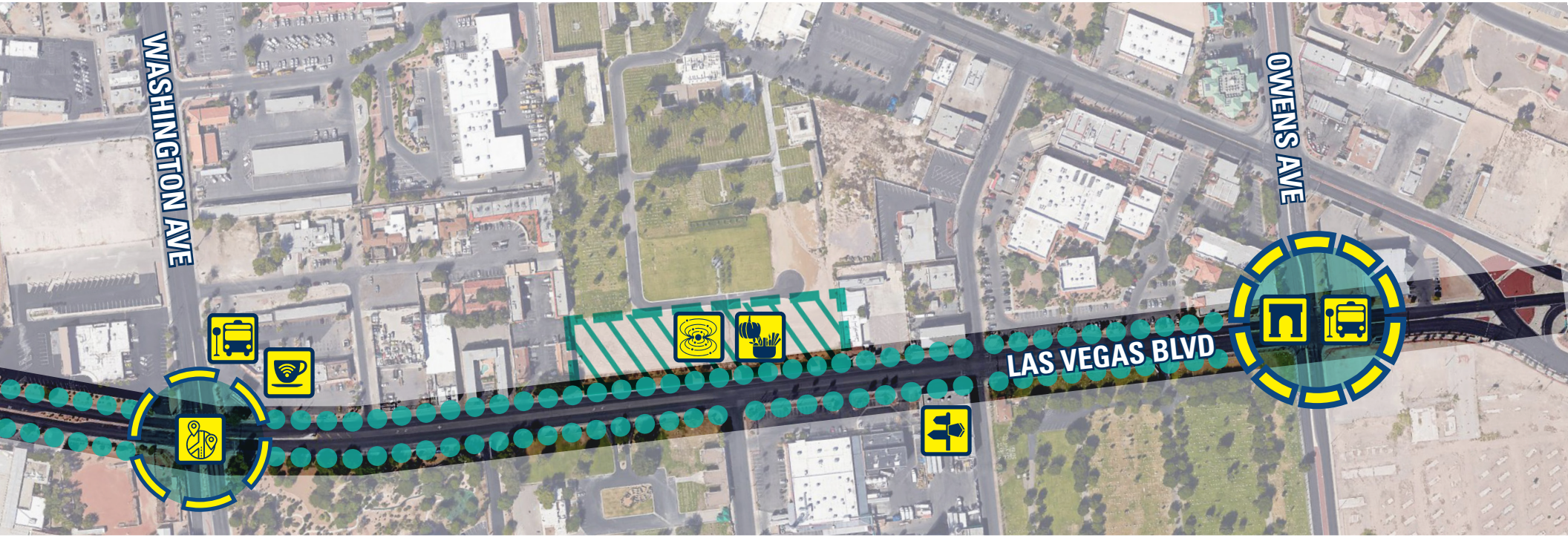
(OWENS AVE - US 95 HIGHWAY)

FIG 9.4: N LAS VEGAS BOULEVARD IMPROVEMENT RECOMMENDATIONS

Traveling south, Las Vegas Boulevard currently gives little indication as to its importance as a ceremonial street through downtown.

LEGEND

- Consistent Tree Canopy
- Potential Redevelopment Site
- Primary Gateway
- Secondary Gateway



PALETTE OF INTERVENTIONS

0 100 200 400ft

- Iconic Gateway Treatment
- Tree Canopy
- Transit Stops
- Community District Gateway
- Public Art
- Catalytic Site
- Secondary Gateway
- Info Hubs
- Wayfinding
- Bike Share
- Pop-up Uses

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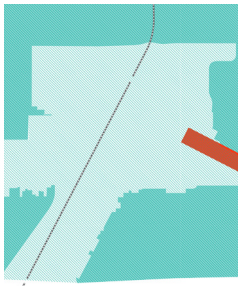

FREMONT STREET

(11TH STREET - EASTERN AVENUE)

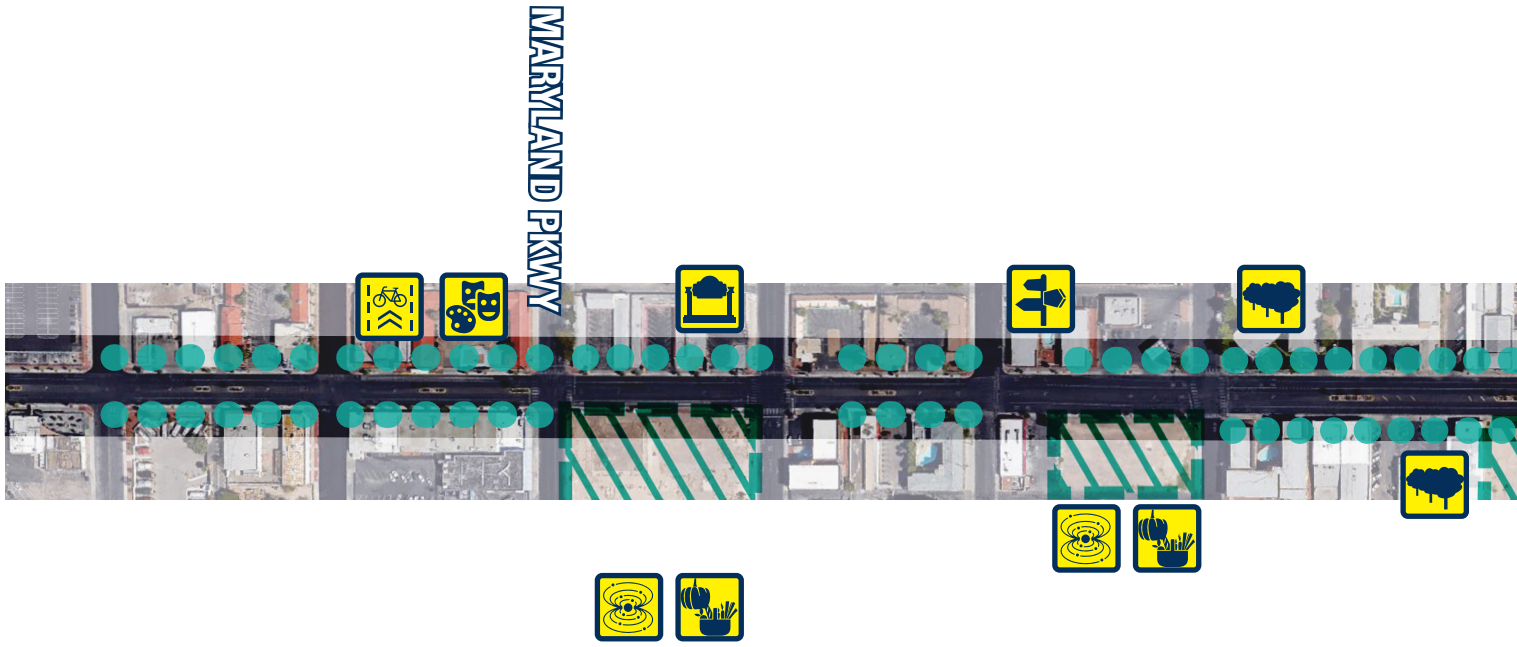

FIG 9.5: FREMONT STREET IMPROVEMENT RECOMMENDATIONS

Next to Las Vegas Boulevard, Fremont Street is the most important ceremonial processional street in the sphere of influence area. Measures should include increasing visual consistency and quality.

LEGEND

- Consistent Tree Canopy
- Potential Redevelopment Site
- Primary Gateway
- Secondary Gateway

PALETTE OF INTERVENTIONS

0 100 200 400ft

- Iconic Gateway Treatment
- Tree Canopy
- Transit Stops
- Community District Gateway
- Public Art
- Catalytic Site
- Secondary Gateway
- Info Hubs
- Wayfinding
- Bike Share
- Pop-up Uses

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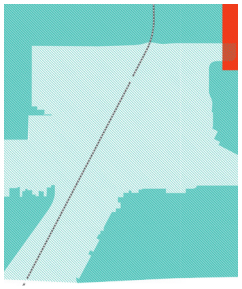


N MARYLAND PARKWAY

(OWENS AVENUE - HARRIS AVENUE)

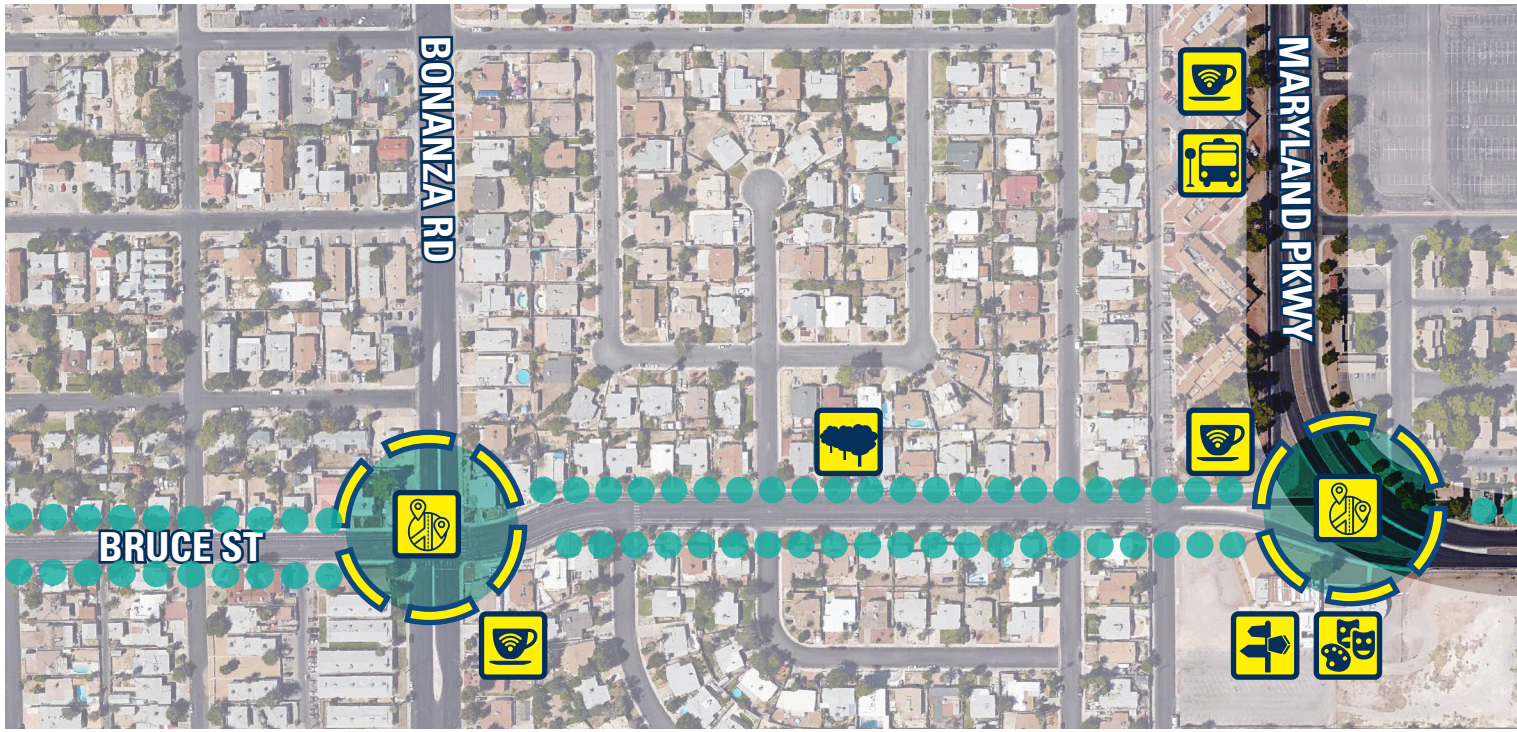


FIG 9.6: N MARYLAND PARKWAY IMPROVEMENT RECOMMENDATIONS

Maryland Parkway is an important north/south connector between established neighborhoods that are downtown adjacent. Transit and pedestrian amenities are important additions.

LEGEND

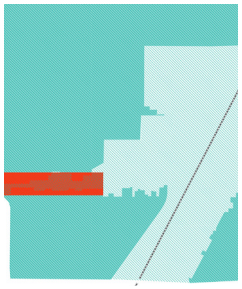
- Consistent Tree Canopy
- Potential Redevelopment Site
- Primary Gateway
- Secondary Gateway

PALETTE OF INTERVENTIONS

0 100 200 400ft

- Iconic Gateway Treatment
- Tree Canopy
- Transit Stops
- Community District Gateway
- Public Art
- Catalytic Site
- Secondary Gateway
- Info Hubs
- Wayfinding
- Bike Share
- Pop-up Uses

(* DRAWINGS ARE CONCEPTUAL AND NOT INTENDED TO BE INTERPRETED AS DEFINITIVE PROPOSALS.)



S MARYLAND PARKWAY

(SAHARA AVENUE - CHARLESTON BOULEVARD)

FIG 9.7: S MARYLAND PARKWAY IMPROVEMENT RECOMMENDATIONS

The southern portion of Maryland Parkway links with Charleston Boulevard, the primary multi-functional street running east / west.

LEGEND

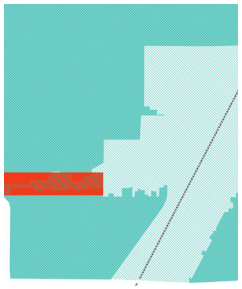
- Consistent Tree Canopy
- Potential Redevelopment Site
- Primary Gateway
- Secondary Gateway

PALETTE OF INTERVENTIONS

0 100 200 400ft

- Iconic Gateway Treatment
- Tree Canopy
- Transit Stops
- Community District Gateway
- Public Art
- Catalytic Site
- Secondary Gateway
- Info Hubs
- Wayfinding
- Bike Share
- Pop-up Uses

(* DRAWINGS ARE CONCEPTUAL AND NOT INTENDED TO BE INTERPRETED AS DEFINITIVE PROPOSALS.)



W CHARLESTON BOULEVARD

(VALLEY VIEW BOULEVARD - RANCHO DRIVE)

FIG 9.8: W CHARLESTON BOULEVARD IMPROVEMENT RECOMMENDATIONS

Charleston Boulevard will change dramatically with the integration of LRT transit along its length. It is important to accommodate this change with additional amenities that serve the surrounding community.

LEGEND

- Consistent Tree Canopy
- Potential Redevelopment Site
- Primary Gateway
- Secondary Gateway

PALETTE OF INTERVENTIONS

0 100 200 400ft

- Iconic Gateway Treatment
- Tree Canopy
- Transit Stops
- Community District Gateway
- Public Art
- Catalytic Site
- Secondary Gateway
- Info Hubs
- Wayfinding
- Bike Share
- Pop-up Uses

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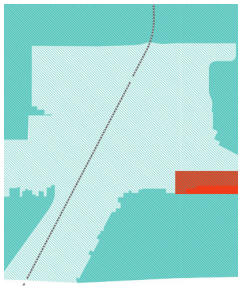


E CHARLESTON BOULEVARD

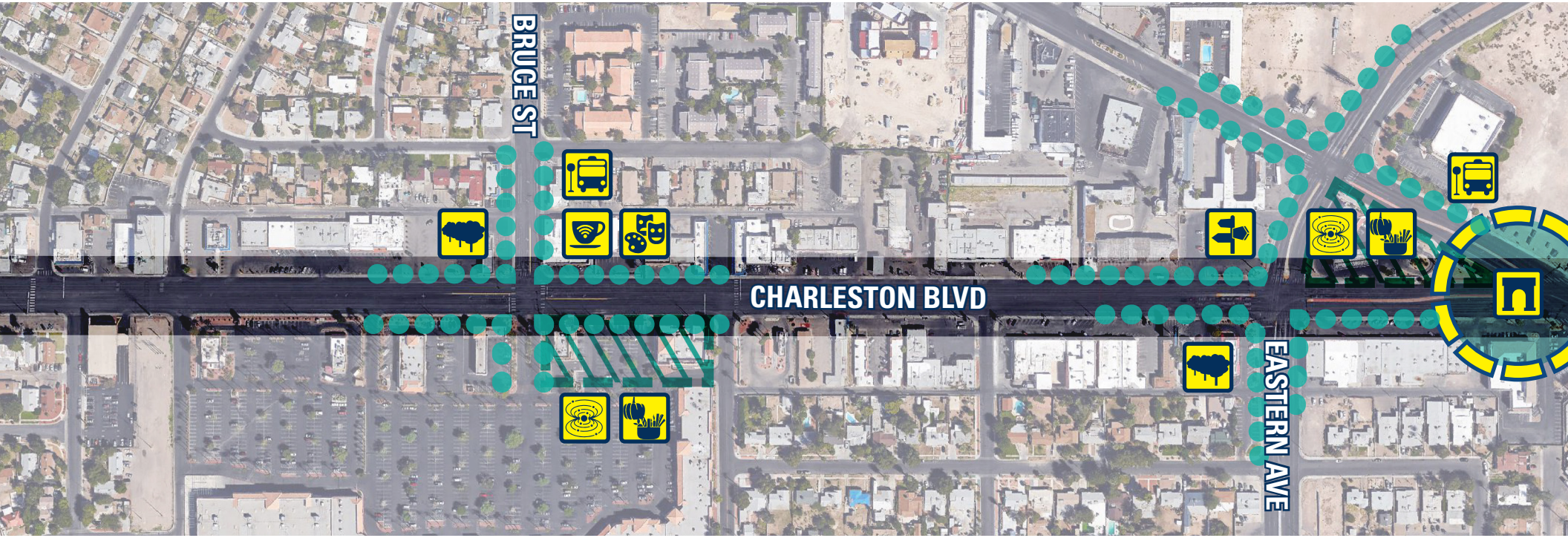
(EASTERN AVENUE - MARYLAND PARKWAY)

FIG 9.9: E CHARLESTON BOULEVARD IMPROVEMENT RECOMMENDATIONS

The eastern portion of Charleston Boulevard acts an important gateway into and out of Downtown.

LEGEND

- Consistent Tree Canopy
- Potential Redevelopment Site
- Primary Gateway
- Secondary Gateway



PALETTE OF INTERVENTIONS

0 100 200 400ft

- Iconic Gateway Treatment
- Tree Canopy
- Transit Stops
- Community District Gateway
- Public Art
- Catalytic Site
- Secondary Gateway
- Info Hubs
- Wayfinding
- Bike Share
- Pop-up Uses

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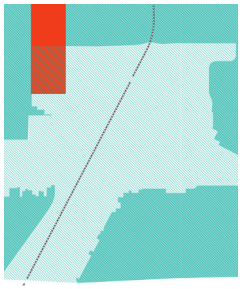

MARTIN LUTHER KING BOULEVARD

(OWENS AVENUE - US 95 HWY)

FIG 9.10: MARTIN LUTHER KING BOULEVARD IMPROVEMENT RECOMMENDATIONS

Martin Luther King Boulevard acts as an important north/south connector, the perceptual barrier that US 95 presents should be mitigated with pedestrian amenities and transit services that better connect the Historic Westside to Downtown.

LEGEND

- Consistent Tree Canopy
- Potential Redevelopment Site
- Primary Gateway
- Secondary Gateway

PALETTE OF INTERVENTIONS

0 100 200 400ft

- Iconic Gateway Treatment
- Tree Canopy
- Transit Stops
- Community District Gateway
- Public Art
- Catalytic Site
- Secondary Gateway
- Info Hubs
- Wayfinding
- Bike Share
- Pop-up Uses

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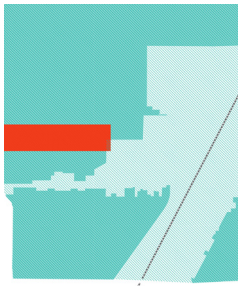

ALTA DRIVE

(VALLEY VIEW BOULEVARD - RANCHO DRIVE)

FIG 9.11: ALTA DRIVE IMPROVEMENT RECOMMENDATIONS

Alta Drive provides an important neighborhood connector to downtown traveling east, as well as a link to the springs preserve traveling west. Improving pedestrian and bicycle connections and amenities will support the medical district and surrounding neighborhoods.

LEGEND

- Consistent Tree Canopy
- Potential Redevelopment Site
- Primary Gateway
- Secondary Gateway

PALETTE OF INTERVENTIONS

0 100 200 400ft

- Iconic Gateway Treatment
- Tree Canopy
- Transit Stops
- Community District Gateway
- Public Art
- Catalytic Site
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- Info Hubs
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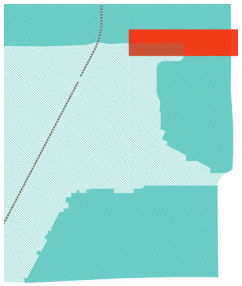


E WASHINGTON AVENUE

(MARYLAND PARKWAY - EASTERN AVENUE)

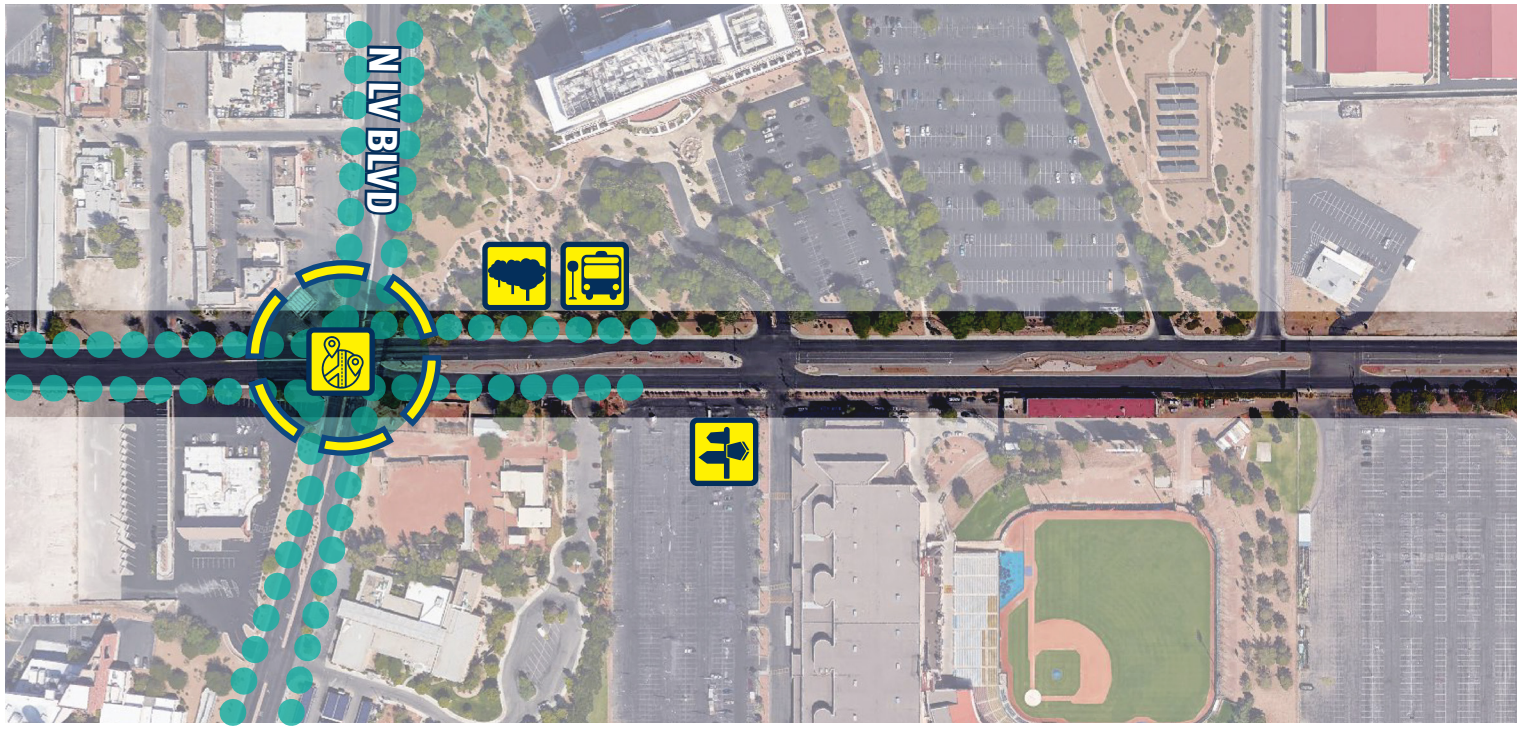


FIG 9.12: E WASHINGTON AVENUE IMPROVEMENT RECOMMENDATIONS

Washington Avenue will increase its role as an east/west transit corridor, especially as the Cashman District is developed. North Las Vegas Boulevard and Eastern Avenue are especially important north/south mobility corridors into Downtown.

LEGEND

- Consistent Tree Canopy
- Potential Redevelopment Site
- Primary Gateway
- Secondary Gateway

PALETTE OF INTERVENTIONS

0 100 200 400ft

- Iconic Gateway Treatment
- Tree Canopy
- Transit Stops
- Community District Gateway
- Public Art
- Catalytic Site
- Secondary Gateway
- Info Hubs
- Wayfinding
- Bike Share
- Pop-up Uses

(* DRAWINGS ARE CONCEPTUAL AND NOT INTENDED TO BE INTERPRETED AS DEFINITIVE PROPOSALS.)

10

LAND USE & COMMUNITY DEVELOPMENT IMPLEMENTATION

This section identifies the key measures, focused on plan implementation, that should be undertaken immediately by city leaders.

STRATEGY OVERVIEW

STRATEGIC PRIORITIES

PROGRAMS & INCENTIVES

STRATEGY OVERVIEW

Downtown's success depends on overcoming barriers to redevelopment and community advancement, including the removal of administrative hurdles. In particular, the existing land use regulatory environment for Downtown is complex; the discretionary review process leads to unpredictable results and deters investors, while a lack of regulatory controls provides little leverage for the City to direct wanted development toward priority locations and to incentivize community benefits. To achieve the vision established by the Masterplan, it is critical that the City reform the regulatory framework and otherwise incentivize redevelopment. Most importantly, it must attract new growth and investment while reinforcing the organizing concepts of the Masterplan, namely to define and strengthen the unique qualities associated with each of Downtown's districts, and target development for strategically located transit hubs as a strategy to create more compact and connected places.

CHART 10.1: KEY IMPLEMENTATION ACTIONS FOR LAND USE AND COMMUNITY DEVELOPMENT

1. Adopt a **form-based Code** that offers procedural clarity and implements the Masterplan through place-based standards.
2. Introduce **zoning incentives** that direct development toward targeted areas, conserve neighborhoods, protect historic resources, encourage favored development types, and deliver community benefits.
3. Provide **expedited approvals** especially for priority redevelopment projects, including procedures for administrative review, timely issuance of building permits, and dedicated staff.
4. Initiate a program of **land assembly to facilitate development** of priority sites and catalytic projects, and establish criteria for disposition of that land for redevelopment purposes.
5. Offer a package of **housing development incentives**, in particular to encourage density near major transit stops, potentially including property assembly, streamlined approvals, infrastructure financing, and incentive zoning.
6. Identify appropriate sites and incentives for **special needs housing**, and engage potential development partners, especially to bring affordable student housing to Downtown.
7. Establish a **Community Benefits Program** that awards development allowances based on the provision of community benefits, such as the provision of affordable housing, accessible open space, community facilities, and public realm improvements.
8. Coordinate with the proposed Downtown BID to provide "**Clean and Safe Services**" to include ambassadors that afford enhanced security, visitor services, and direct street populations to available social services.
9. Prepare **public realm design guidelines** to include a palette of design elements that promote the Downtown brand and complement each District's unique identity
10. Implement a **wayfinding and signage system** for Downtown, including adoption of guidelines for design and installation.
11. Launch **property improvement programs** that offer financial and technical assistance for residential and commercial building improvement and property code compliance.
12. Conduct a comprehensive **historic resources inventory** for Downtown, including sites, buildings and structures, and signage, and promote official designation based on approved criteria.

STRATEGIC PRIORITIES

Local government initiatives are critical and encompass: 1) reform of the land use regulatory process; 2) incentivized development of priority sites and aggressive pursuit of catalytic projects; 3) delivery of urban services and amenities through community partnerships; and 4) enhancement of the Downtown environment through public realm and private property improvement programs. In general, public investment and incentives that stimulate redevelopment and housing production should be concentrated on identified transit hubs, initially focusing on the Downtown core and later extending into peripheral districts.

1. LAND USE REGULATION

- **Procedural Clarity:** Downtown requires a regulatory framework with clear standards and more predictable outcomes; the overlapping layers of regulation, inadequate and inappropriate development standards, and transactional approval process associated with the current regulatory structure are a barrier to development and incompatible with the Masterplan's goals and policies. Adoption of a comprehensive Zoning Code that employs form-based standards aligned with the Masterplan is one of the most important steps that the City can take toward implementation.
- **Place-Based Standards:** An update of Downtown's development regulations is essential, emphasizing place-based standards. Especially effective are form-based regulations that focus on place-making, encourage walkable, urban environments, and support development of mixed-use transit hubs. By fashioning regulations to the character of a specific location, form-based regulations are capable of reinforcing the identity and implementing the long-term vision for each of Downtown's districts and neighborhoods, including preservation and conservation of existing neighborhoods and historic resources.
- **Expedited Approvals:** Another necessary step in regulatory reform is to reduce the time for entitlement review and project permitting, delivering a streamlined process that will help attract and incentivize development that is consistent with the Masterplan. It is especially important to move non-controversial and targeted development projects more rapidly through the entitlement and permitting process, favoring administrative review and approval.

2. REDEVELOPMENT SITES

- **Redevelopment Priority**: Successful redevelopment of Downtown depends on a phased approach; therefore, significant public investment should concentrate on priority redevelopment sites, with the intent of stimulating sustainable private investment. This initially requires infrastructure investment and incentives that promote infill development and redevelopment of underutilized properties located in proximity to planned transit stops, especially within the Downtown core. Moreover, programs and incentives that stimulate construction of urban housing on priority sites, and help make neighborhood amenities and services more financially feasible are of high importance.
- **Catalytic Projects:** The Masterplan identifies certain projects as critical to Downtown redevelopment, encompassing: infrastructure investment, primarily comprised of key transit improvements; institutional facilities, including various cultural and educational resources and amenities; and commercial endeavors, often focused on economic diversification while also strengthening the tourism sector. In addition to local government incentives, these projects will require active collaboration in the form of intergovernmental cooperation and public-private partnerships, and may initially entail essential transportation infrastructure and select demonstration projects.
- **Housing Production:** Under the preferred development scenario a majority of the proposed development is residential. Therefore, a strategic priority is to facilitate Downtown housing production, with an emphasis on mid-rise urban housing and vertical mixed-use development directed toward strategic infill and priority redevelopment sites. In addition to market-rate housing, incentives should facilitate production of quality multi-family rental housing to improve market affordability, and encourage special needs housing for seniors and students.
- **Incentivized Development:** An aggressive range of public programs and incentives, and financing creativity is required to stimulate private sector investment, facilitate redevelopment of priority sites, and realize catalytic projects. Key measures to accelerate land development include: land acquisition, assembly, and conveyance; streamlined approval processes and incentive zoning; infrastructure cost-sharing, financing and development; and financial incentives such as fee waivers and property tax abatement. Land cost and assembly present a major barrier to private investment; therefore, the public sector should actively engage in the acquisition of key parcels, and otherwise leverage property under public ownership as a spur to redevelopment.

3. COMMUNITY DEVELOPMENT

- **Comprehensive Services:** Downtown's livability is dependent on expanding community resources, including the provision of comprehensive services that address the civic, social service, healthcare, educational, and recreational needs of the community. The active involvement of public, private, and non-profit sectors will be required to meet even the most pressing needs, with priority given to closing the service gaps for underserved Downtown populations, including the homeless.

- **Expanded Facilities:** The construction, expansion, and improvement of community facilities is a costly but essential component of Downtown livability; therefore, it is recommended that projects are prioritized to fill service gaps, especially for underserved populations, and coordinated with redevelopment projects to address population increase. Shared use of civic, educational, and non-profit facilities is another appropriate strategy for Downtown.
- **Neighborhood Amenities:** Day-to-day services and urban amenities are instrumental in attracting Downtown residents; access to convenience shopping is especially important. In conjunction with housing development within mixed-use transit nodes, local government should employ incentives to achieve integration of desired neighborhood services and amenities; zoning incentives, community benefits provisions, and joint development ventures are among the means to augment market forces.
- **Community Partnerships:** Facing limited resources, it is recommended that local government obtain and coordinate with the private and non-profit sectors in the provision of community services and facilities for Downtown. Available public sector funding should be amplified with private and non-profit sector participation in the development and operations of community facilities, pursued through such measures as shared facility use, a community benefits program, or other forms of public-private agreement, as well as BID services, corporate partnerships, and philanthropic funding.

4. DOWNTOWN ENHANCEMENT

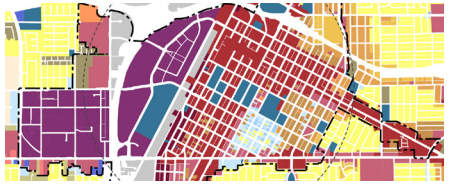
- **Public Realm Design:** Place-making is a fundamental goal for Downtown, and key to attracting new residents and businesses that are in search of a vibrant and appealing urban environment. To enrich the visual quality of Downtown and its districts, a coordinated program of public realm improvements is recommended, encompassing: gateway, streetscape, and public space enhancements; a comprehensive public wayfinding and signage system; and a public art program.
- **Community Reinvestment:** Property improvement programs provide visual evidence of Downtown's resurgence, and should receive local government investment and support. Measures include financial and technical assistance for façade improvement, property and building code compliance, and adaptive reuse. Clearance of blighted properties that pose a special nuisance may also be warranted if the community would be better served through land banking or accommodation of an interim use until redevelopment is ready to proceed.
- **Neighborhood Improvement & Conservation:** Downtown will profit from a coordinated strategy of improvement and conservation of peripheral residential neighborhoods. Local government should encourage rehabilitation and repair of single family homes and multi-family dwellings, coupled with infill development to stabilize declining residential areas. Mature residential neighborhoods will benefit from zoning standards and code enforcement that protect them from commercial encroachment, incompatible development, and the resultant decline.

- **Historic Preservation:** Measures that maintain Downtown's unique history and culture are strongly recommended, including identification, preservation and reuse of historic sites, buildings and structures, and signage. It is important that local government provide the regulatory structure and financial incentives to facilitate preservation and adaptive reuse of non-residential buildings and signage that feature historic qualities, and support restoration and retention of historic residences, including potential designation of historic residential districts.

PROGRAMS & INCENTIVES

Although some of these initiatives are endeavors that will extend over the life of the Masterplan, and may take a number years to come to fruition, others are recommended for the near-term, most significantly, adoption of a Downtown Zoning Code and associated regulatory reforms. With this in mind, local government should take a layered approach to programs and incentives that encourage land development and redevelopment. In other words, some programs and incentives will necessarily be made available throughout the Downtown area; many inducements should initially concentrate on housing production and priority redevelopment sites, monitored and expanded based on their success.

1 | LAND USE REGULATION



COMPREHENSIVE ZONING CODE :

Adoption of a comprehensive zoning code ("Code") applicable to properties located within the boundaries of the Masterplan is an especially important and decisive action. A comprehensive Downtown Code will provide all necessary and relevant development standards and procedures in a single document, thereby offering procedural clarity and directly supporting implementation of the Masterplan. Its scope should incorporate processes and procedures to streamline approvals and incentivize development.

DOWNTOWN ZONING DESIGNATIONS:

A successful Code will establish zoning designations that are specific to Downtown. The number and delineation of zones should be determined based on existing context and envisioned character, with development standards tailored to reflect desired outcomes for each zone. Form-based standards are especially effective in ensuring appropriate scale and massing, and in establishing the desired relationship between public and private realms.

FORM-BASED STANDARDS:

Form-based standards are recommended as most appropriate for achieving the desired built form, and delivering the types of buildings and places that are favored by the community. Key components include building and frontage standards that regulate building placement, massing, and orientation in relationship to public space, coupled with simplified land use regulations. Of note, form-based coding presents clear standards that lead to more predictable outcomes for both the project proponent and the community, resulting in a more efficient and timely entitlement process.

FAST-TRACK PERMITTING & FEE WAIVERS :

The City should establish processes and procedures to expedite non-controversial and targeted development projects, offering faster land use entitlement review and approval, as well as timely issuance of building permits. Specific measures include greater reliance on administrative level approvals, and staff devoted to coordinating and processing Downtown development projects. Fee waivers may also be applied in conjunction with a fast-track permitting process, covering development review and building permit fees, as well as development impact fees.

ADMINISTRATIVE REVIEW:

The Code should establish procedures for administrative level approval. In addition to "by-right" approvals, procedures may provide for administrative review of minor deviations from development standards to build efficiency and flexibility into the Code, as well as additional development allowances that incentivize targeted development and compensate for the provision of community benefits.

ASSIGNED STAFF:

Designated personnel are recommended to coordinate implementation efforts, especially to guide Downtown development projects through the land use entitlement and permitting process. The main intent is to offer project proponents a single point-of-contact to help coordinate public approvals and track permitting, thereby minimizing confusion and delay.

2 | REDEVELOPMENT PRIORITY

LAND ACQUISITION :

It is advised that the Redevelopment Agency take action to acquire, clear and convey vacant and underutilized property; in particular, to facilitate projects on priority redevelopment sites. The intent is to aggregate such parcels for more productive use through land purchase and exchange.

LAND UTILIZATION / LAND BANKING:

The Redevelopment Agency should maintain an inventory of land under public ownership and establish criteria for the disposition of that land for redevelopment purposes. The intent is to ensure that development proceeds in accordance with planning priorities and provides desired benefits to the community, such as services and amenities, and infrastructure upgrades. More efficient land utilization may also be engendered through Land Value Taxation (LVT) as a specialized form of property tax that is intended to discourage land speculation, as well as a Parking Site Tax applied to nonresidential parking lots that may also be used to fund transportation and transit projects. This would require authorization by the State Legislation as new tax law in the future.

DISPOSITION & DEVELOPMENT AGREEMENTS:

The Redevelopment Agency should facilitate the transfer of land under public ownership as a financial incentive to business operators, investors, and developers, especially for projects that redevelop priority sites, and advance the goals and policies of the Masterplan. This may be accomplished through land and zoning agreements that involve land or lease write-downs to make development of property more feasible. For example, the Redevelopment Agency offers publicly owned land at lower than market value, and may impose certain restrictions on development; restrictions may include site specific land use and design criteria, and the delivery of community benefits.

INCENTIVE ZONING:

To promote desired land use patterns and deliver community benefits, the use of incentive zoning is advised. In particular, form-based coding should incorporate incentives that direct development toward targeted areas, conserve neighborhoods, protect historic resources, encourage favored development types, and provide community benefits such as urban amenities and public space. Zoning incentives must be carefully crafted to achieve the goals and policies of the Masterplan, while providing an economic inducement; they may include a streamlined entitlement process, density bonus, transfer of development rights, and/or modified development standards.

HOUSING INCENTIVES:

A local government strategy for stimulating redevelopment of priority sites must include an incentives package aimed at multi-family housing development. In addition to incentives for land development such as property assembly, streamlined approval processes, and infrastructure financing and development, the application of incentive zoning should encourage residential density near major transit stops, and support the production and maintenance of quality affordable housing. Programs and incentives that attract full-time residents should also be employed, such as loan programs for first time homeowners and rental allowances.

SPECIAL NEEDS HOUSING SITES:

The City should engage non-profits (e.g., Community Development Corporations), private investors and real estate interests, and other development partners to identify properties and incentives suitable for the development of special needs housing, potentially involving rehabilitation and reuse of existing buildings such as vacant motels. In particular, it is recommended that local government work with private developers and higher-education institutions to bring affordable off-campus and student housing options to Downtown as a way of generating activity, and expanding the available pool of entry-level and skilled labor.

3 | COMMUNITY DEVELOPMENT

COMMUNITY BENEFITS PROGRAM :

A program of this kind awards a project additional development allowances such as a density bonus, in exchange for the provision of community benefits, potentially encompassing the provision of affordable housing, accessible open space, community facilities, and public realm improvements. The intent is to provide for the delivery of neighborhood improvements in conjunction with preferred development projects. It is important that the City define and prioritize the desired community benefits, and establish a nexus with the available developer incentives.

SHARED USE AGREEMENTS:

To maximize public investment and extend access to community services, it is recommended that local government coordinate joint use of Downtown civic, cultural, and educational facilities, in particular, the use of school recreational facilities by the wider community. Typically, this will entail a formal shared use agreement with the local school district or other entity to establish the terms and conditions of reciprocal use of the property, including funding of operations and maintenance.

NON-PROFIT INITIATIVES:

Community and faith-based non-profit organizations are valuable partners in community development; their activities often encompass the provision of social services and capacity building, as well real estate and local business development. It is important that the public sector support non-profit programs and initiatives that advance the community, offering organizational and financial aid (e.g., grants, loans, and tax advantages) based on clearly defined criteria, especially for those initiatives that close service gaps, boost educational resources, and build quality affordable housing, transitional housing, and homeless shelters that could accommodate special needs.

CORPORATE SPONSORS / PHILANTHROPY:

The public sector should play a role in bringing together non-profit service providers, philanthropic organizations and business partners, for example, by facilitating sponsorship networks. Attracting business as a resource for community-based non-profit and philanthropic activities is a potential "win-win" that helps non-profits achieve their mission, while businesses enhance their marketing presence and display "good corporate citizenship."

BID SERVICES:

The proposed Downtown-wide BID should play an especially active role in delivering services that promote public safety and security, including help with addressing the challenges facing street populations. Zappos' "Downtown Rangers" is a good precedent regard to funding of Clean and Safe Services in downtown. Under this initiative, "Safety and Hospitality Ambassadors" patrol Downtown streets to enhance security, provide visitor services, and direct homeless and transient individuals to available social services.

NEIGHBORHOOD ASSOCIATIONS:

The City should assist Downtown's various neighborhood associations with efforts to improve their immediate living environments. This may encompass active engagement in community policing and code enforcement, and sponsorship of such activities as neighborhood clean-ups or other local events. As Downtown develops and builds denser, urban neighborhoods, the City may provide organizational assistance with the formation of new neighborhood associations.

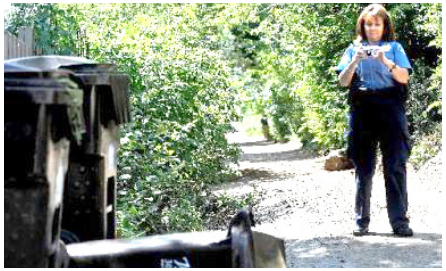
4 | DOWNTOWN ENHANCEMENT

PUBLIC REALM IMPROVEMENT PROGRAM:

Downtown requires a directed program of public realm improvements, coordinated by the City and normally proceeding in conjunction with infrastructure and major redevelopment projects to ensure proper funding and implementation. Public realm design guidelines are essential, featuring a well-considered palette of design elements that promote the Downtown brand and complement each district's unique identity, addressing gateways, streetscapes, and public space. A program and guidelines for the funding and installation of public art in the Downtown are also recommended.

WAYFINDING & SIGNAGE SYSTEM:

A comprehensive wayfinding and public signage system is a priority for Downtown enhancement and public realm improvement, facilitating visitor orientation and exploration, and reinforcing the area's branding and district identity. The City should lead implementation of the wayfinding and public signage system, coordinating with potential funding partners, including business interests and the proposed Downtown BID. As with other public realm improvements, guidelines for design and installation are a fundamental requirement.



CODE ENFORCEMENT:

Active public sector enforcement of building, zoning, and housing codes is recommended to combat commercial blight and neighborhood deterioration by maintaining adherence to minimum standards of health, safety, and maintenance. Specific measures include survey and identification of target areas, assigned code enforcement officers, case tracking, and informational meetings with business and property owners regarding code enforcement activities and available property improvement programs.

COMMERCIAL PROPERTY IMPROVEMENT PROGRAMS:

Property improvement programs that encourage participation by local and small business are recommended as part of a revitalization strategy for Downtown's commercial districts and corridors, addressing building façade and storefront improvements, and assisting with property code compliance and adaptive reuse. Financial assistance in the form matching funds, grants and low-interest loans, as well as technical and design advisory services may be provided by local government with potential contributions by a Business Improvement District.

RESIDENTIAL PROPERTY IMPROVEMENT PROGRAMS:

Property improvement programs that encourage home repair and improvement, as well as the repositioning and rehabilitation of multi-family complexes, are recommended to help stabilize Downtown's declining peripheral neighborhoods. Local government should also explore opportunities to support Community Development Corporations (CDC's) in undertaking residential improvement, particularly in the provision of housing for special needs populations such as seniors and disadvantaged veterans. Tax abatement, grants and low-interest loans are among the financial incentives typically utilized for residential property improvement.

BLIGHT CLEARANCE:

The Redevelopment Agency should consider initiating removal and replacement of blighted commercial and residential buildings that pose a nuisance to the Downtown community, for example, through property purchase or directly working with private property owners. Blight clearance needs to coincide with measures to make vacant and underutilized properties available for productive interim use.

HISTORIC RESOURCES INVENTORY / HISTORIC DESIGNATION:

Zoning protections are advised for designated resources, while property tax relief and other forms of financial assistance, such as grants and low-interest loans should be made available for rehabilitation and reuse of designated properties and resources according to approved guidelines.

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MOBILITY & INFRASTRUCTURE IMPLEMENTATION

This section identifies the initial measures that should be undertaken with respect to implementation of the plan's mobility strategy.

STRATEGY OVERVIEW

STRATEGIC PRIORITIES

PROGRAMS & INCENTIVES

STRATEGY OVERVIEW

Downtown livability and overall economic competitiveness require adequate infrastructure, including measures to increase urban resiliency and address the extreme open space deficiency. However, finding ways to finance needed infrastructure improvements and upgrades, while also incorporating innovative and sustainable technologies is a significant challenge. Therefore, the City must look to maximize access to regional, State and Federal resources, while instituting programs and incentives that encourage the private sector and other development partners to provide desired infrastructure upgrades and enhancements. The priority and timing of capital expenditures and infrastructure provision must be tied to redevelopment priorities. Expansion of public transit and active transportation improvements are extremely important in supporting the preferred development concept, while sustainable infrastructure and open space improvements are key to urban resiliency and livability that must accompany Downtown growth and development.

CHART 11.1: KEY IMPLEMENTATION ACTIONS FOR MOBILITY & SUSTAINABILITY

1. Align the City's **Capital Improvement Plans and Programs** with the Masterplan's vision and priorities.
2. Coordinate with regional agencies and service providers to ensure **regional planning and programming** supports the Masterplan
3. Identify and actively pursue **State and Federal funding** sources for Capital Improvements planning, programming, and construction, as well as sustainability initiatives.
4. Employ traditional **debt financing tools** to deliver essential infrastructure upgrades for the urban core, including improvements to the aging water and drainage systems.
5. Fund a **Downtown Circulator** initially serving the Downtown core and Medical District as a high priority transit improvement; participation of the proposed BID is recommended.
6. Collaborate with RTC to guarantee proper design and mid- to long-term funding for **high capacity transit** as essential to the Masterplan's TOD concept.
7. Prioritize **layered street enhancements** and initiate such projects as necessary to support redevelopment priorities and catalytic projects, and expand mobility choices.
8. Construct a **bridge across the UPRR** right-of-way at Lewis or Bridger in the near-term to improve connections between Symphony Park and the Downtown core.
9. Establish a local **Transportation Management Association (TMA)** to help coordinate and implement transportation demand management measures
10. Establish a program of **sustainable metrics** and data gathering to track progress toward sustainability goals and delivering a "net-zero" Downtown.
11. Adopt **open space standards and incentives** for new development project as an alternative means of funding the development of urban parks and plazas.
12. Explore opportunities to fund and participate in **eco-demonstration projects** that will deliver early "wins" and deliver a more sustainable and livable Downtown.

STRATEGIC PRIORITIES

Moving forward, it is critical that infrastructure improvements and upgrades implement the Masterplan's vision and priorities for Downtown. To achieve this end, key strategies include 1) ensuring that infrastructure planning and programming support the envisioned land use concept, requiring intergovernmental cooperation and collaboration with local stakeholders; 2) delivering phased investment in Downtown's infrastructure, with an emphasis on strengthening connectivity, expanding mobility options, and promoting urban resiliency and sustainability; 3) building smart infrastructure that improves Downtown management and operations, and increases resource efficiency; and 4) taking measures to enhance environmental quality, most significantly, by providing a more complete open space network and adopting green building programs.

1. INFRASTRUCTURE PLANNING & PROGRAMMING

- **Land Use-Mobility Connection:** Future success is dependent on infrastructure investment, particularly in alternative transportation networks that support the Downtown vision of improved connectivity and transit-oriented development. Therefore, it is imperative that the capital improvement plans and programming of local and regional government reflect the Masterplan's priorities. Correspondingly, projects, programs and incentives that promote redevelopment surrounding major transit stops should receive priority, principally urban infill that increases density, encourages mixed-use, reduces parking demand, and integrates active and transit-supportive facilities on-site.

- **Intergovernmental Cooperation:** Local government must work closely and cooperatively with State and Federal government entities to direct funding toward Downtown mobility and infrastructure projects, including major transportation undertakings, as well as sustainability and open space projects and initiatives that enhance quality of life and improve livability. This strategy requires active inquiry into available funding resources and programs, and concerted advocacy in association with regional authorities on behalf of Downtown.

- **Regional Coordination:** Regional alignment on mobility, infrastructure, and sustainability projects and priorities for Downtown is imperative. In addition to seeking State and Federal cooperation, the City must coordinate with regional planning agencies and service providers to achieve consistency between the Masterplan, and regional plans and programs that support implementation. Given the

essential relationship between land use and mobility concepts, close coordination with the Regional Transportation Commission (RTC) on the programming, design, and funding of mobility improvements such as transit and active transportation enhancements is especially important.

- **Stakeholder Participation:** Local government should communicate and collaborate with key Downtown stakeholders in the on-going planning, programming, and development of a more connected and sustainable Downtown. The intent is to encourage private sector and institutional investment in infrastructure and sustainability improvements, and to better coordinate infrastructure timing with projected redevelopment. For example, the proposed Downtown BID is a potential source of funding for special projects, whereas certain infrastructure, sustainability, and public space enhancements may be delivered in conjunction with site development projects. Environmental and open space advocates are potential partners in programs that support urban resiliency, sustainability and livability.

2. PHASED INFRASTRUCTURE INVESTMENT

- **Layered Street Enhancements:** Application of the proposed layered streets concept throughout Downtown is key to building connectivity, increasing mode choice, and maximizing transportation resource utilization and efficiency. While all streets should generally serve all modes, the concept of a layered network aids in the prioritization of improvements by emphasizing a particular mode of travel for each street. For most Downtown streets this will involve provision of various complete streets enhancements that support multi-modal movement, initially focusing on those streets that reinforce redevelopment priorities and deliver needed transit service. Bridge crossings at critical points along the UPRR tracks are another important measure to improve Downtown connectivity.
- **Transit Improvements:** A comprehensive transit network serving Downtown is essential to realization of the land use concept and better connectivity. Recommended transit investment involves two primary components: 1) a circulator system initially serving the urban core and linking the Medical District, subsequently reaching out to more of Downtown's periphery through phased extensions; and 2) high-capacity transit that links Downtown with major regional assets and supports higher intensity development surrounding mixed-use transit hubs. Well-designed transit stops with suitable pedestrian and bicycle links are integral to the transit strategy.
- **Active Transportation Network:** Active transportation improvements should be prioritized over auto mobility projects for most Downtown streets, with the intent of minimizing auto-dependence and increasing mobility choice, and reinforcing the layered streets concept. Strategies include expansion of the bicycle network serving Downtown, and pedestrian improvements that encourage walking, including streetscape enhancements and completion of the Urban Pathways System. Local government should also encourage on-site active transportation facilities and improvements, such as bicycle parking and off-street pathway systems.

- **Infrastructure Upgrades:** Downtown's aging infrastructure requires upgrades that will not only support desired levels of development, but also incorporates sustainable systems and advanced technologies that will improve Downtown's resource management and efficiency, and move the area toward resource independence. Among the more pressing needs are upgrades to Downtown's aging water infrastructure and stormwater drainage system, as well as on-going implementation of Project Clear Skies to underground power and communications utilities. More far-reaching, local government and its development partners should work with regional service providers to develop green infrastructure, and "closed loop" energy, waste, and water systems.

3. SMART OPERATIONS

- **Resource Management:** Various initiatives, ordinances, and incentives should be employed by local government to encourage energy, water and waste conservation; conservation must be the primary strategy for energy reduction, followed by on-site energy generation. It is also important that local government develop metrics to track progress toward a more sustainable Downtown. In particular, the City should establish incremental energy, water, and waste targets that will move Downtown toward its commitment to "net-zero" status, and implement mandatory reporting on energy and water consumption. It is expected that smart technology will play an increasingly important role in tracking resource usage.
- **Adaptability / Future Proofing:** It is recommended that local government conduct a climate change risk analysis to understand the impacts of global warming on the Las Vegas region, including Downtown. On this basis, a Climate Action Plan should be prepared that seeks to mitigate climate change impacts, linking specific short term development goals and objectives for the urban core to the implications of long-term climate change. Additionally, a resilient Downtown requires that local government planning and programming ensure that occupants have access to a reliable supply of water, energy, shelter, and food, especially during unforeseen events.
- **Smart Systems Investment:** A competitive Downtown requires investment in smart systems and advanced technologies that improve resource utilization and service delivery. For example, smart technology may be used to monitor mobility, utilities, and communications networks to achieve more efficient and sustainable outcomes. Innovative companies are especially interested in obtaining access to the most advanced information and communications technology (ICT) network, and it is critical that local government take action to maintain leadership in this capacity.
- **Transportation Management:** Area-wide transportation and parking management strategies are recommended, including a program of transportation demand management (TDM) and an organizational structure to oversee operations. Of particular note, the City of Las Vegas has designated Downtown as an "Innovation District." A major purpose of this designation is to actively promote and adopt advanced mobility technologies. In combination with Intelligent Transportation Systems (ITS) that provide more effective management and operations of mobility and parking resources, implementation of a public wayfinding and signage system will aid visitor orientation and support efficient movement of traffic and people throughout Downtown.

4. ENVIRONMENTAL QUALITY

- **Health & Wellness Initiatives:** In addition to creating a more walkable Downtown based on transit-oriented development that benefits from the addition of new parks and green streets, a holistic approach to community health and well-being also takes into consideration the development of green building and sites. Moreover, local government should support the market for locally grown and organic foods, build food security, and improve access to healthy food. In conjunction with these initiatives, there is likely opportunity to create and train the local populace for green jobs, such as urban farming and green construction.
- **Parks & Open Space Development:** Downtown livability depends on the provision of multi-functional, urban-scale parks and plazas, especially to service residential growth and development. However, given local government's limited resources and land holdings, alternative methods of funding the development, operations, and maintenance of parks and open spaces are required. These methods may include public-private partnerships and the award of private concessions. Additionally, urban outdoor spaces may be provided in conjunction with new institutional facilities, including civic and cultural attractions, and incentivized for private development projects.
- **Green Streets:** An extensive network of green streets is proposed as part of the preferred development concept for Downtown; the intent is to link activity centers, unify the open space network, and create a more walkable environment. Opportunity may be found in transforming expansive roadways with excess vehicular capacity into more pedestrian friendly places as an integral part of implementing the proposed layered street concept, and in on-going measures to provide streetscape improvements that incorporate more abundant shade and other pedestrian amenities.
- **Green Buildings & Sites:** The City has undertaken a number of initiatives that promote sustainability and apply green building principles and practices to public sector activities, including a requirement that all public buildings meet USGBC LEED-Silver rating or equivalent. Local government should build on these efforts by adopting standards and incentives applicable to green building and site development throughout Downtown. A green building program should include criteria for energy efficient building design and on-site energy generation; healthy indoor air quality and natural ventilation; reduction in indoor and outdoor water use; and resource recovery and green purchasing policies.

PROJECTS, PROGRAMS & INCENTIVES

Community and economic development require that the public sector finance and construct vital infrastructure, giving priority to Downtown improvements and upgrades that build vital connections, support compact development at transit hubs, and facilitate redevelopment of key sites and catalytic projects. Smart infrastructure that promotes sustainability and livability, and delivers greater resource efficiency is an especially critical component of a successful Downtown and an important draw for leading industry and institutions, yet financing these enhancements is expensive and often requires a creative approach. For this reason, private sector and institutional involvement in infrastructure and sustainability planning, programming, and funding is also necessary.

1 | INFRASTRUCTURE PLANNING & PROGRAMMING

CAPITAL IMPROVEMENT PLANS & PROGRAMMING:

It important that the City's capital improvement plans and programs align with the Masterplan's priorities, and near-term review and update should be undertaken to maintain consistency. Additionally, coordination with the RTC and other regional agencies is recommended to ensure that their plans and programs support the Masterplan's goals and policies, especially funding priorities for capital intensive mobility and infrastructure improvements that are critical to Downtown redevelopment.

STATE & FEDERAL INFRASTRUCTURE FUNDING:

Local government should identify State and Federal funding sources for capital improvement planning, programming, and construction, and aggressively pursue increased allocations for Downtown; this initiative also requires on-going coordination with regional entities such as the RTC, as they often manage distribution of these funds. The City and its economic development partners are the best advocates for capital improvements that reinforce Downtown's regional significance and support the Masterplan's development targets; they are also best positioned to demonstrate that such improvements fulfill State and Federal program objectives.

LOCAL INFRASTRUCTURE FINANCING:

In addition to State and Federal funding, local government will need to employ traditional debt financing tools and creative financing options to deliver the infrastructure that will support redevelopment and make Downtown more competitive. Municipal bonds are an essential government debt finance option for capital improvement projects, whereas the use of development exactions and special assessment districts to fund public works may result in adverse cost impacts on proposed site development projects. Therefore, local government should also explore emerging financing tools such as GARVEEs and pursue public-private partnerships to help fund capital improvements.

SUSTAINABILITY PROGRAM FUNDING:

The City should leverage its commitment to sustainability by identifying and pursuing available funding sources for sustainable development, and the promotion of clean technologies and green jobs. Various Federal grant funding and technical assistance programs are offered through the U.S. Department of Housing and Urban Development (HUD), the U.S. Department of Transportation (DOT), and the U.S. Environmental Protection Agency (EPA). The City and its development partners should also explore opportunities to create new sources of funding, for example, through the issuance of Green Bonds and investment funds that support clean technologies.

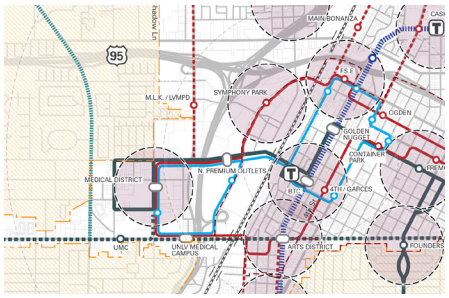
SITE DEVELOPMENT:

The provision of suitable infrastructure for Downtown also requires close coordination between capital improvement planning, programming, and funding and proposed site development projects. The timing of infrastructure delivery should support redevelopment priorities, while site development projects present another source for funding and delivery of infrastructure enhancements. For example, both off- and on-site improvements that feature sustainable infrastructure and community open space may be provided through zoning standards and incentives, and/or an incentivized Community Benefits Program.

BID PROJECTS:

The proposed Downtown BID is a potential source of support and funding for special projects, including select transportation and infrastructure improvements. It is recommended that the BID assist in funding the development and operations of a Downtown circulator as a high priority; additional funding opportunities include active transportation and public space enhancements, as well as sustainability and eco-demonstration projects.

2 | PHASED INFRASTRUCTURE INVESTMENT



DOWNTOWN CIRCULATOR:

A circulator loop that delivers high frequency shuttle service to the Downtown core and connecting the Medical District is considered a priority mobility investment and recommended for near-term implementation. Phased expansion is anticipated, likely involving multiple loops to serve peripheral areas of Downtown, including the Historic Westside; routing and expansion will be determined in response to Downtown growth and demand in cooperation with the RTC and other key stakeholders. The proposed Downtown BID is a potential source of funding for capital expenditures, operations, and maintenance; with this in mind, shuttles should be branded to reinforce Downtown identity.

HIGH-CAPACITY TRANSIT SERVICE:

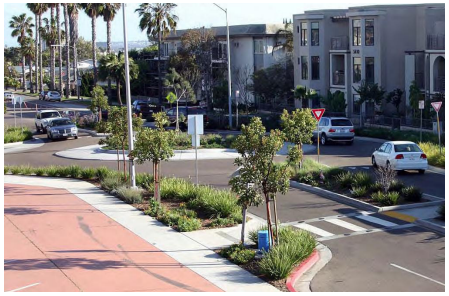
Among the most significant public sector investments proposed for Downtown, high-capacity transit is essential to full implementation of the Masterplan. Two routes are projected: 1) the Downtown High-Capacity Connector linking to UNLV and McCarran Airport via Maryland Parkway, and potentially to Summerlin via Charleston Avenue, with transit stations strategically located to serve the Downtown core and Medical District; and 2) the Las Vegas Boulevard High-Capacity Connector as a likely long-term endeavor to provide a north-south link between The Strip, the Downtown core, and Cashman District. High-capacity transit serving Downtown may utilize light rail transit (LRT) and/or bus rapid transit (BRT) systems; precise system routing and design, including station locations are subject to further study and coordination between the City and RTC.

COMPLETE STREET ENHANCEMENTS:

The layered streets network is a cornerstone of Downtown's mobility concept, accommodating multiple modes of travel to encompass automobiles, transit, bicycles, and pedestrians. Complete street enhancements are fundamental to implementation of the proposed network; nonetheless, the design and phasing of particular enhancements will depend on various factors, including redevelopment priorities, local and regional planning and programming for alternative transportation modes, and the mode emphasis assigned to each street.

BICYCLE NETWORK EXPANSION:

There is opportunity for local government to create a comprehensive bicycle network serving Downtown by incorporating "bicycle boulevards" and dedicated bicycle lanes provided in conjunction with complete streets enhancements, as well as roadway re-striping and pavement rehabilitation projects. Additionally, local government should encourage integration of bicycle facilities (e.g., bicycle racks and lockers) with transit, civic and cultural, and other major development projects. Expansion of the City's bike-share program across Downtown to include stations at major transit stops and popular destinations is also recommended.



PEDESTRIAN IMPROVEMENTS / URBAN TRAILS:

Completion of the Urban Pathways System, and streetscape improvements that feature wider sidewalks, enhanced crosswalks, greater tree canopy, and various other streetscape amenities are necessary steps toward a more pedestrian friendly Downtown. Pedestrian improvements and urban trails should normally accompany the development of complete streets, with the initial focus primarily on the Downtown core. Local government should also encourage integration of off-street or alternative pathways into public and private development projects, potentially encompassing a multi-use trail along the UPRR right-of-way, as well as mid-block crossings and on-site urban trail connections.

VEHICULAR CONNECTIVITY / RAIL CROSSINGS:

A new interchange at City Center Parkway and I-515/US 95 is a potential project that will improve freeway connectivity to Downtown, especially Symphony Park and the Resort & Casino District, subject to further study. Bridge crossings, preferably serving multiple modes to include vehicles and pedestrians, are seen as the most feasible means of connecting the west side of the UPRR right-of-way with the urban core located east of the tracks. The near-term priority is a bridge to Symphony Park at Lewis Avenue or Bridger Avenue, with later potential for a bridge crossing at Hoover Avenue. An additional crossing at Ogden Avenue limited to active transportation modes is another long-term opportunity.

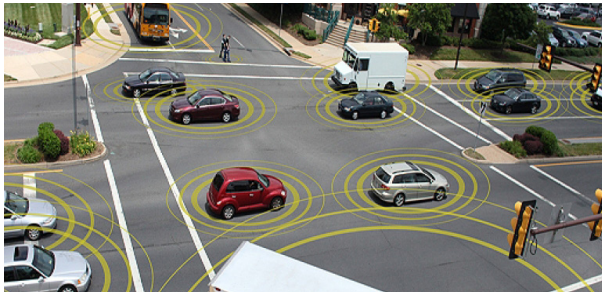
UPGRADED WATER INFRASTRUCTURE:

As redevelopment progresses, local government should work with its development partners and regional service providers to upgrade Downtown's aging water infrastructure and stormwater drainage systems. Opportunities to supply a combination of municipal potable water and reclaimed water could be explored, moving Downtown toward "net-zero" water status, including provision of a local wastewater recycling facility to supply non-potable water more widely.

NET-ZERO ENERGY INFRASTRUCTURE

Local government should work with its development partners and regional service providers to achieve "net-zero" energy status over the long-term development of Downtown. Off-grid district-scale energy solutions and on-site energy generation utilizing renewable energy sources are recommended; it is expected that on-site renewable energy generation will primarily come through photovoltaic (PV) panels mounted on available rooftops. The ability to generate on-site energy will improve Downtown's resiliency, and renewable energy production will protect against increases in energy costs over the long-term. Nonetheless, energy conservation measures are essential to reducing the cost of green energy infrastructure, including the quantity and cost of photovoltaics.

3 | SMART OPERATIONS



INTELLIGENT TRANSPORTATION SYSTEMS (ITS):

In accordance with the City's designation of Downtown as an Innovation District, investment in advanced technologies that improve safety, and keep transportation and parking facilities operating at maximum efficiency is warranted, including intelligent and real-time system management technologies. Implementation projects and initiatives may include: coordinated signalization and signal progressions for safe travel speeds; dynamic wayfinding and message signs; real-time information on transit, car-share, and bike-share availability; and smart solutions for parking facility management, collections, and enforcement. Initial implementation may be achieved through demonstration projects.

TRANSPORTATION DEMAND MANAGEMENT (TDM):

Local government should support various programs and initiatives to reduce travel demand, and promote ridesharing and transit usage; implementation measures may include transit subsidies for area employees and residents, employer carpool and vanpool programs and incentives, and ready access to transit information. Creation of a local transportation management association (TMA) is recommended to help coordinate and implement TDM measures; alternatively, the proposed Downtown BID may assume this role. Local government should also accommodate ridesharing services such as Uber and Lyft as a way of efficiently moving people in and around Downtown.

PARKING MANAGEMENT:

Local government should take measures to promote a "park-once" strategy and minimize land resources devoted to surface parking, coincident with Downtown growth and development. An organizational structure to oversee management of Downtown's parking resources should be considered, with capacity to institute a centralized parking and pricing system over the long-term. Revised parking requirements are also recommended, with zoning standards and incentives to reduce parking for infill development projects near transit stops.

STAR COMMUNITIES | SUSTAINABILITY TOOLS FOR ASSESSING & RATING COMMUNITIES

SUSTAINABLE METRICS:

The City is a member community of Sustainability Tools for Assessing and Rating Communities (STAR). STAR addresses the breadth of city infrastructure, operations, and resource management; all of the goals and objectives of STAR are addressed in the Masterplan, providing a valuable framework to begin tracking and improving performance across multiple sustainability measures. With this in mind, it is important that the City establish a program of data collection, set targets, measure progress, and make improvements toward becoming a more sustainable and resilient community.

RESOURCE CONSERVATION & RETROFIT PROGRAMS:

Various conservation and retrofit programs, including ordinances and incentives, may be employed by local government to achieve substantial water, waste and energy savings for both new and existing buildings. For example, the City should initiate expedited building permitting for projects that meet USGBC LEED-Gold rating or equivalent, and work with regional service providers to offer loans and grants for building retrofits. More far-reaching, the City should consider adopting an energy code update to require zero-net energy buildings for residential by 2030, and for commercial by 2050.

PERFORMANCE TRACKING:

It is recommended that local government strengthen a program and procedures for gathering and reporting on STAR metrics, setting district-scale goals and targets that track progress toward Downtown and City-wide sustainability goals. More specifically, the City should consider adopting an Energy and Water Reporting & Benchmarking Ordinance, requiring building owners to report on building performance.

4 | ENVIRONMENTAL QUALITY

URBAN PARKS & PLAZAS:

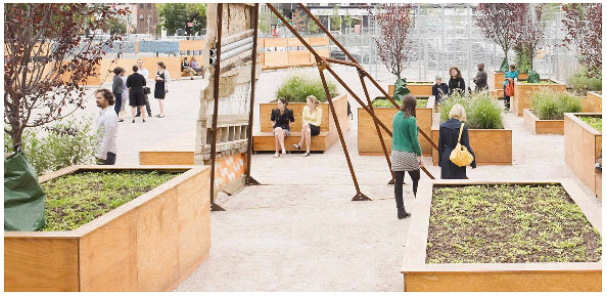
In accordance with the preferred development concept, it is especially important that urban open spaces are provided in conjunction with Downtown infill and redevelopment. Therefore, the City should adopt standards and incentives for the provision of urban outdoor space for new development projects; in addition to minimum standards for shared outdoor space accompanying residential projects, public space such as mini-parks and urban plazas may be encouraged through zoning incentives and/or a Community Benefits Program. The public sector may take a more active role in ensuring that suitable open space is provided with joint public-private development projects, and that multi-functional outdoor spaces are incorporated into new civic facilities and cultural attractions.

URBAN FORESTRY :

The City should initiate a comprehensive program of tree planting in conjunction with public improvement projects, including streetscape and public space enhancements. An important component of this effort is the selection of an approved plant palette requiring native and adapted species that are appropriate to the desert environment. Additionally, outreach to environmentally-based non-profits and open space advocates as active partners and promoters of urban forestry is recommended.

URBAN FARMING / LOCAL FOOD INITIATIVES:

It is recommended that local government and its community development partners sponsor and/or promote urban faming and local food initiatives, such as consumer cooperatives, farmer's markets, and community educational programs; they may also facilitate alliances between local food growers, area restaurants, and emergency food assistance programs. Urban agriculture, community gardens, and other community-based farming projects are a particular opportunity to put vacant and underdeveloped parcels to more productive use. Local government should assist with identification and permitting of available sites; municipal waste collection and composting may also support urban farming and community gardens.



INTERIM USE:

Local government should work with Downtown property owners to promote interim use of vacant and underdeveloped parcels, in particular accommodating temporary use as open space for such activities as community gardens and urban farming, dog parks, playgrounds, and outdoor performance space. As appropriate, the Zoning Code should incorporate interim use standards and guidelines.

GREEN STANDARDS & PRACTICES:

Resource efficient policies, standards and incentives applicable to new development and major renovation projects in the Downtown are strongly recommended. Reduction in energy consumption will depend on such building level strategies as proper orientation; passive shading and careful design of fenestration; reduced process loads; upgraded mechanical systems and natural ventilation; efficiency lighting; etc. Water consumption may be reduced through a combination of potable and municipal reclaimed water use; low flow fixtures for lessened indoor demand; and more efficient irrigation design and climate appropriate planting to minimize outdoor demand. Waste reduction and landfill diversion may be maximized through various residential recycling and business resource recovery programs across industries.

ECO-DEMONSTRATION PROJECTS:

Local government should explore opportunities to partner with its development partners and regional service providers to engage in eco-demonstration projects. These select projects would provide near-term wins in delivering a more sustainable and deliverable Downtown, potentially encompassing downtown open space; urban farming and local food initiatives; green jobs for the underemployed; small-scale renewable investments, etc.

STRATEGIES FOR ENERGY CONSERVATION

	STRATEGY	MARKET RECEPTION	BENEFITS	PRECEDENT
BUILDING SCALE	ENERGY EFFICIENT BUILDING DESIGN	STANDARD PRACTICE	ENERGY REDUCTION WITH MINIMAL EFFORT	REQUIRED IN ALL NEW CONSTRUCTION AND MAJOR RENOVATION PROJECTS IN NUMEROUS STATES
	MIXED MODE NATURAL VENTILATION	MIXED DUE TO EXTREME LAS VEGAS CLIMATE	ENERGY SAVINGS WITH PHASABLE APPROACH; VIABLE CLIMATE FOR IMPLEMENTATION WITH TESTED TECHNOLOGY	INDIO OFFICE BUILDING, PALO ALTO; NREL, COLORADO
ENERGY SYSTEMS	PACKAGED ROOF TOP HVAC UNITS	EXPECTED	REDUCED ENERGY CONSUMPTION COMPARED TO PACKAGED UNITS; PROVIDES A CENTRALIZED SYSTEM WITH PHASABILITY	COMMONPLACE STRATEGY
RENEWABLE ENERGY SYSTEMS	PACKAGED ROOF TOP HVAC UNITS	EXPECTED	NATURALLY OCCURRING RESOURCE FOR SITE CONSUMPTION; PROVIDES RESILIENCY AND REDUCED OPERATING ENERGY COSTS; HELPS MEET CITY ZNE REDUCTION TARGETS	COMMONPLACE STRATEGY

STRATEGIES FOR WATER CONSERVATION

	STRATEGY	MARKET RECEPTION IN LAS VEGAS	BENEFITS	PRECEDENT
INDOOR WATER USE	LOW-FLOW FIXTURES	STANDARD PRACTICE	SIGNIFICANT WATER SAVINGS WITH MINIMAL EFFORT	ALL NEW CONSTRUCTION AND MAJOR RENOVATION PROJECTS IN OTHER STATES
	DUAL PLUMBING	STRATEGIC/INNOVATIVE	WATER SAVINGS WITH PHASABLE APPROACH AND TESTED TECHNOLOGY; EXPECTED TO BECOME CODE	CURRENTLY REQUIRED IN A FEW CITIES/COUNTIES AND EXPECTED TO BECOME CODE ELSEWHERE
	UPSIZE SITE PIPING FOR INCREASED RECYCLED WATER DEMAND	STRATEGIC / INNOVATIVE	NEEDED TO PROVIDE INCREASED SERVICE FOR RECYCLED WATER DEMAND TO BUILDINGS	
LANDSCAPING & IRRIGATION	MAJORITY NATIVE & DROUGHT TOLERANT PLANTINGS	EXPECTED	WATER SAVINGS WITH DESIGN STRATEGIES AND APPROPRIATE PLANT PALETTE	COMMON INDUSTRY PRACTICE
	ZONED IRRIGATION & SUBMETERING	EXPECTED	WATER SAVINGS WITH DESIGN STRATEGIES AND APPROPRIATE PLANT PALETTE	ALL NEW CONSTRUCTION AND MAJOR RENOVATION PROJECTS IN OTHER STATES
	RECYCLED WATER	EXPECTED	REUSES A VALUABLE RESOURCE PRIOR TO DISCHARGE	COMMON INDUSTRY PRACTICE

STRATEGIES FOR RESOURCE RECOVERY

	STRATEGY	MARKET RECEPTION	BENEFITS	PRECEDENT
COLLECTION	TRASH AND RECYCLING PER BUILDING	STANDARD PRACTICE	BUSINESS AS USUAL	STANDARD INDUSTRY PRACTICE
	HOSPITALITY WITH "TRIPLE WASTE CHUTE"	EXPECTED	REDUCTION IN LANDFILL AND METHANE EMISSIONS	CITY/COUNTY OF SAN FRANCISCO MID/HIGH-RISE RESIDENTIAL
	RESTAURANT GREASE COLLECTION	STANDARD PRACTICE	BUSINESS AS USUAL	REQUIRED IN CITIES; BECOMING COMMON PRACTICE
	BUILDING ORGANICS (I.E. FOOD WASTE) COLLECTION	INNOVATIVE/STRATEGIC	REDUCTION IN LANDFILL AND METHANE EMISSIONS	RESTAURANTS AND CITY/COUNTY OF SAN FRANCISCO
	LANDSCAPE CLIPPINGS COLLECTION	EXPECTED	REDUCTION IN LANDFILL AND METHANE EMISSIONS; REUSE FOR COMPOST	COMMON ON CAMPUSES
DISPOSAL	MUNICIPAL WASTE HAULING (RECYCLING AND LANDFILL ONLY) WASTE	STANDARD PRACTICE	BUSINESS AS USUAL	STANDARD INDUSTRY PRACTICE
	BUILDING ORGANICS CONVERTED TO GRAYWATER	INNOVATIVE/ STRATEGIC	GRAYWATER SOURCE; REDUCTION IN LANDFILL AND METHANE EMISSIONS	RESTAURANTS

STRATEGIES FOR RESOURCE RECOVERY CONTINUED

	STRATEGY	MARKET RECEPTION	BENEFITS	PRECEDENT
DISPOSAL CONTINUED	RESTAURANT GREASE SENT OFF SITE FOR BIOFUEL	INNOVATIVE/STRATEGIC	POTENTIAL REVENUE SOURCE	RESTAURANTS
	LANDSCAPE CLIPPINGS BROKEN DOWN FOR ON-SITE COMPOST	EXPECTED	REDUCTION IN LANDFILL AND METHANE EMISSIONS, ON-SITE COMPOST SOURCE	COMMON ON CAMPUSES
CONSTRUCTION & DEMOLITION WASTE	75% DIVERSION	STANDARD PRACTICE	REDUCED TIPPING FEES DURING CONSTRUCTION; REDUCTION IN LANDFILL WASTE	STANDARD INDUSTRY PRACTICE
TENANT REQUIREMENTS/ PURCHASING POLICIES	PURCHASING POLICIES/ TENANT GUIDELINES	STANDARD PRACTICE	REDUCTION IN TOTAL WASTE AND TENANT COST SAVINGS	VARIOUS CITIES & COUNTIES
	PLASTIC BAG BAN IN RETAIL/RESTAURANTS	EXPECTED	REDUCTION IN LANDFILL WASTE AND POSITIVE SITE IMAGE	VARIOUS CITIES & COUNTIES
	RECYCLABLE/ COMPOSTABLE TO-GO CONTAINERS FROM RESTAURANTS	EXPECTED	REDUCTION IN LANDFILL WASTE AND REDUCED OWNER FEES	VARIOUS CITIES & COUNTIES

ECONOMIC DEVELOPMENT & STRATEGIC PLANNING IMPLEMENTATION

This section identifies the key economic initiatives that should be undertaken immediately to enable plan implementation.

STRATEGY OVERVIEW

STRATEGIC PRIORITIES

PROGRAMS & INCENTIVES

STRATEGY OVERVIEW

Implementation of the Masterplan depends on an aggressive approach to change, encompassing public investment in catalytic projects, urban livability, infrastructure enhancements, and target businesses and institutions. The pursuit of strategic opportunities in this regard will result in economic diversification, sustainable private investment, and enhancement of the economic climate for Downtown well into the future. While regional growth will undoubtedly impact Downtown's fortunes, local government should work toward building resiliency by capitalizing on assets that it can control and that will produce near-term benefit. The City must take advantage of the accumulated impact of local economic development tools as a complement to State and Federal funding for development projects and programs. Local business and property owners must also play an active role in securing the future. A key proposal in this regard is the establishment of a Business Improvement District (BID) that will provide various Downtown-wide services, including advocacy for economic development and funding for special projects.

CHART 12.1: KEY IMPLEMENTATION ACTIONS FOR ECONOMIC DEVELOPMENT & STRATEGIC PLANNING

1. Identify and actively recruit key **business and institutional targets**, including tourism spin-offs, leading medical and healthcare related enterprise, and emerging arts and technology sectors.
2. Develop programs to foster **small businesses and micro-enterprises** that diversify the economy, including initiatives to help finance promising start-ups and support entrepreneurship.
3. Initiate **educational and employment programs and incentives** that build the capacity of the local workforce, increase the pool of talented workers, attract generators of quality jobs, and draw educational providers to Downtown.
4. Cooperate with the **State Office of Economic Development** in providing incentives for qualified business, and in authorizing and implementing new financial tools that favor Downtown's economic development.
5. Collaborate with **regional economic development organizations**, for example, by establishing a roundtable to periodically meet and address development issues affecting Downtown.
6. Coordinate with **institutional and non-profit partners** to attract major cultural and educational institutions to Downtown, potentially serving as catalysts to the envisioned "Centers of Excellence."
7. Pursue **public-private partnerships** and other joint ventures to deliver demonstration projects that deliver near-term wins, and catalytic projects that are critical to Downtown's success.
8. Rely on **traditional financial and investment tools** such as municipal bonds and TIF financing to stimulate redevelopment.
9. Explore opportunities to employ **creative financial and investment tools** such as investment trusts that leverage public and private capital, especially as redevelopment gains momentum.
10. Establish a **Downtown-wide BID** to represent area business and property interests, promote economic development, and deliver key services based on Downtown-wide priorities.
11. Undertake a coordinated **branding and marketing campaign** to attract potential businesses and investors to Downtown, and support the tourism sector; the proposed BID should be a participant in this effort.
12. Engage in **community events programming** and management to ensure the proper balance between major celebrations and local activities and events; the proposed BID should be a participant in this effort.

STRATEGIC PRIORITIES

State economic development policy and programs have shifted toward diversifying the economy and bringing in higher wage jobs, consistent with Downtown goals and policies. Nonetheless, locally controlled programs and incentives must augment State and Federal resources to deliver aggressive levels of economic development. Key strategies include: 1) attract business and institutional targets, strengthening the tourism sector while diversifying the economy by growing emerging sectors; 2) identify existing and potential investment tools and incentives, and applying them to appropriate targets; 3) coordinate with key economic development partners in attracting business and institutional targets and applying incentives; and 4) provide coordinated programming and management to best leverage Downtown's assets, with particular reliance on a Downtown-wide BID structure.

1. BUSINESS & INSTITUTIONAL TARGETS

- **Tourism Sector:** Despite the emphasis on diversifying the local economy in response to the recession, tourism will remain a core economic driver for Downtown. Future success depends on offering visitors the original and authentic Las Vegas, linked to "cultural tourism" as an emerging trend and opportunity to extend Downtown's market for tourism. In support of this trend, public incentives should facilitate rehabilitation and improvement of historic and culturally significant properties, especially historic hotel and casino properties, creating an avenue for investment to help reinvigorate the tourism industry. Potentially catalytic projects are a new business hotel and conference center for Downtown, and additional cultural resources such as a local arts complex.
- **Medical Sector:** The University Medical Center, Valley Hospital Medical Center, Cleveland Clinic Lou Ruvo Center, and other healthcare resources provide the foundation for the Medical District as the leading healthcare center for Southern Nevada. The pending UNLV medical school is the major catalytic project and will significantly impact the District's prospects as a "Center of Excellence" and driver of the Downtown economy. Perhaps the best measure for local government to help improve the Medical District's outlook is to improve connectivity with the Downtown core, particularly through transit improvements. Bio-technology is a likely synergistic opportunity that would benefit from wider economic and physical linkages.

- **Emerging Arts & Technology:** The emerging creative and technical sectors are key factors in diversifying the local economy and bringing higher wage jobs to Downtown. Among the opportunities are fashion, film production and media arts, virtual reality, green tech, autonomous vehicles, and unmanned aerial vehicles (UAV), with potential for synergistic growth that extends into research, design and development, and manufacturing. In addition to facilitating start-ups, local government has a role to play in promoting "economic gardening" that grows second stage companies. Catalytic projects include supportive infrastructure and physical space, including makers-space and business incubators.
- **Small Business / Micro-Enterprise:** Often the least visible aspect of the local economy, small business and micro-enterprises are frequently major job generators that diversify the economy. For this reason, local government should foster entrepreneurship, including spin-offs and niche businesses associated with more established economic sectors. In addition to directly offering small business grants, loans, and loan guarantees, the public sector should work with key stakeholders, and local and regional economic development partners to identify and help finance promising start-ups and entrepreneurial companies, as well as to facilitate networking, education and training programs.

2. FINANCIAL INVESTMENT TOOLS & INCENTIVES

- **State Resources:** Local government must work closely and cooperatively with the State of Nevada to advance Downtown's interests and ensure that its success is among the highest priorities for State-wide economic development efforts. It is imperative that the City cooperate with the Nevada Governor's Office of Economic Development (GOED) in providing incentives such as sales, business, and property tax abatements for qualified business. This may include working with State level policy-makers to develop, authorize, and implement financial tools and incentive programs that favor Downtown business attraction and stimulate local hiring.
- **Local Incentives:** Downtown's economic competitiveness depends on the City's ability to offer a package of government sponsored investment tools and incentives. Although business attraction will necessarily rely on tax abatements and other incentives derived from the State, an effective approach to economic development will also stress the use of locally controlled programs and incentives, potentially encompassing grants and loan programs, fee waivers, infrastructure development and cost sharing, as well as land and zoning agreements.
- **Traditional Investment Tools:** The public sector must continue to employ traditional investment tools as a mainstay of Downtown's redevelopment. State administered Industrial Development Revenue Bonds, and other forms of municipal bonds (e.g. General Obligation Bonds and Revenue Bonds) remain important government debt finance options for public works projects and other economic development initiatives. Traditional financing tools such as

development exactions and special assessment districts may prove problematic for funding public works, as these mechanisms add costs to proposed development projects, thereby creating a further barrier to Downtown redevelopment.

- **Creative Investment Tools:** Because public sector resources are limited, it is incumbent upon local government to investigate and employ creative financing and investment tools, often through partnerships with other stakeholders in Downtown's economic development. Public-private partnerships and joint venture agreements are especially effective in undertaking redevelopment projects and economic development initiatives that offer a potential revenue stream for investors. Emerging municipal financing tools (e.g. GARVEE Bonds, Green Bonds, and Social Impact Bonds) may prove advantageous in addressing specific Downtown needs.

3. ECONOMIC DEVELOPMENT PARTNERS

- **Regional Collaboration:** Economics are regional and success depends on cooperation with other government and quasi-government entities, including the Las Vegas Global Economic Alliance, which functions as the regional economic development entity for Southern Nevada. Moreover, competitiveness in attracting favored business and industry, including the creative arts, technical, medical, and management sectors, will require strong collaboration with the region's major cultural, academic, and research institutions, especially higher-education institutions.
- **Cooperative Research & Education:** Local government should take an active role in building strategic partnerships between local business enterprise and major educational and research institutions. The intent is to attract academic and industry leaders through knowledge sharing and technology transfer, while also increasing opportunities for outreach and networking, and offering practical work experience for area residents and students.
- **Public-Private Partnerships:** The public sector should actively negotiate and participate in joint-venture deal structures as an essential measure in facilitating key development projects and to encourage private sector investment. The Redevelopment Agency is best positioned to lead this process through its activity in land acquisition and assembly, focusing on catalytic and other priority projects that are critical to Downtown's economic development, but are unlikely to proceed without public assistance.
- **Private Sector Investment:** It is important to remember that while public-private partnerships offer an important development model for Downtown, the private sector also brings the capacity to drive redevelopment and economic success. For example, investor groups such as VTF Capital (formerly VegasTechFund) often provide the seed capital necessary to stimulate business growth and economic development, and to execute projects. Even so, the public sector regularly assists through financial incentives. The proposed Downtown BID is another important economic development partner, and a potential source of funding for various improvement projects.

4. DOWNTOWN PROGRAMMING & MANAGEMENT

- **City Leadership:** It is vital that the City lead Downtown's community and economic development, emphasizing on-going cooperation and collaboration with its key development partners. In this capacity, the City should not only coordinate the delivery of public sector financing tools and incentives, as well as recruitment and retention of targeted business and institutions, but also the advocacy, branding and marketing, and events programming that will advance Downtown's position and raise its profile. The City will need to maintain especially close relations with the proposed Downtown-wide BID as a representative of area business and property interests, and a provider of important services.
- **BID Management:** A BID structure attending to the core of Downtown is proposed, potentially offering several levels of service, including: 1) a Downtown Management Organization to represent area business and property interests, and promote economic development; 2) shared funding of operations of a Downtown circulator; 3) provision of Clean and Safe Services; and 4) participation in special projects, generally involving public improvements. While it is important that the BID address Downtown-wide priorities, it must also offer flexibility to support the efforts of individual districts and avoid duplication of services. Additionally, BID participation must be priced at a reasonable rate that acknowledges the limits of the existing market, while offering the potential to increase BID investments as the Downtown evolves.

PROGRAMS & INCENTIVES

1 | BUSINESS & INSTITUTIONAL TARGETS

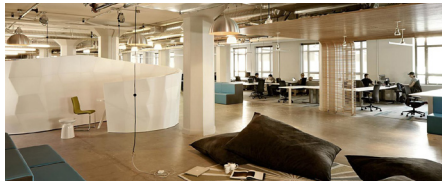
To fully leverage Downtown's assets, attract and retain targeted business enterprise, add quality jobs, and diversify the local economy, a flexible range of economic development programs and incentives must be utilized to best advantage. In particular, investment must support development of identified catalytic projects, and target key businesses and institutions. Even so, the goals and objectives of the Masterplan are unlikely to be achieved without cooperation and collaboration between various stakeholders in implementing recommended development programs and initiatives. Careful consideration must be given to the legal framework, overall risk, and cost-benefit associated with each program and incentive prior to implementation.

BUSINESS RECRUITMENT :

Local government must actively market and attract target business, and seek potential joint venture partners for catalytic projects, taking advantage of cross-marketing opportunities with key stakeholders and economic development partners. It is recommended that the Redevelopment Agency maintain a portfolio of available properties and prospective projects, while the proposed Downtown Management Organization will be well placed to assist in business recruitment and retention, particularly in attracting neighborhood serving business.

INNOVATION DISTRICT:

Downtown is envisioned as a vibrant tech community; the City has taken a leadership role in enacting this vision through official designation of Downtown as an Innovation District with an emphasis on emerging mobility technologies and companies; a similar attitude may be extended to other technologies. In support of this designation, the public sector should identify and recruit targeted companies, advertise and offer available incentives, assist with site location and procurement, and facilitate cooperative structures with local education and research institutions.



INCUBATOR / ACCELERATOR PROGRAMS:

Normally managed by economic development agencies, for-profit business, or colleges and universities, business incubator and accelerator programs facilitate the growth and development of entrepreneurial "start-ups" and micro-enterprises by providing a range of support services, including low-cost space. The public sector should actively engage its economic development partners to establish incubator / accelerator programs and provide makers-space for the creative arts and technical sectors.

ENTREPRENEURSHIP PROGRAMS:

Local government should facilitate implementation of programs and activities that support entrepreneurial activity. For example, training programs in entrepreneurship effectuated through area colleges and educational institutions are a potential source of future business start-ups. Established business and property owners may also support entrepreneurial activity through initial rent reductions and pro-bono technical and consulting services in anticipation that a successful start-up will generate increased business activity; the City should help match entrepreneurs with available space.

EMPLOYMENT PROGRAMS & INCENTIVES:

The public sector should undertake initiatives and employ incentives specifically aimed at attracting generators of high paying jobs, and expanding the local pool of creative, technical, and management talent to fill those jobs. In addition to offering available jobs creation and jobs training grants, loans, and tax benefits for business sectors with a growing Downtown presence, local government may also help coordinate and/or sponsor jobs matching services, recruitment events, and work-study programs.

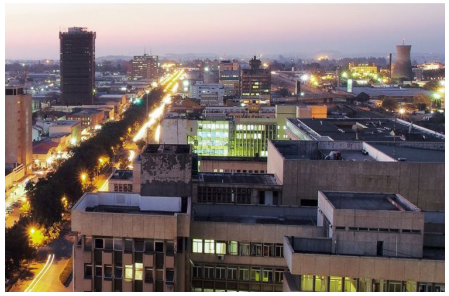
EDUCATIONAL PROGRAMS & INCENTIVES:

Efforts to develop and educate the Downtown workforce may be furthered by public sector collaboration with educational institutions and employers. Local government should help market and attract a range of quality educational providers to Downtown, including colleges and universities. Desired facilities include vocational schools, satellite campuses, and research centers, while educational services may encompass adult education courses, work study and cooperative education curricula, university extension services, and advanced degree programs.

2 | FINANCIAL INVESTMENT TOOLS & INCENTIVES

TRADITIONAL FINANCING OPTIONS:

Local government must make immediate investment in Downtown's redevelopment, accessing funds quickly and generating near-term action on catalytic projects. Considerable new investment will need to come through the issuance of municipal bonds, with reliance on General Obligation Bonds to finance capital improvements in the earliest phase of implementation. Other financing options, such as Revenue Bonds and Industrial Development Revenue Bonds (IDRBs) will likely prove more effective as Downtown redevelopment gains momentum; IDRBs are administered by the State, and may be used to assist qualified businesses relocate or expand in Downtown, particularly for those projects that generate employment. It is also recommended that the



Redevelopment Agency actively employ tax increment financing (TIF), leveraging future increases in property taxes to pay for projects and improvements that will stimulate infill development, and attract new business and key institutions.

CREATIVE FINANCING OPTIONS:

Among the emerging state and municipal financing tools most applicable to Downtown are Grant Anticipation Revenue Vehicles (GARVEE's); this tool is recommended for raising money to speed up transportation projects based on anticipated Federal funding. Other options include Social Impact Bonds to support funding of social service providers and delivery of social services, as well as Green Bonds to raise money for resource conservation and environmental sustainability, including investment in renewable energy; these mechanism may require authorization and/or participation by the State. Creative financing also encompasses public-private partnership options, including joint venture agreements and investment trusts that leverage public and private sector capital.

TAX INCENTIVES:

State and local tax exemptions, rebates, and credits are common tools to attract and retain targeted business, support emerging economic sectors, stimulate jobs creation, and otherwise spur redevelopment. Provision of sales and business tax abatements, property tax abatements, and other available tax incentives will require close coordination with the Nevada GOED; local government should also work with the State to identify, authorize, and implement other tax advantages favorable to Downtown economic development. For example, designation of one or more special districts (i.e., Renaissance Zones) receiving various tax advantages, and otherwise leveraging State and local assets offers a powerful incentive to economic development. Such a designation could be applied to "Lifestyle Hubs" that are aligned with proposed transit improvements and redevelopment priorities, and/or delineated "Centers of Excellence" focused on attracting and expanding innovative business sectors.

GRANTS & LOANS:

Various grant and loan programs may be used to achieve a range of community and economic development objectives, including jobs creation and training, green business practices, small business assistance, and commercial and residential property improvement. Low interest business and home improvement loans are especially common measures that support community revitalization. It is important that the City coordinate with State and Federal government to identify all available sources of program funding, and establish criteria for awarding loans and grants.

SMALL BUSINESS ASSISTANCE:

Local government should actively assist small business and micro-enterprise moving to or already located within Downtown through a managed program of financial, technical, and networking support services, including coordination with small business resources available through the State. The intent is to stimulate commercial revitalization and support entrepreneurial activity; for example, through low interest loans and grants that provide assistance for building construction and renovation.

INFRASTRUCTURE COST SHARING:

An effective local incentive involves public sector contribution to infrastructure costs associated with business relocation and development, for example, the sharing of costs for off-site improvements, utility hook-ups, and low-cost utility service. The provision of advanced telecommunications infrastructure is especially important to target business sectors, including the creative arts and high-tech industry.

3 | ECONOMIC DEVELOPMENT PARTNERS

REGIONAL ECONOMIC DEVELOPMENT ORGANIZATIONS:

It is recommended that the City's Economic and Urban Development (EUD) Department take a leadership role in coordinating the efforts of regional and local business and economic development organizations on behalf of Downtown. A roundtable to periodically meet and address issues affecting Downtown's economic development should be considered; key organizations include the Nevada Governor's Office of Economic Development, Clark County Economic Development Corporation and Tourism Bureau (CCEDC), Las Vegas Global Economic Alliance (LGVEA), Las Vegas Metro Chamber of Commerce, and the Las Vegas Downtown Alliance (LVDA).

INSTITUTIONAL & NON-PROFIT PARTNERS:

Existing and prospective educational and cultural institutions are potential major players in Downtown's community and economic development. A number of these have been identified as catalysts and key contributors to the emergence of Downtown's envisioned "Centers of Excellence." Local CDC's are another candidate for redevelopment activity, especially within disadvantaged and economically challenged areas. Local government will need to both attract institutional and non-profit partners to Downtown locations, and coordinate with them on redevelopment endeavors, including catalytic and demonstration projects.

DOWNTOWN MANAGEMENT ORGANIZATION :

The proposed BID model incorporates a state-of-the-art Downtown Management Organization to provide advocacy and support for the area's economic development efforts. The intent is to represent property and business interests with one unified voice, functioning as a proponent for advantageous policy and public improvements, providing assistance with business recruitment and retention, and facilitating business networking and communications.

DOWNTOWN PROJECT :

To date, the Downtown Project and its affiliates, including the seed investment fund VTF Capital, have invested in numerous Downtown businesses and development projects, including many small businesses and tech companies. It is expected that the Downtown Project will remain a major partner in Downtown's economic development, as its activities continue to increase capital investment, talent recruitment and recognition. It is imperative that local government, the proposed BID, and other key stakeholders collaborate with the Downtown Project to mutually reinforce like-minded goals and objectives, and propel implementation of the Masterplan to the benefit of the entire community.

INVESTMENT FUNDS :

Although primarily a private sector initiative, the public sector should explore opportunities to support the formation and activities of investor groups to fund economic growth and development. One approach is an Economic Development Capital Fund, essentially a local mutual fund for investing in Downtown; invested funds could accommodate diverse endeavors, ranging from seed capital for entrepreneurial business, to backing for building rehabilitation projects, to assistance with property assembly and redevelopment.

DEMONSTRATION PROJECTS :

The active pursuit of a limited number of demonstration projects is an effective initial step in the redevelopment process when resources are often limited, delivering near-term "wins" that telegraph success and stimulate further development. These projects are best effectuated through public-private partnerships or other joint venture arrangements with key economic development partners. As far as feasible, demonstration projects should be tied to strategic priorities, priority redevelopment sites and/or identified catalytic projects.

4 | DOWNTOWN PROGRAMMING & MANAGEMENT

DOWNTOWN ADVOCACY:

The City must take the lead advocacy role by advancing Downtown priorities before regional, State, and Federal policy makers and government officials, and generally promoting and directing implementation of the Masterplan. A recommended measure is to establish a Steering Committee comprised of public, non-profit and institutional, and private sector stakeholders appointed by the City Council and Mayor to serve as proponents of the Masterplan, oversee and guide implementation, and refine priorities.

MARKETING & BRANDING CAMPAIGN:

It is vital that Downtown's economic development partners take advantage of cross-marketing opportunities and coordinate efforts to communicate the economic advantages of Downtown, in particular through a concerted marketing and branding campaign. The primary intent is to attract potential business and investors, and support the tourism sector. Pertinent activities include market research, brand development, and advertising and public relations; the City in cooperation with the proposed BID should take the lead in directing and managing this effort

EVENTS PROGRAMMING:

Downtown currently hosts a number of large celebrations and events, including "Life is Beautiful" and "Helldorado Days." Although quite popular, they are not always to the benefit of local business and residents. It is important that Downtown continue to offer a wide range of events, both large and small. However, the City in cooperation with the proposed BID should provide on-going management of events programming, working with the business community and residential neighborhoods to deliver the proper balance between major celebrations and local events that improve quality of life, such as job fairs and farmer's markets.

RECOMMENDED DOWNTOWN BID OBJECTIVES

CREATE THE FOUNDATION FOR BUILDING A STATE-OF-THE ART DOWNTOWN MANAGEMENT ORGANIZATION THAT CAN REPRESENT PROPERTY AND BUSINESS INTERESTS WITH ONE UNIFIED VOICE.

DEVELOP A BID MODEL THAT CAN ACCOMMODATE BOTH DOWNTOWN-WIDE PRIORITIES (I.E. SAFETY, ECONOMIC DEVELOPMENT) AND OFFER FLEXIBILITY TO SUPPORT INDIVIDUAL SUB-DISTRICT EFFORTS THAT MAY INCLUDE MARKETING, SPECIAL EVENTS AND CAPITAL IMPROVEMENTS.

AVOID DUPLICATION WITH EXISTING ORGANIZATIONS.

PRICE BID PARTICIPATION OPTIONS AT REASONABLE RATES ACKNOWLEDGING LIMITS OF THE EXISTING DOWNTOWN MARKET, BUT CREATE FLEXIBILITY TO INCREASE BID INVESTMENTS AS DOWNTOWN EVOLVES AND MARKET CONDITIONS IMPROVE.

CONSIDER A BID (OR BIDS) AS A POTENTIAL SOURCE OF FUNDS TO HELP IMPLEMENT CAPITAL AND OTHER CONCEPTS ARISING FROM THE DOWNTOWN MASTERPLAN.

RECOMMENDED DOWNTOWN BID SERVICES

ADVOCATE ON BEHALF OF PROPERTY AND BUSINESS OWNERS TO ADVANCE POLICY RESPONSES THAT ARE ADVANTAGEOUS TO DOWNTOWN.

ADVANCE PUBLIC IMPROVEMENTS THAT CAN IMPROVE DOWNTOWN FOR A VARIETY OF INVESTMENT SECTORS, INCLUDING EFFORTS TO IMPROVE MOBILITY FOR ALL MODES.

COMPILE AND MAINTAIN UP-TO-DATE MARKET INFORMATION ON DOWNTOWN, INCLUDING A VARIETY OF INDICATORS THAT WILL BE OF INTEREST TO POTENTIAL INVESTORS AND COMMUNITY INFLUENCERS.

RECRUIT AND RETAIN NEW BUSINESSES WITH AN EMPHASIS ON LOCAL INDEPENDENT CONCEPTS AND NEW SERVICES THAT CAN SERVE DOWNTOWN'S RESIDENTIAL POPULATION, INCLUDING A GROCERY.

COMMUNICATE AND MARKET THE ECONOMIC BENEFITS OF DOWNTOWN THROUGH A VARIETY OF MEDIUMS.

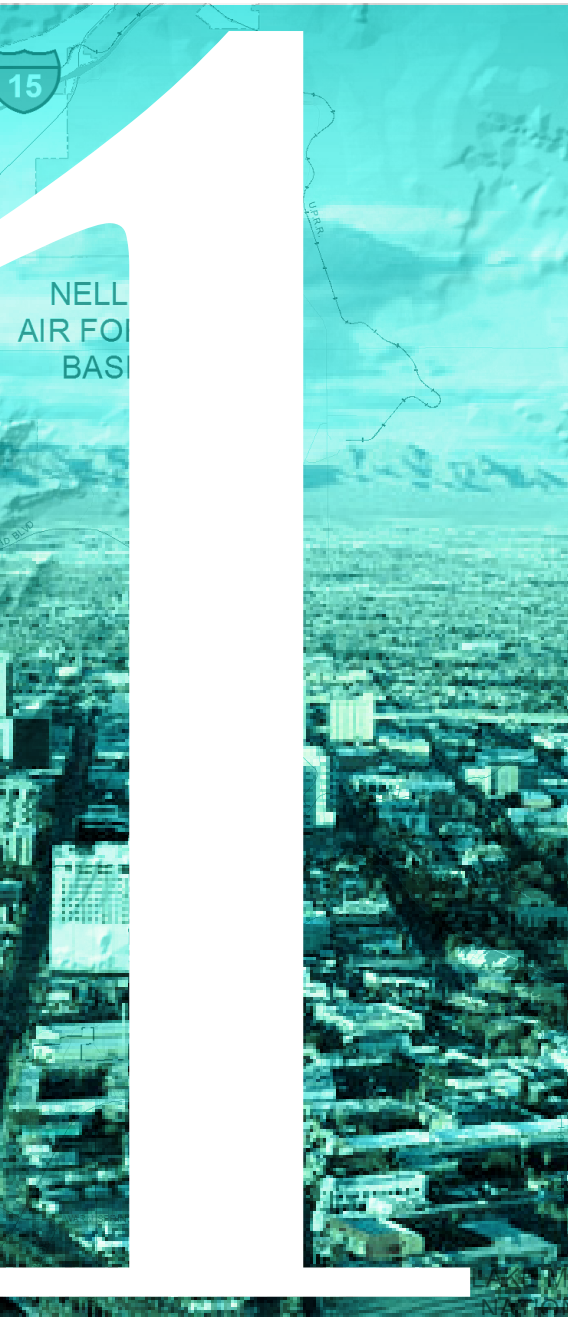
ENHANCE COMMUNICATIONS BETWEEN ALL DOWNTOWN STAKEHOLDERS AND KEEP PROPERTY AND BUSINESS OWNERS INFORMED OF NEW PROJECTS AND POLICIES.

SPECIAL PROJECTS TO DEMONSTRATE HOW VARIOUS IMPROVEMENTS COULD BENEFIT DOWNTOWN, INCLUDING TEMPORARY "TACTICAL URBANISM" INSTALLATIONS AND EFFORTS TO IMPLEMENT CONCEPTS FROM THE DOWNTOWN MASTERPLAN.

WORK WITH THE CITY, COUNTY AND OTHER GOVERNMENTAL AGENCIES TO INCREASE RESOURCES AVAILABLE TO HELP TREAT, HOUSE AND OTHERWISE ASSIST STREET POPULATIONS.

HELP COORDINATE RESPONSES BETWEEN SOCIAL SERVICE AGENCIES TO MAXIMIZE THE EFFECTIVENESS OF EXISTING SERVICES FOR STREET POPULATIONS.

NORTH
LAS VEGAS
AIR FORCE
BASE
LAS VEGAS
MOTOR
SPEEDWAY
CC Lower Kyle Canyon
RED
ROCK
CC Lone Mountain
LAS VEGAS
CC Sunrise M
157
95
215
15
93
159
604



PLANNING CONTEXT

REGION

PLACE

PEOPLE

MARKET

PLANNING REALITIES

RELATED PLANS

REGION

Southern Nevada's urbanization is largely contained within the basin landform of the Las Vegas Valley, generally defined by Bureau of Land Management (BLM) holdings. With a population of roughly 2 million, the Valley contains the largest concentration of people in the state of Nevada, while Las Vegas is the largest incorporated city within the metropolitan area with a population of nearly 632,000 and covering approximately 135 square miles. Because Downtown Las Vegas is both the historic core and acknowledged hub of the Valley, it is important that planning incorporate a regional perspective.

ENVIRONMENT

The Las Vegas Valley is situated within a basin of the Mojave Desert, located at approximately 2,000 feet elevation and surrounded by mountain ranges that include peaks reaching over 10,000 feet. This is an arid region with abundant sunshine, hot and dry summer months, and low annual precipitation at just over 4 inches. Consequently there is a scarcity of water resources. Las Vegas receives most of its water from the Colorado River, with heavily depleted aquifers helping to meet periods of high demand. Even so, the area is subject to torrential flash floods during the intense rains of the July and August "monsoon season" caused by moist winds from the Gulf of California, as well as the comparatively wet months of January and February. The region's physical situation within a desert basin can also create air quality problems.

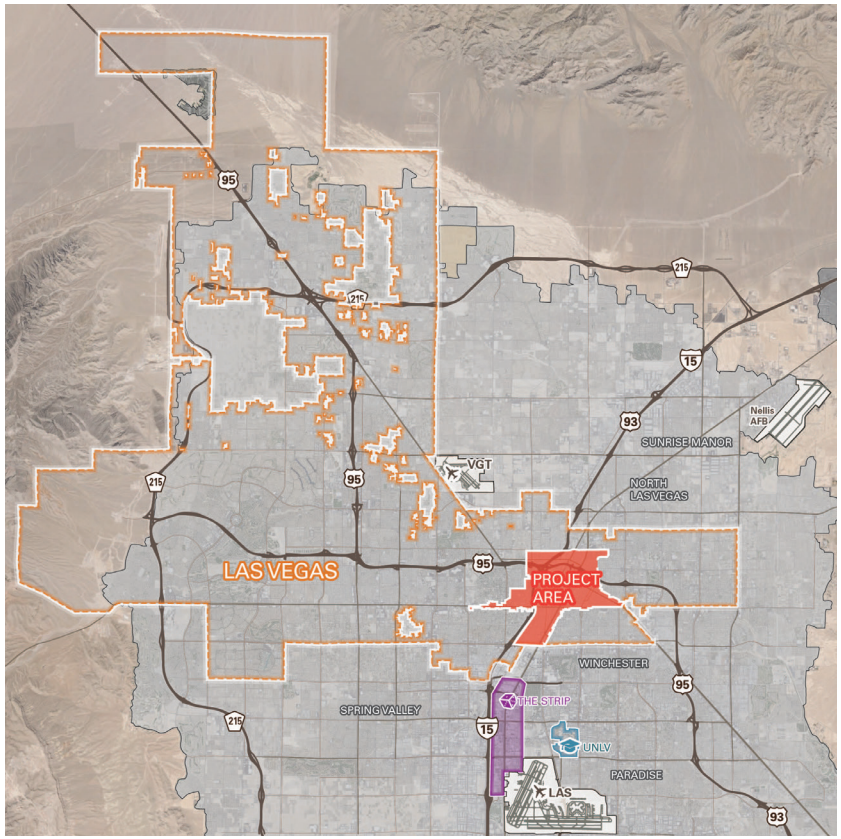


FIG 13.1: REGIONAL SETTING

LAND USE

Low density subdivisions and masterplanned communities dominate the Valley's grid, constrained by topography and federal land holdings. Downtown serves as a major employment center for the region, providing significant governmental, professional, and medical office functions. Commercial land use tends to follow the region's major corridors, highlighted by the extraordinary concentration of activity along The Strip, bridging Downtown and McCarran Airport. As city and regional policies pursue a jobs-housing balance, and the limits of outward growth are reached due to environmental and ownership constraints, it is expected that economic diversification, infill opportunities and higher density development in the Downtown will become more attractive.

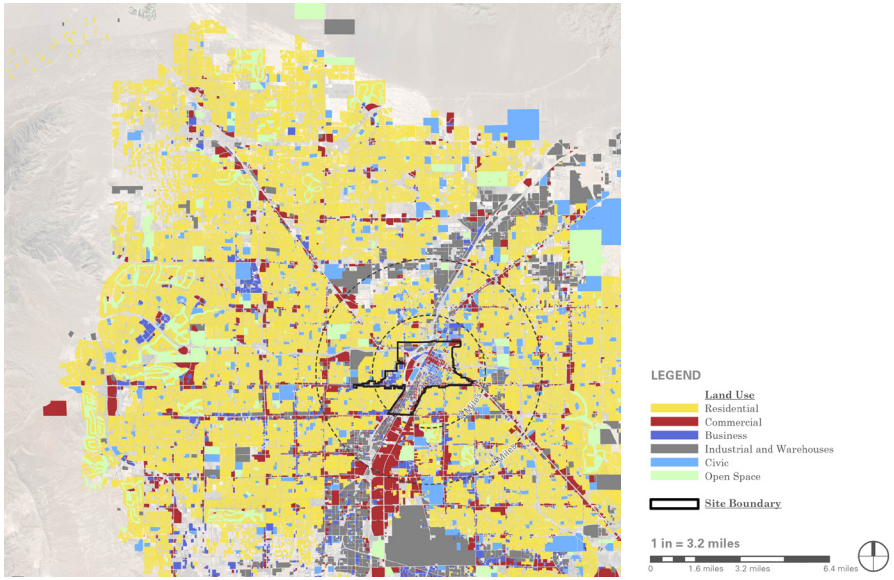


FIG 13.2: REGIONAL LAND USE

TRANSPORTATION

Two major freeways serve the Las Vegas region, crossing in Downtown Las Vegas – Interstate 15 and Interstate 515/U.S. Route 95. I-15 connects Las Vegas to Southern California and travels northeast to Salt Lake City and beyond; I-515/US 95 connects the city to northwestern Nevada, including Carson City and Reno, and joins with Henderson in the southeast. A partial beltway has been constructed, comprised of Interstate 215 to the south of Las Vegas, and Clark County 215 to the west and north. McCarran International Airport (LAS) is the main commercial airport for the Valley; located about 5 miles south of Downtown, it offers domestic, international and cargo service, and in terms of passenger traffic ranks as one of the twenty-five busiest airports in the world.

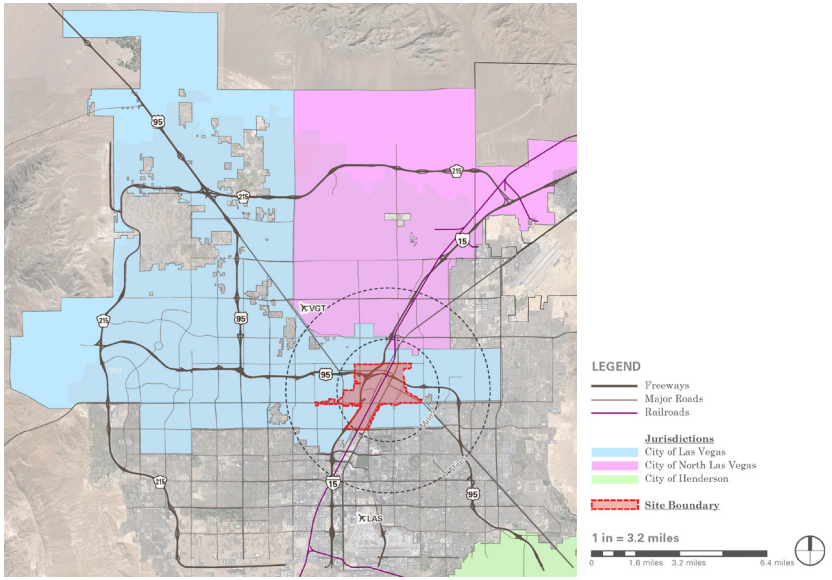


FIG 13.3: REGIONAL TRANSPORTATION

ECONOMY

Tourism is the region's primary economic engine, dominated by The Strip and its mega-resorts. Billed as the "Entertainment Capital of the World" the Las Vegas region is a top global tourist destination and one of the leading destinations for convention activity in the country, annually drawing over 40 million domestic and international visitors. Construction is a major industry, sustained by the tourism industry, an expanding regional population, and the Valley's growing reputation as a retirement and family community. Significantly for Downtown, technology companies and various entrepreneurs are also finding a home in Las Vegas, attracted by the affordable lifestyle, smart communications infrastructure, and a favorable business climate, including an advantageous tax structure.

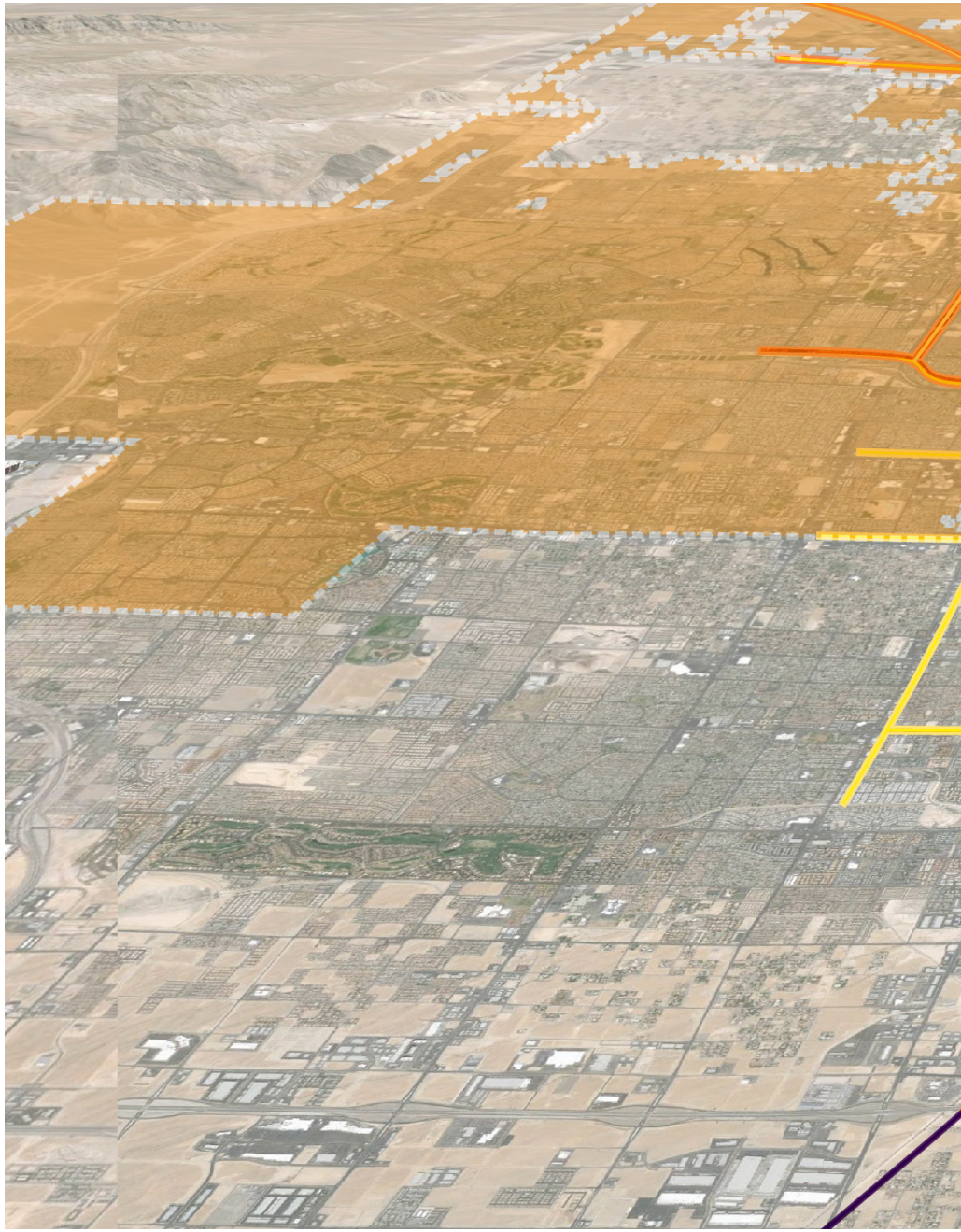
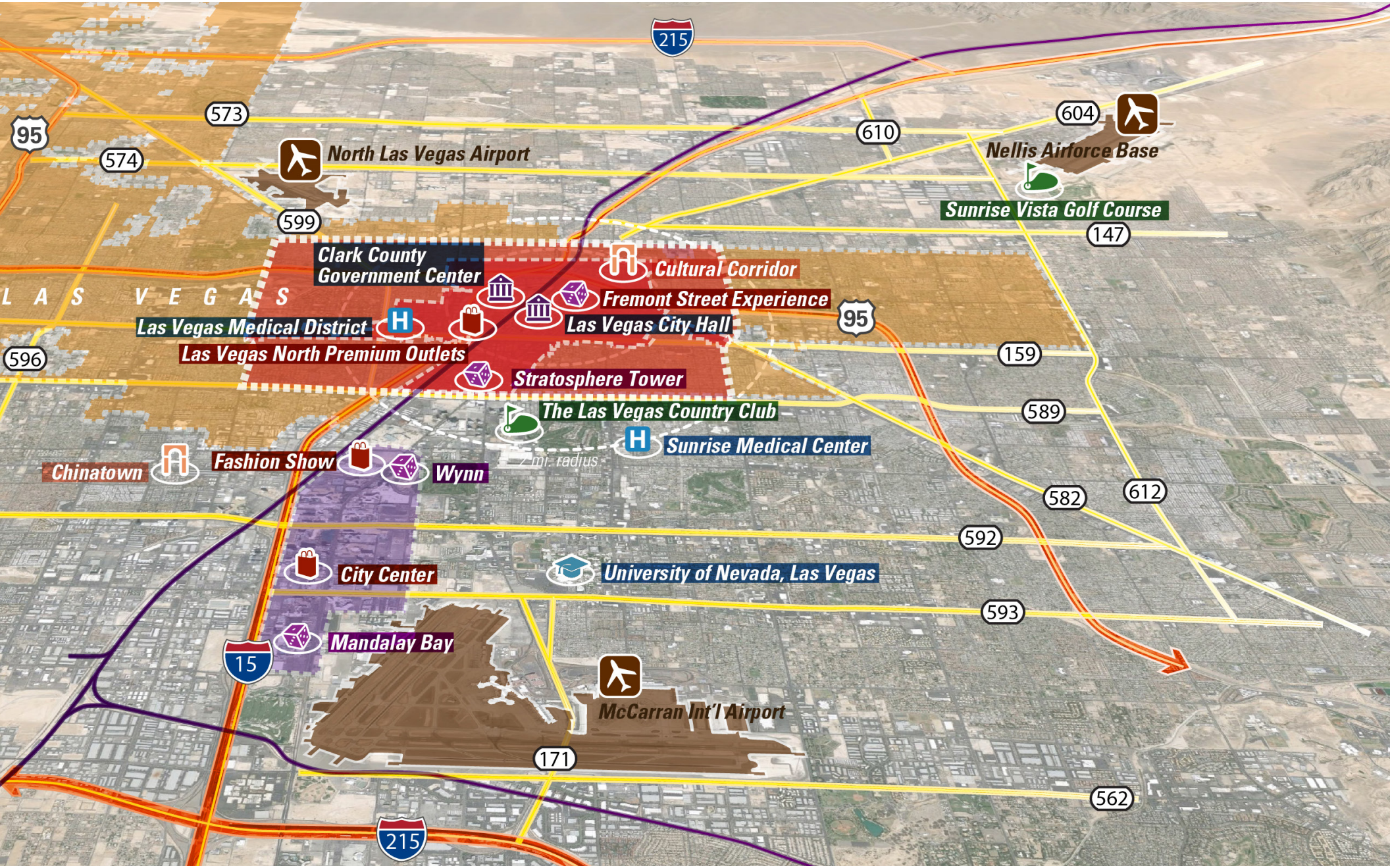


FIG 13.4: DOWNTOWN IN THE REGION


215
95
573
574
599
North Las Vegas Airport
610
604
Nellis Airforce Base
Sunrise Vista Golf Course
147
Clark County Government Center
Cultural Corridor
L A S V E G A S
Fremont Street Experience
Las Vegas City Hall
Las Vegas Medical District
95
596
Las Vegas North Premium Outlets
159
Stratosphere Tower
The Las Vegas Country Club
589
Sunrise Medical Center
2 mi. radius
Chinatown
Fashion Show
Wynn
582
612
592
City Center
University of Nevada, Las Vegas
593
Mandalay Bay
15
McCarran Int'l Airport
171
562
215

PLACE

Downtown Las Vegas is located in the center of the Las Vegas Valley, encompassing the original townsite and now functioning as the region's urban core. Located just north of The Las Vegas Strip and centered on Fremont Street, this is also the City's earliest gambling district. But Downtown is not defined by gaming alone; collectively, its many resources offer a rich legacy of culture, commerce, and entertainment.

DOWNTOWN BOUNDARIES

This Masterplan expands on the boundaries delineated by the DCP to define: 1) a Downtown Core that is the physical and perceptual center of Las Vegas, generally corresponding to the community's traditional grid structure and comprised of approximately 1,105 acres; 2) a Downtown Periphery covering an additional 1,625 acres that offers significant economic growth potential, but as of yet remains physically and perceptually disconnected from the core; and 3) a Sphere of Influence that incorporates surrounding neighborhoods and commercial corridors that are impacted by their proximity to Downtown. The entire planning area (including the Sphere of Influence) totals approximately 8,475 acres (~13.2 square miles); it is bounded by Owens Avenue on the north; Eastern Avenue to the east; Sahara Avenue to the South; and Valley View Boulevard on the west.

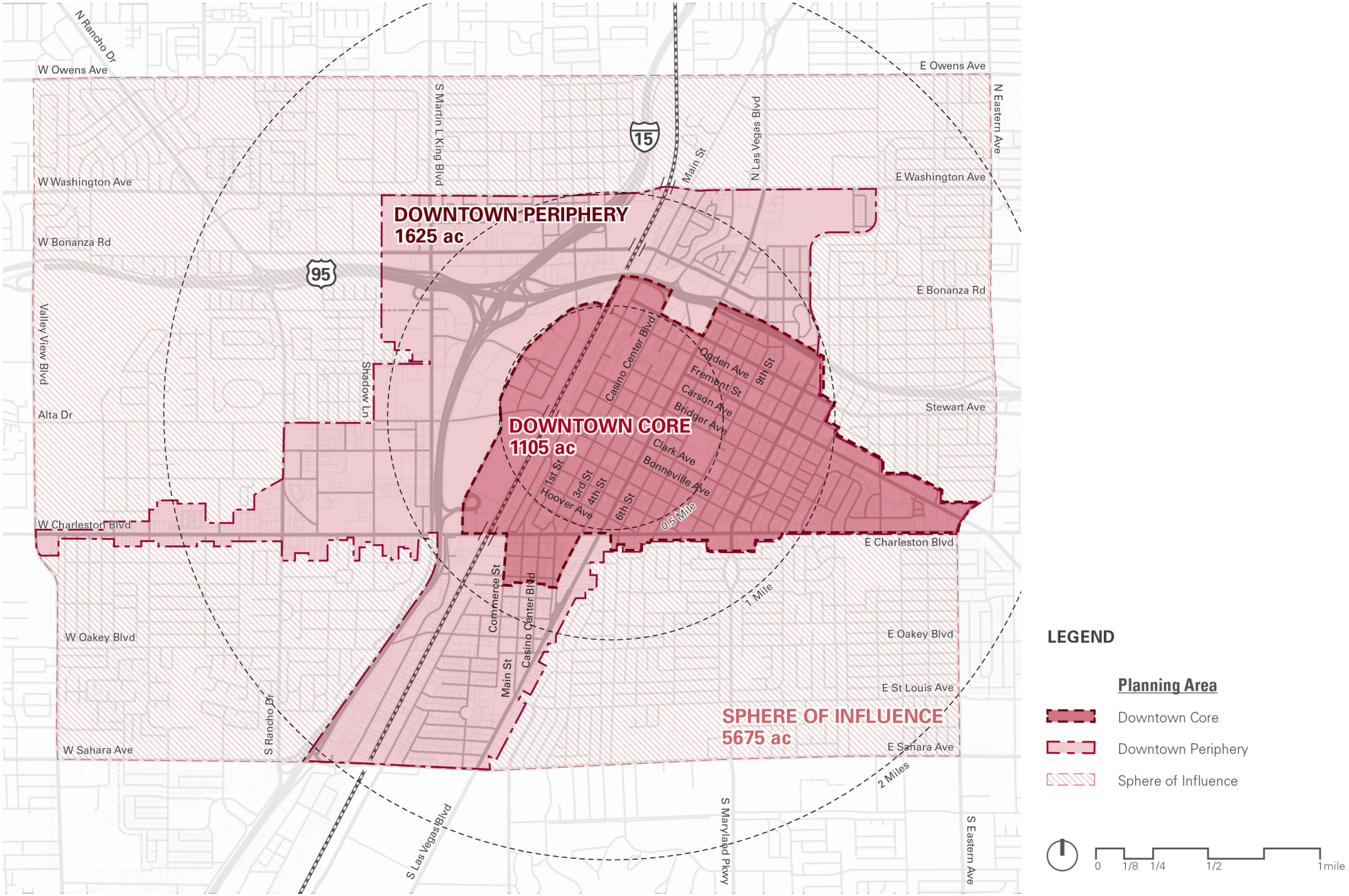


FIG 13.5: PLANNING AREA (DOWNTOWN BOUNDARIES & SPHERE OF INFLUENCE (* DRAWINGS ARE CONCEPTUAL AND NOT INTENDED TO BE INTERPRETED AS DEFINITIVE PROPOSALS.)

COMMUNITY HISTORY

Downtown is widely regarded as the historic and authentic Las Vegas. This embrace of local history and culture only serves to strengthen Downtown's image and authenticity, and is critical to its "reinvention" as the legendary heart of Las Vegas. Yet, it also serves as a reminder that Downtown must evolve to meet changing conditions and deliver on the promise of its recent resurgence.

BEGINNINGS

The first non-native settlers arrived in 1855 when the LDS church constructed a fort halfway between Salt Lake City and Los Angeles, today marked by the site of the Old Las Vegas Mormon Fort State Park. However, the official founding of Las Vegas is dated to 1905, when 110 acres of land in what would become the Downtown area were auctioned off by the Union Pacific Railroad. The City of Las Vegas was formally incorporated in 1911.

1855
The first non-native settlers arrived at the Fort

1905
San Pedro, Los Angeles and Salt Lake Railroad begins operating

Clark County is formed; Las Vegas is named new county seat

1911
City chartered; Peter Buol becomes mayor

GAMBLING & GROWTH

1931 was a momentous year for Las Vegas, as Nevada legalized gambling and construction on the Hoover Dam began, initiating a population boom during the Great Depression. Shortly thereafter, hotel and casino operations began to spring up on Fremont Street, which became renowned for its display of neon lights; the El Cortez and Golden Nugget were among the openings in the 1940s, and the Golden Gate in the 1950s.

THE STRIP & GAMING

The Strip emerged with the introduction of various themed hotels throughout the 1940s and 1950s; however, the creation of Paradise Township prevented annexation by the City of Las Vegas. Beginning in the late 1960s and through the 1970s, large corporations invested in hotels and casinos to create Las Vegas' gaming industry, and by the mid-1980s a period of unprecedented growth began.

DOWNTOWN ECLIPSED

Between 1970 and 2000, the City's population increased from roughly 125,000 to just over 478,000. Along The Strip, the era of the mega-casino resort began with the opening of The Mirage in 1989. However, decline set in Downtown with flight to the suburbs and the loss of tourists to The Strip; the Fremont Street Experience with its $70 million canopy featuring light and sound shows was opened in 1995 to lure visitors back.

DOWNTOWN RESURGENT

Recent Downtown success stories include inauguration of the three-block Fremont East Entertainment District; the growing popularity of the Arts District; and designation of Las Vegas Boulevard as a National Scenic Byway. An emerging tech and creative industry, and various public and private sector development projects, particularly those associated with "The Year of Downtown" have also instilled a renewed sense of optimism.

1931
Gambling legalized; Hoover Dam construction begins

1940
Las Vegas Union Pacific Station built

1946
Flamingo Hotel and Golden Nugget casino in business

1959
Las Vegas Convention Center opens in Winchester

1973
Las Vegas City Hall built
Population: 125,787

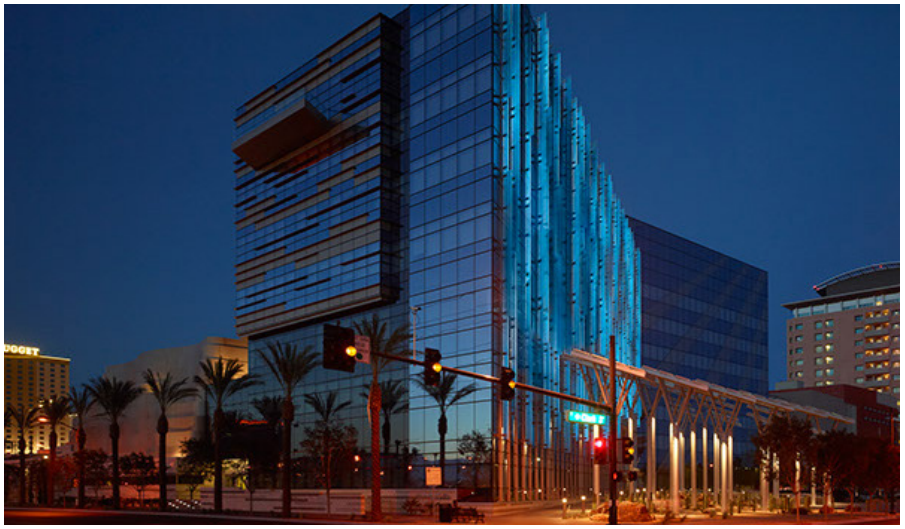
1990
Population: 258,295; Metro: 741,459

2000
Population: 478,434
Aladdin Casino rebuilt on the Strip.

2012 ("Year of Downtown")
The Smith Center opens; new City Hall built;
Population: 589,317;
Metro: 1,969,975

LOCAL GOVERNMENT

The City of Las Vegas operates under a council-manager form of government, with overall policy direction provided by the Mayor and City Council. Six council members are elected by ward, while the Mayor sits as a member-at-large and presides over City Council meetings; the Masterplan boundaries encompass parts of three separate Council wards, with the Downtown core mostly situated within Council Ward 3. Appointed by the Mayor and Council, the City Manager is responsible for the administration and day-to-day operations of a municipal organization currently totaling nearly 3,000 employees with a budget of $1.2 billion. Directly involved in Downtown planning and implementation are the Department of Planning and the Planning Commission, as well as the Economic and Urban Development (EUD) Department and the Las Vegas Redevelopment Agency.



City Hall

COMMUNITY CHARACTER

Like many urban centers, Downtown Las Vegas accommodates a wide range of uses and activities, notably hospitality, gaming and tourism; cultural facilities; government institutions; and professional and medical office functions. It has also suffered from years of disinvestment and underdevelopment. As a result, Downtown lacks a critical mass of essential functions that are normally associated with healthy and livable urban environments, in particular, quality urban-scale housing and commercial amenities, and the common perception is that the area is physically disjointed and lacking physical cohesion. Nonetheless, Downtown is distinguished by the presence of a number of unique and compelling resources and attractions that will continue to anchor its revival.

IN THE CORE

Downtown's most popular attraction and entertainment anchor remains the Resort & Casino District, featuring several classic hotel-casinos and the renowned Fremont Street Experience, while Fremont East is an up and coming district that is attracting an eclectic mix of bars, clubs and restaurants. To the south of Fremont, the Civic & Business District maintains its identity as the center of government for Southern Nevada, including local, regional, and federal government offices, and branded with iconic buildings such as City Hall and the Federal Courthouse. By contrast, the Arts District is coming to life as home to the local arts scene, featuring art galleries, creative studios and shops.

AT THE PERIPHERY

Mostly separated from the core by I-515/US 95, the Cashman District offers an underappreciated collection of community and cultural facilities, including the Mob Museum, the Las Vegas Natural History Museum, the Neon Museum and Boneyard, and the Old Las Vegas Mormon Fort State Historic Park. Meanwhile, the Smith Center for the Performing Arts and the DISCOVERY Children's Museum are popular regional attractions and catalysts for the development of Symphony Park, a proposed urban district foreseen as part of the urban core, but currently cut off by the Union Pacific Railroad (UPRR) line; Symphony Park holds potential synergies with the nearby World Market Center Las Vegas and the much frequented Las Vegas Premium Outlets North. Across I-15, the Medical District serves as the region's leading center for healthcare.

SURROUNDING DOWNTOWN

Neighborhoods with strong identities and historical qualities populate much of the area surrounding Downtown, including Huntridge to the east, and Scotch 80s and Rancho Manor to the west. Residents of these neighborhoods acknowledge ties to Downtown and are invested in its success.

CONNECTING DOWNTOWN

Designated as a National Scenic Byway, Las Vegas Boulevard functions as the major "spine" that links many of the City's commercial and cultural attractions, emerging as The Strip south of Sahara Avenue. To highlight its significance, a number of neon signs from former casinos and landmarks have been restored and installed along the roadway.

PEOPLE

To Downtown's benefit, national and regional demographic trends suggest that a population heretofore experiencing years of decline in numbers and vital socio-economic markers is poised for an upswing, creating a more diverse place that attracts more numerous urban dwellers. The provision of suitable housing options, as well as services and amenities for a changing urban population promises to become an increasingly important challenge.

PROFILE

As one of the epicenters of the housing boom-bust cycle, the Valley's decades of rapid population growth slowed and declined in the late 2000s. However, while the region has recently experienced a resurgence in population growth, Downtown has lost populace over many years, epitomized by a roughly 20 percent decline between 2000 and 2010. Even though the rate of decline has begun to slow, low population density and adverse socio-economics remain an impediment to economic expansion within the urban core.

- **Population Numbers:** Overall population numbers are exceedingly low for a major metropolitan downtown; the area defined as the Downtown Core contains about 12,500 residents, while the Downtown Periphery includes only about 12,000 residents. A population density of roughly 5,450 persons per square mile for Downtown is not appreciably higher than the city-wide density of approximately 4,300 persons per square mile.

- **Socio-Economic Indicators:** Household incomes are lower and poverty rates are higher in the Downtown; in 2013, the poverty rate within the urban core (32 percent) measured twice that of Clark County (16 percent). Similarly, housing tenure and conditions are less stable in the urban core, with considerably higher vacancy rates and renter occupancy. It is important to note that there are significant differences between Downtown and its Sphere of Influence, wherein surrounding single family neighborhoods generally exhibit greater stability, especially the more affluent residential areas located west of I-15.

- Education & Employment Levels: Educational levels in Clark County present a challenge to regional aspirations for growth in high-wage industries, and educational achievement is even lower for Downtown residents. Not surprisingly, unemployment rates are higher for Downtown residents, compounded by the fact that jobs in the urban core contracted following the recession in 2008. As the regional recovery has been more rapid, the unemployment rate for Downtown residents measured a disconcerting 20% in 2013, as compared to a County rate of around 10% and a national unemployment rate of 7.4%.

TRENDS & PROJECTIONS

It is anticipated that Las Vegas will once again rank among the nation's fastest growing regions; by 2030 projections are that the region will add as many as 350,000 persons and the City will add about 100,000 residents. Among the trends favoring Downtown are an increasingly diverse population and the emergence of population groups actively seeking urban living environments.

- **Population Diversity:** Downtown's population is becoming more ethnically diverse, mirroring regional and national trends. Its non-white population accounts for about 60 percent of the total, somewhat higher than City and County levels, highlighted by growing Hispanic/Latino and significant African-American populations. Population diversity has been credited with broadening commercial opportunities and as a stimulus to entrepreneurship, increasing the likelihood of a more vibrant Downtown environment.

- **Urban Dwellers:** Changing demographics characterized by an aging baby boomer cohort, single resident living, and fewer children per household will increase demand for multi-family housing. In particular, baby boomers and millennials are seeking different housing options and lifestyles than currently offered by the single family neighborhoods that typify Las Vegas, and are increasingly attracted to urban locales. These major market groups are likely to drive future demand in the Downtown.

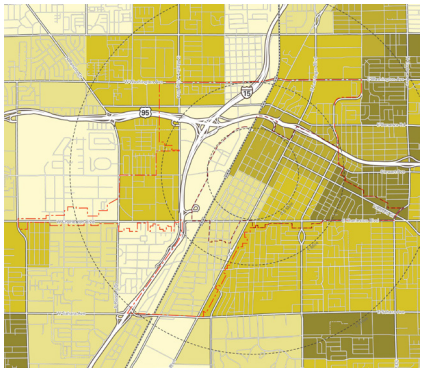


FIG 13.8: POPULATION DENSITY PER SQUARE MILE BY CENSUS TRACT

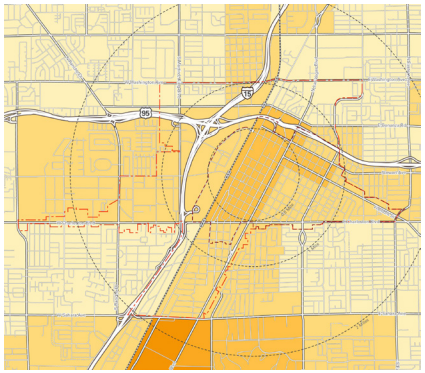


FIG 13.6: PERCENT VACANT HOUSING BY CENSUS TRACT

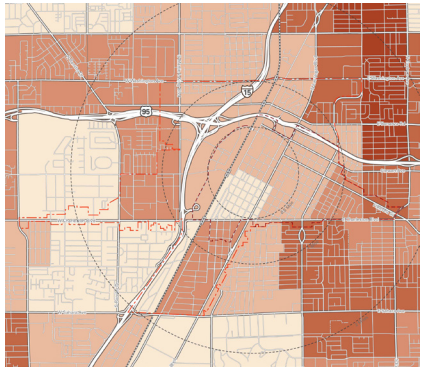


FIG 13.7: PERCENT HISPANICS /LATINOS BY CENSUS TRACT

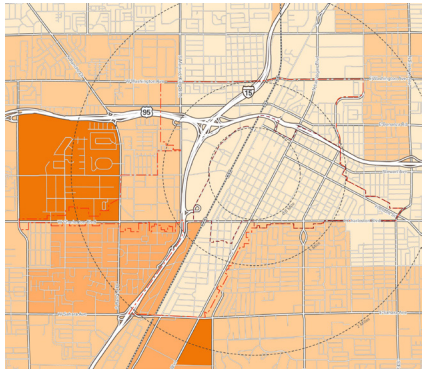


FIG 13.9: MEDIAN HOUSEHOLD INCOME BY CENSUS TRACT

MARKET

Downtown continues to struggle with long-running economic challenges that range from declining population and employment bases to suburban competition and a lack of economic diversity. On the other hand, structural advantages are coming to the fore as several positive trends gain momentum. Of particular note is the emergence of niche industries in the tourism, creative, and technical sectors that prefer a unique urban experience.

PROFILE

The regional economy is showing signs of recovery from the 2008 recession; there has been both population and job growth, and the housing market continues to stabilize in the recession's aftermath. Even so, Southern Nevada remains one of the least economically diverse of the country's major metropolitan areas. Las Vegas is fueled by major consumption industries, dominated by the gaming and tourism sector, resulting in lower skilled jobs and an economy that remains especially vulnerable to recession.

- **Core Industries:** Clearly, tourism, and gaming are a mainstay of the economy and remain vital to Downtown's prosperity. Downtown also functions as the regional government center, supported by a large professional services sector, and its Medical District serves as the regional hub for health and medical services. High-tech and creative industries are considered emerging economies that will profit from synergies with core industries.

- **Growth Impediments:** Downtown faces a number of barriers to economic expansion and jobs creation, in particular, low residential densities and weak socio-economic conditions are exacerbated by insufficient amenities to attract new urban residents and major employers. Constraints on redevelopment also include difficulties associated with land assembly and uncertainties in the land use regulatory process.

- **Competitive Advantages:** Downtown benefits from Las Vegas' status as an international destination, while maintaining its own standing as authentic and historic Las Vegas; the region's entertainment infrastructure is not easily replicated, but new attractions are needed to keep the market vibrant. Downtown is also well positioned as the physical hub and urban core of the City, complemented by its role as the regional center of government, healthcare, and culture.

TRENDS

National and regional trends suggest that there is occasion to diversify Downtown's economy. High-tech growth is leading the revival of office markets, and national demographic trends favor growth in health and medical services. Emerging niche markets in tourism present another opportunity. Taking advantage of these trends is dependent on overcoming growth impediments and capitalizing on competitive advantages, for example, through regional cooperation and securing a more educated workforce, as well as by enhancing Downtown's assets and improving the quality of life.

- **Downtown Experience:** Downtown possesses distinct assets that are well suited to capturing growth in much sought after creative and knowledge-based industries, underscored by its central location and heightened sense of place. For example, the opportunity for adaptive reuse of obsolete warehouses and older buildings supports entrepreneurial start-ups, and accommodates creative office and flex industrial space. Tourist demands for unique experiences and urban attractions also favor Downtown with its singular collection of historic casino-hotels, and other cultural resources that trade in its special history and glamour.

- **Urban Housing Potential:** The residential market in Las Vegas is signaling expansion of the multi-family housing stock, which could lead to a higher residential capture for Downtown. While there are challenges to increasing the number of residents living in the urban core, such as the lack of urban amenities, population subsets comprised of millennials, baby boomers, and the creative class are increasingly drawn to an urban lifestyle. These groups seek moderate scale housing with access to transit and open space, complemented by neighborhood serving retail.

- **Tourism & Gaming Spin-Offs:** Markets that involve spin-offs of the gaming industry and spending on non-gaming activities present another opportunity for Downtown; for example, business hotels and conventions, as well as booking and management. Potential niche markets that support the hospitality sector include cultural tourism and culinary travelers that prefer new urban restaurants and bars.

- **Emerging Tech & Creative Arts:** Synergies between technical, creative, medical, and media industries, and cooperation with advanced educational institutions such as UNLV will promote expanded economic growth. Areas of opportunity include: bio-tech manufacturing; robotics; 3-D printing; enhanced / virtual reality; virtual gaming; film production; fashion; and other creative arts.

COMPETITION

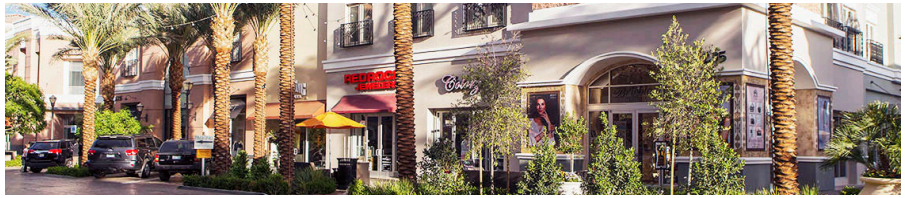
The Strip remains the dominant center of the gaming, entertainment and convention industries, boasting many of world's largest hotels and mega resorts, and overshadowing Downtown as a tourist destination. Suburban centers such as Summerlin and Henderson that continue to capture a large share of the region's residential and employment growth are also a threat to the economic success of Downtown.

- **Residential Competitors:** Residential development will continue at the fringes of the region, with the northwest sector growing especially fast. While Downtown is expected to benefit from the densification that will accompany eventual constraints on physical expansion of the region, town centers within planned suburban communities, and the downtowns of Henderson, North Las Vegas and Boulder City are also pursuing more walkable and sustainable environments.

- **Employment Competitors:** Boasting highly attractive business parks and emerging town centers, Summerlin and Northwest Town Center in Centennial Hills are among the outlying centers that are expected to capture much of the Valley's office growth and substantial retail investment. The presence of Class A office space within multi-use settings enhances their appeal; Downtown offers only a limited supply of Class A office.

- **High-Tech Competitors:** Competition for high-tech industry is especially intense; while national competitors focus on quality of life issues and pursue an educated workforce, suburban competitors offer low cost land and other locational benefits such as abundant open space. However, Downtown's urban qualities offer certain regional advantages in attracting tech and creative enterprise.

DOWNTOWN SUMMERLIN


THE DISTRICT AT GREEN VALLEY RANCH

TOWN SQUARE

LAS VEGAS STRIP

FIG 13.10: REGIONAL COMPETITORS

PROJECTIONS

Weak growth is projected without public intervention and collaboration, anticipating a temporary spurt in development largely attributed to a backlog of projects that were placed on hold due to the recession of 2008. This conservative outlook assumes the "status quo" for economic development programs and initiatives, projecting approximately 3.7 million square feet of development for Downtown through 2045, including a relatively modest 1,500 dwelling units. However, strategic interventions substantially improve projections for residential and non-residential demand, leading to economic diversification, sustainable investment, and an improved economic climate through the 2045 planning horizon. With aggressive levels of public and private investment, nearly 10 million square feet of development is envisioned for Downtown, supplying roughly 4,500 housing units. Programs and initiatives required to "bend the curve" and support this level of growth involve comprehensive multi-modal transportation improvements, development incentives, aggressive land assembly, public-private partnerships, and public investment in catalytic institutions and entrepreneurial programs.

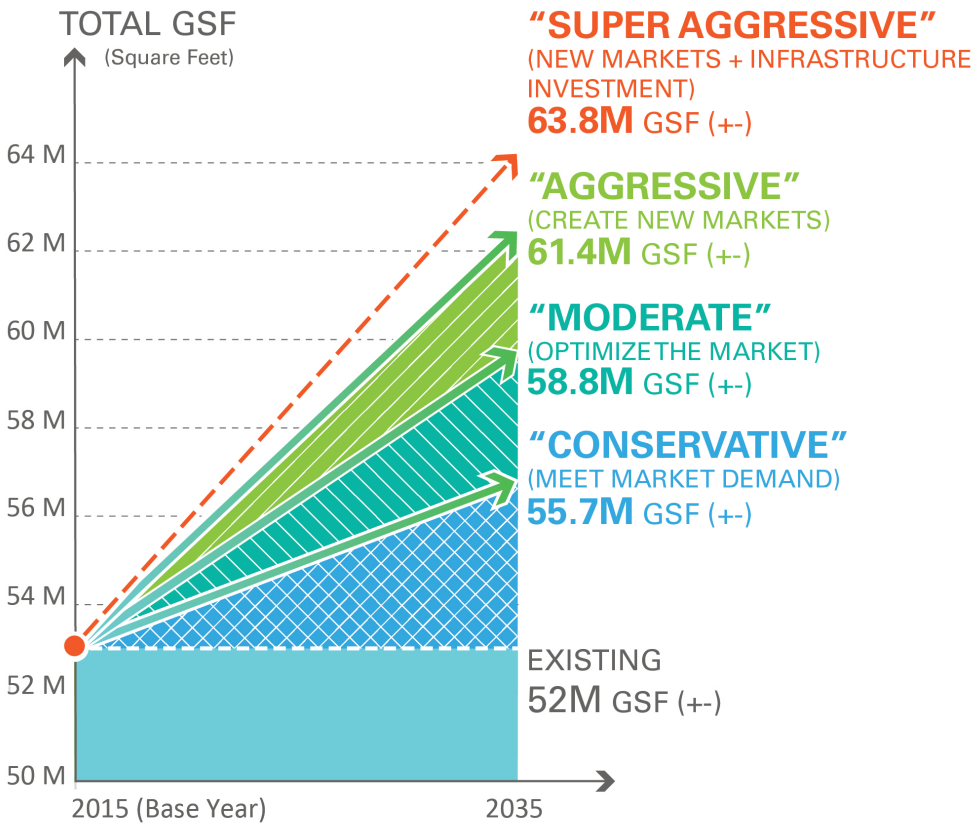


FIG 13.11: DEVELOPMENT PROJECTIONS
(* FOR ILLUSTRATIVE PURPOSES ONLY.)

PLANNING REALITIES

Planning needs to be grounded in the realities of the people, the place, and the market… the reality of Downtown is an incongruent mixture of pockets of success with extensive swaths of economically disadvantaged zones, and occurrences of obsolescence and visual blight. Thus, notable accomplishments of late are counterbalanced by widespread underdevelopment and a lack of connectivity that present on-going challenges.

DOWNTOWN ACCOMPLISHMENTS

Downtown has experienced an urban renaissance in recent years, underscored by the completion of a number of prominent development projects. With the opening of The Smith Center for the Performing Arts and DISCOVERY Children's Museum, the Mob Museum, a new City Hall complex, and renovation of the old City Hall building as the corporate headquarters for on-line retailer Zappos, 2012 has taken on special significance as "The Year of Downtown."

PUBLIC PROJECTS:

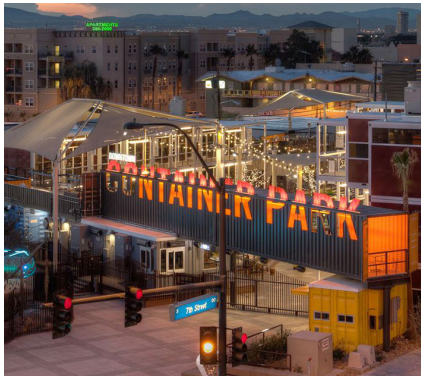
The City Hall complex, awarded LEED Gold status, and the nearby Bonneville Transit Center are particularly noteworthy projects, as they represent catalytic public investment at the heart of Downtown. On-going multi-modal streetscape improvements throughout the urban core are also instrumental in improving the appearance and functioning of Downtown.

COMMERCIAL REUSE & RENOVATION:

Recent renovations of several Downtown hotels and businesses have built on Downtown's resurgence, most notably the makeover of the historic El Cortez Hotel & Casino, as well as rehabilitation of the Lady Luck into the Downtown Grand, and new tower construction and renovation at the Golden Nugget. Meanwhile, the Mob Museum and 5th Street School adaptive reuse exemplify the city's commitment to historic preservation.

EMERGING DISTRICTS:

The burgeoning Arts District and revitalization of Fremont Street East have been spearheaded by the proactive involvement of the business community and concerned citizens. These districts are attracting considerable interest and undergoing makeovers into active mixed-use environments, leading the way to new possibilities for Downtown revitalization, for example by stimulating growth in the creative economy.



DOWNTOWN PROJECT:

A private sector initiative, the Downtown Project has become an important economic influence that is helping to stimulate renewal and attract investment within the urban core, especially Fremont Street East; smart projects such as the Downtown Container Park and investment in small businesses and tech start-ups showcase the Downtown Project's entrepreneurial spirit.

SYMPHONY PARK:

To date, The Smith Center, DISCOVERY Children's Museum, and the accompanying park space are the major achievements of a public-private partnership intent on redeveloping properties once owned by the Union Pacific Railroad. While these high profile cultural projects have created an undeniably popular regional attraction, they are also expected to spur development of an urban mixed-use neighborhood adjacent to the Downtown core.

NEIGHBORHOOD CONSERVATION:

Downtown's revival is leading to renewed interest in the City's most historic residential neighborhoods, particularly John S. Park and Huntridge, with a vocal constituency now advocating for neighborhood conservation and preservation of historic residences. Actions include designation of historic districts and rehabilitation of much desired mid-century homes.

MAJOR CHALLENGES

Despite numerous achievements that reflect favorably on the community, Downtown must overcome significant challenges if positive momentum is to be sustained. The most pressing problems of underdevelopment and poor connectivity persist throughout large areas of Downtown, discouraging private investment and economic diversification, and hindering growth and development.

SCARCE URBAN POPULATION:

Downtown lacks an impactful supply of urban housing; it is especially deprived of a robust mid-rise housing component that is found in most successful city centers. Instead, extremely low density and too few housing options aggravate the jobs-housing imbalance, decrease urban vitality, and negatively impact Downtown's ability to attract leading-edge business and prospective urban dwellers.

POOR HOUSING CONDITIONS:

Downtown's housing supply is weighted toward low-rise apartment buildings occupying neighborhood zones in decline; meanwhile, the core has seen losses to demolition, abandonment and conversion, with only limited new residential construction. An aging housing stock, and comparatively high renter occupancy and vacancy rates reveal the transient nature of Downtown residency.

ELEVATED POVERTY & HOMELESSNESS:

The socio-economic indicators for Downtown are generally unfavorable as compared to Clark County and the City as a whole; household incomes are lower, while poverty rates and unemployment rates are higher by a significant margin, compounded by a high incidence of homelessness. Such conditions destabilize neighborhoods and strain community resources.

WEAK CONNECTIVITY:

Despite concerted public effort to reverse the situation, Downtown still suffers from weak physical connectivity between activity nodes, inhibiting programmatic linkages and limiting shared economic benefits. Physical and perceptual barriers, namely freeway, railroad, and degraded commercial corridors separate districts, and poor accommodation of alternative modes of transportation fails to bring them together.

EXCESSIVE VACANT UNDERDEVELOPED LAND:

Vacant land, expansive surface parking lots, and marginal land uses consume considerable acreage; at least 10 percent of Downtown is classified as vacant parcels. These circumstances convey a high level of underdevelopment and commercial disinvestment, and contribute to the perceived lack of visual cohesion, exacerbate blighted conditions, and greatly detract from Downtown's image.

DEFICIENT OPEN SPACE RESOURCES:

Less than 2 percent of Downtown's land area is given over to open space resources, far below City standards and other major metro downtowns. The lack of both neighborhood parks and urban outdoor spaces means too few active and passive recreational opportunities for residents and workers; moreover, it harms Downtown's sustainability, livability and appeal.

RELATED PLANS

Prior planning efforts have already considered many of the planning realities facing Downtown from regional and city-wide perspectives, and therefore offer important policy direction and guidance. Similarly, concurrent planning activities addressing specific issues and opportunities relative to Downtown have necessitated on-going coordination and collaboration. As appropriate, this Masterplan reconciles and incorporates the findings and recommendations of these various undertakings.

REGIONAL PLANNING CONTEXT

Led by the Southern Nevada Regional Planning Coalition (SNRPC) and the Regional Transportation Commission of Southern Nevada (RTC), regional planning reinforces Downtown's role as the primary urban core for the region. In particular, Downtown is acknowledged as the vital center for major governmental, financial, business and cultural facilities.

- **Regional Policy Planning:** Regional policy documents issued by the SNRPC, namely the Southern Nevada Regional Policy Plan and Southern Nevada Strong, are especially concerned with economic progress and quality of life. As the region's core, Downtown should provide a variety of jobs and services, dense housing, and new employment and workforce development opportunities.10
- **Regional Transportation Planning:** The RTC's Regional Transportation Plan promotes multi-modal transportation options, and identifies a series of funded and unfunded transportation improvements projects for the region. Projects impacting Downtown encompass: streets and highway improvements, specifically capacity improvements along the I-15 corridor; transit capital improvements, including BRT along Maryland Parkway to better connect the airport and Downtown; and a variety of multi-modal and operational investment strategies, such as ITS technology, travel demand management, and complete streets enhancements.

LOCAL PLANNING CONTEXT

The Las Vegas Masterplan 2020 provides comprehensive city-wide policy guidance and offers direction for the preparation of more detailed plans for specific geographic areas, including goals and policies applicable to Downtown and the surrounding area. Among the basic themes most pertinent to Downtown and its sphere of influence are re-urbanization, neighborhood revitalization, economic diversity and cultural enhancement. It is fundamental that the Downtown Masterplan 2045 is compatible with and implement the city-wide comprehensive plan; it must also complement the City's Economic Development Investment Strategy.

- **Re-urbanization Strategy:** Described as a "Re-urbanization" Strategy Area, Downtown is envisioned by the Las Vegas Masterplan 2020 as a vibrant urban environment at the core of the city, and as the cultural and economic center of the community. It is intended to support a mix of uses, including urban housing.

- **Neighborhood Revitalization Strategy:** Areas surrounding the Downtown core are identified as part of a larger "Neighborhood Revitalization" Strategy Area, intended to reverse the decline of older neighborhoods and revitalize declining commercial areas. Infill and redevelopment are emphasized, while retaining the character of existing stable neighborhoods.

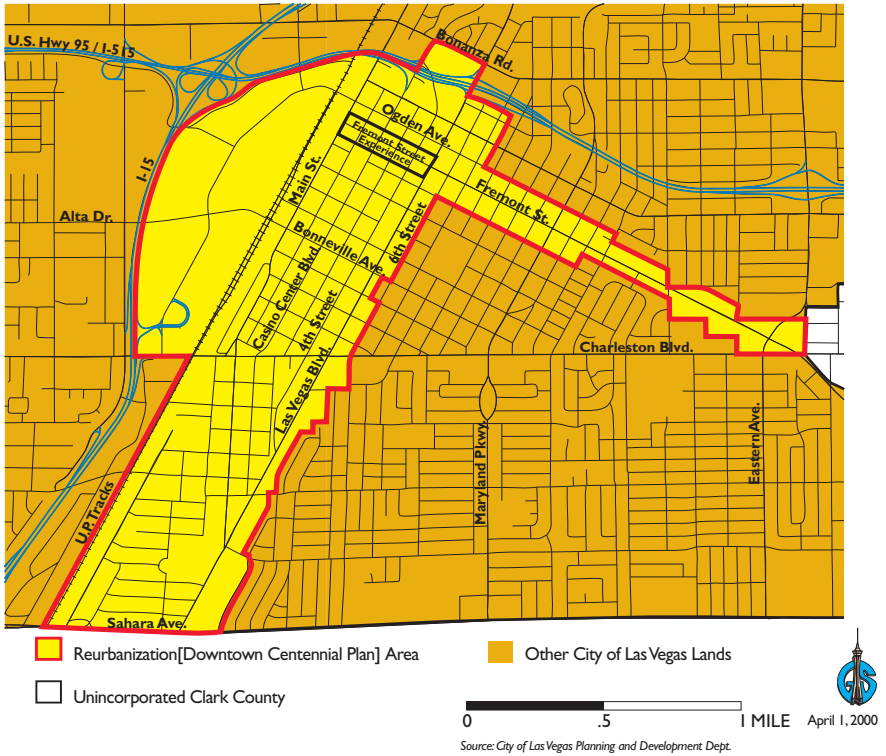


FIG 13.12: DOWNTOWN REURBANIZATION AREA

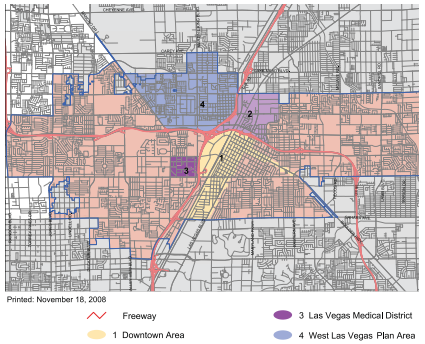
LAND USE & COMMUNITY DEVELOPMENT POLICY GUIDANCE

A series of city-wide Plan Elements deal in-depth with specific issues, a number of which address land use and community development. The Land Use Element is central to these, and serves as a long-range planning tool in conjunction with other elements, particularly the Community Design and Housing Elements, to direct the City's future growth, revitalization, and preservation efforts, including important policy guidance for Downtown.

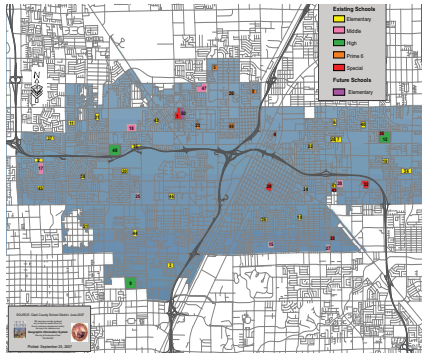
- **Land Use & Housing:** The Land Use Element designates much of Downtown for "Mixed-use" intended to accommodate intensified land use suitable to an urban core, thereby supporting Downtown's role as the regional center for finance, business, government, entertainment and recreation, while retaining gaming and tourism as vital to economic prosperity. Additionally, the Housing Element stresses the need to rebuild the housing component of Downtown, as well as the need for stabilization and improvement of neighborhoods within the central area of the City. It endorses mixed-use, mixed income development concepts within a pedestrian scaled walkable environment.

- **Community Resources & Services:** A key policy of the School Facilities Element is to ensure educational and training opportunities for Downtown residents and its workforce. Additionally, the Public Buildings Element promotes the city's cultural role, encouraging public arts and cultural facilities, museums and libraries, and other supportive uses.

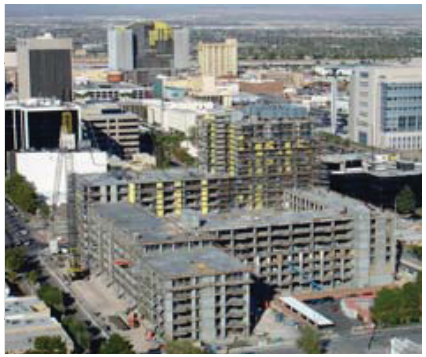
- **Community Character & District Identity:** The Community Design Element recommends the use of Form-based Coding, and the establishment of guidelines and standards that support infill development, higher density mixed-use, and adaptive reuse of existing buildings. Preservation of historic properties, buildings, and signs is an important goal.



Southeast Sector Map
(Source: Land Use & Rural Neighborhoods Preservation Element, p. 29)



Southeast Sector Schools
(Source: School Facilities Element, p. 37)



High-Density Mixed-Use Development
(Source: Community Design Element, p. 29)

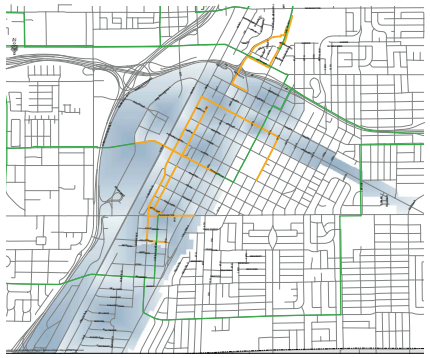
MOBILITY & INFRASTRUCTURE POLICY GUIDANCE

A number of city-wide Plan Elements address issues of mobility and infrastructure. The Transportation and Transit Elements, as well as the Conservation and Parks Elements are chief among these, supporting the Land Use Element and offering additional policy guidance for Downtown.

- **Mobility:** The Transportation Element stresses mixed-use development in the urban core, serviced by transit and multi-modal transportation options. Similarly, the Transit Element promotes transit supportive densities and mixed use along transit corridors and within the Downtown.
- **Infrastructure & Sustainability:** The Conservation Element promotes economic, environmental, and social sustainability, and encourages coordination between land use, transportation, and energy consumption, including support for alternative modes of transportation, urban forestry and improved building practices.
- **Open Space & Environment:** The Parks Element recognizes that the more established parts of the City are underserved by parks and recreation facilities; it advocates smaller scale public parks and plazas for Downtown, and supports alternative methods for funding parks. An urban pathway system and complete streets are recommended in the Trails Element.

Proposed Location for Central City Inter-modal Transportation Terminal
(Source: Transit Element, p. 32)

Solar Facilities at the New City Hall
(Source: Conservation Element, p. 42)

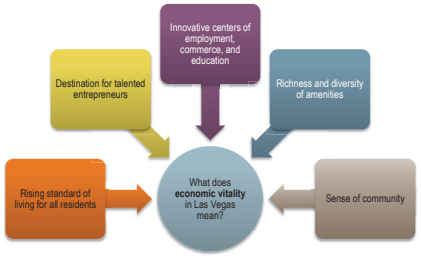


Urban Trails
(Source: Trails Element, p. 47)

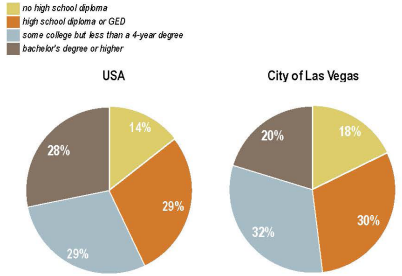
ECONOMIC DEVELOPMENT & STRATEGIC PLANNING POLICY GUIDANCE

Completed and adopted by the City in 2013, the Economic Development Investment Strategy presents recommendations to make Las Vegas a more innovative center of employment, commerce, and education by providing a diversity of amenities, a sense of community, and a rising standard of living. There is particular concern for the lack of physical, transportation and programmatic links needed to create a connected and integrated Downtown.

- **Economics:** The city-wide investment strategy promotes economic development by targeting key industrial sectors, such as digital media, financial services, and business IT. It also looks to strengthen the Medical District by attracting health and medical services, and reinforcing its connections to other Downtown assets.
- **Tourism, Arts & Culture:** Key recommendations address the need to develop and expand arts and cultural facilities; pursue the development of retail, entertainment and sports facilities, as well as a Downtown convention center; improve connectedness and walkability; and expand post-secondary educational facilities and programs in the Downtown.
- **Strategic Planning:** Specific recommendations include establishment of a Downtown management structure; adoption of more flexible zoning and density standards; introduction of more transportation and housing options; and the provision of physical space and infrastructure to support tech companies.

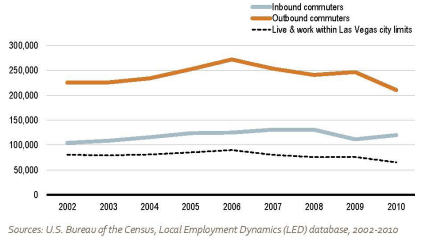


(Source: City of Las Vegas Economic Development Investment Strategy, p. 4)



Educational attainment,2010 Highest level of education achieved by the population age 25 or older

(Source: City of Las Vegas Economic Development Investment Strategy, p. 1)



Net daily inbound & outbound commuter traffic for the city of Las Vegas

(Source: City of Las Vegas Economic Development Investment Strategy, p. 2)

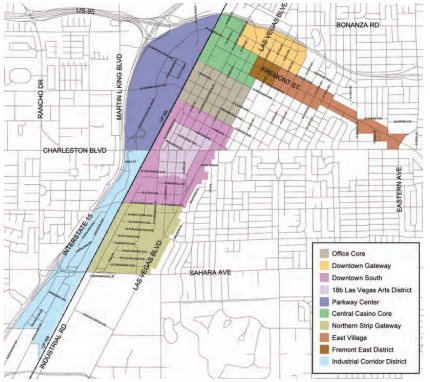
LAND USE POLICY IMPLEMENTATION

Implementation of city-wide land use policy primarily relies upon Special Area Plans, the Unified Development Code (UDC), and Redevelopment Plans. In this regard, Special Area Plans serve a regulatory function throughout much of Downtown; however, often resulting in unclear relationships with the UDC. Consequently, adoption of an updated Masterplan and subsequent preparation of Form-Based Coding for Downtown have been widely advocated by City staff and stakeholders.

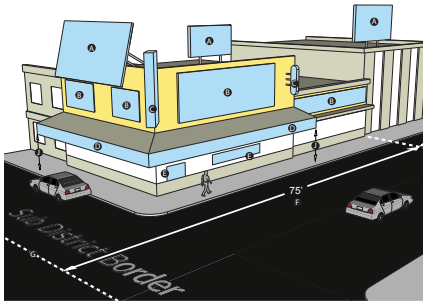
- **Special Area Plans: T**he Downtown Centennial Plan (DCP), Downtown North Land Use Plan, and the Las Vegas Medical District Plan are Special Area Plans that address the unique conditions found in specific areas of Downtown. These plans offer valuable insights for Downtown planning and policy direction; for example, the DCP describes measures to improve image and identity. Nonetheless, it is expected that they will be superseded by adoption of this Masterplan.

- **Unified Development Code:** Title 19 of the Las Vegas Municipal Code, also known as the UDC, sets forth development and design standards for various Base Zoning Districts, as well as a number of Overlay Districts with applicability to Downtown. Unfortunately, numerous overlapping districts and zones within the UDC and DCP, and complex standards and procedures have limited effectiveness, clarity, consistency, and completeness. In other words, Downtown has lacked a "one-stop shop" to regulate and guide development.

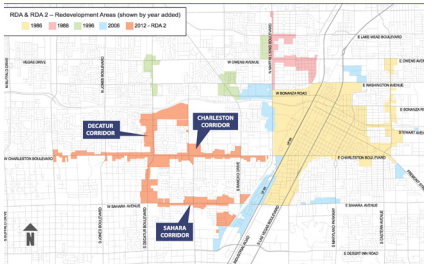
- **Redevelopment Plan:** A Redevelopment Plan encompasses much of Downtown, providing the public sector with legal authority to engage in redevelopment of blighted properties. The Redevelopment Plan details the powers and authority available to the Redevelopment Agency, including authorized methods of financing its activities sector with the legal authority to engage in redevelopment of blighted properties.



Ten Downtown Planning Districts
(Source: Las Vegas Downtown Centennial Plan, p. 11)



Special Sign Standards Illustration Key
(Source: Title 19 of the Las Vegas Municipal Code, p. 265)



Redevelopment Area Map (shown by year added)
(Source: City of Las Vegas Redevelopment Agency)

CONCURRENT PLANNING INITIATIVES

Coincident with the Downtown Masterplan process, a number of planning initiatives have continued to move forward with important implications for the growth and redevelopment of Downtown. Of particular importance, "City by Design" has brought together several city-wide strategic planning efforts especially focused on improving connectivity and promoting economic diversification. Coordination has ensured that applicable concepts and proposals have been incorporated into this Masterplan.

- **Land Use & Community Character:** A component of City by Design, the Las Vegas Medical District Facilities Masterplan delivers a comprehensive and coordinated proposal for development of the Medical District. The basic concept is to create an urban neighborhood that supports a full range of healthy living, while building upon the presence of major health and education institutions to deliver jobs in the healthcare industry.

- **Mobility & Infrastructure:** The Mobility Masterplan, another critical piece of City by Design, provides a comprehensive long-term vision to create a balanced, multi-modal transportation system for the entire City of Las Vegas. Recommendations impacting Downtown include connectivity to Symphony Park; complete streets, transit corridor, and Downtown circulator concepts; and bicycle and pedestrian network opportunities.

- **Economic Development & Strategic Planning:** The Strong Cities Strong Communities (SC2) Competition, funded by a grant from the U.S. Economic Development Administration, has resulted in a series of viable proposals for economic development in the Downtown. Most pertinent are concepts to redevelop the Cashman District as a technological hub and to establish a creative corridor focused on the 18B Las Vegas Arts District.

Las Vegas Medical District Land Use Plan
(Source: Las Vegas Medical District Plan, p. 9)

What types of projects are TRANSFORMATIONAL? Transportation improvements that facilitate….

What is our Citywide Transportation VISION?
(Source: http://mobilitymasterplan.vegas/)

Cashman Center
(Source: https://lasvegas.sc2prize.com)

(Source: http://mobilitymasterplan.vegas/)

EXIT
- same travel time to Dwntn from suburbs
- need to get information
- real-time info on transit
- ParkMe app
- better bus connectivity to the right destination - minimize transfers
TONY

COMMUNITY ENGAGEMENT

ENGAGEMENT PROCESS

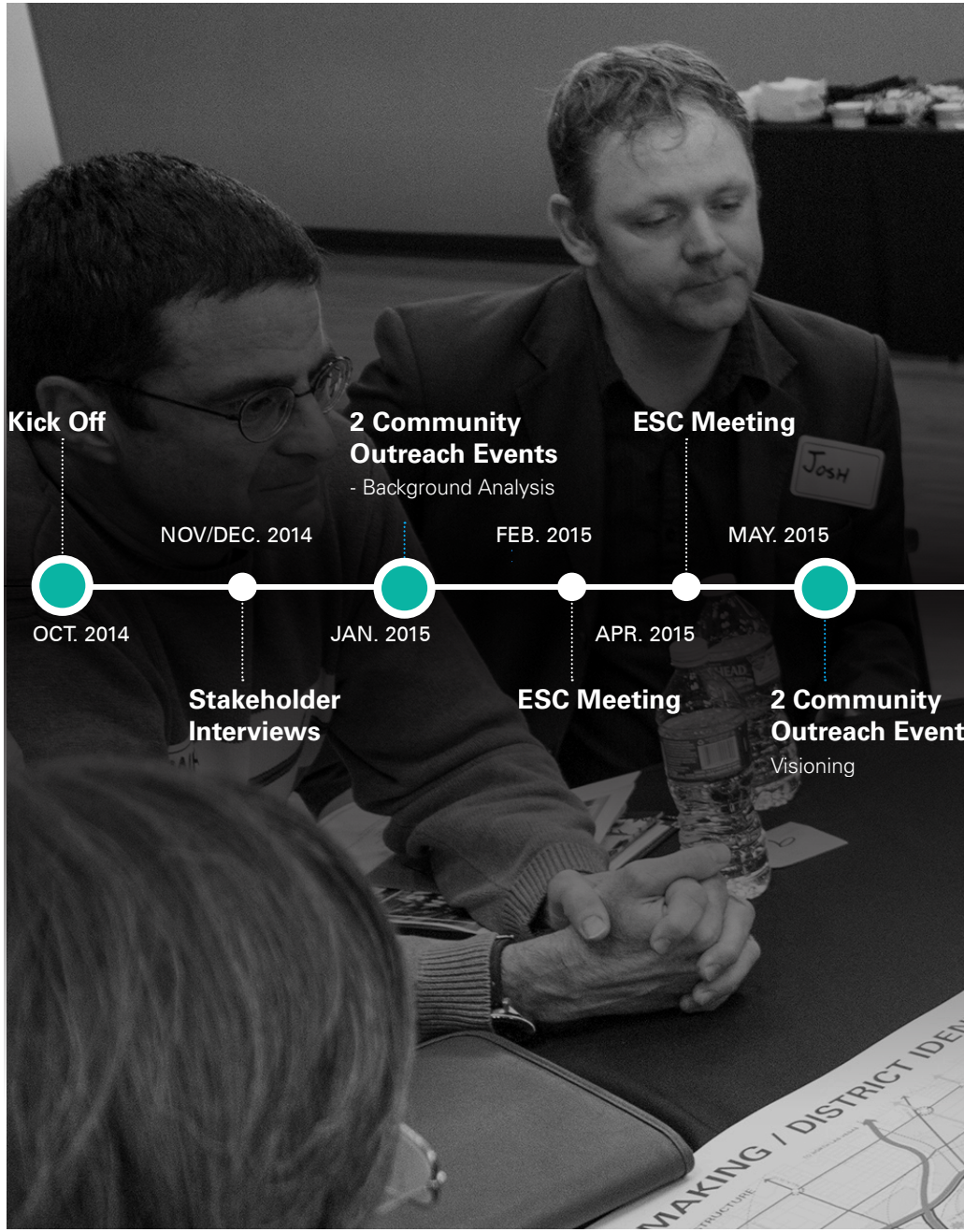
CORE VALUES & MAJOR THEMES

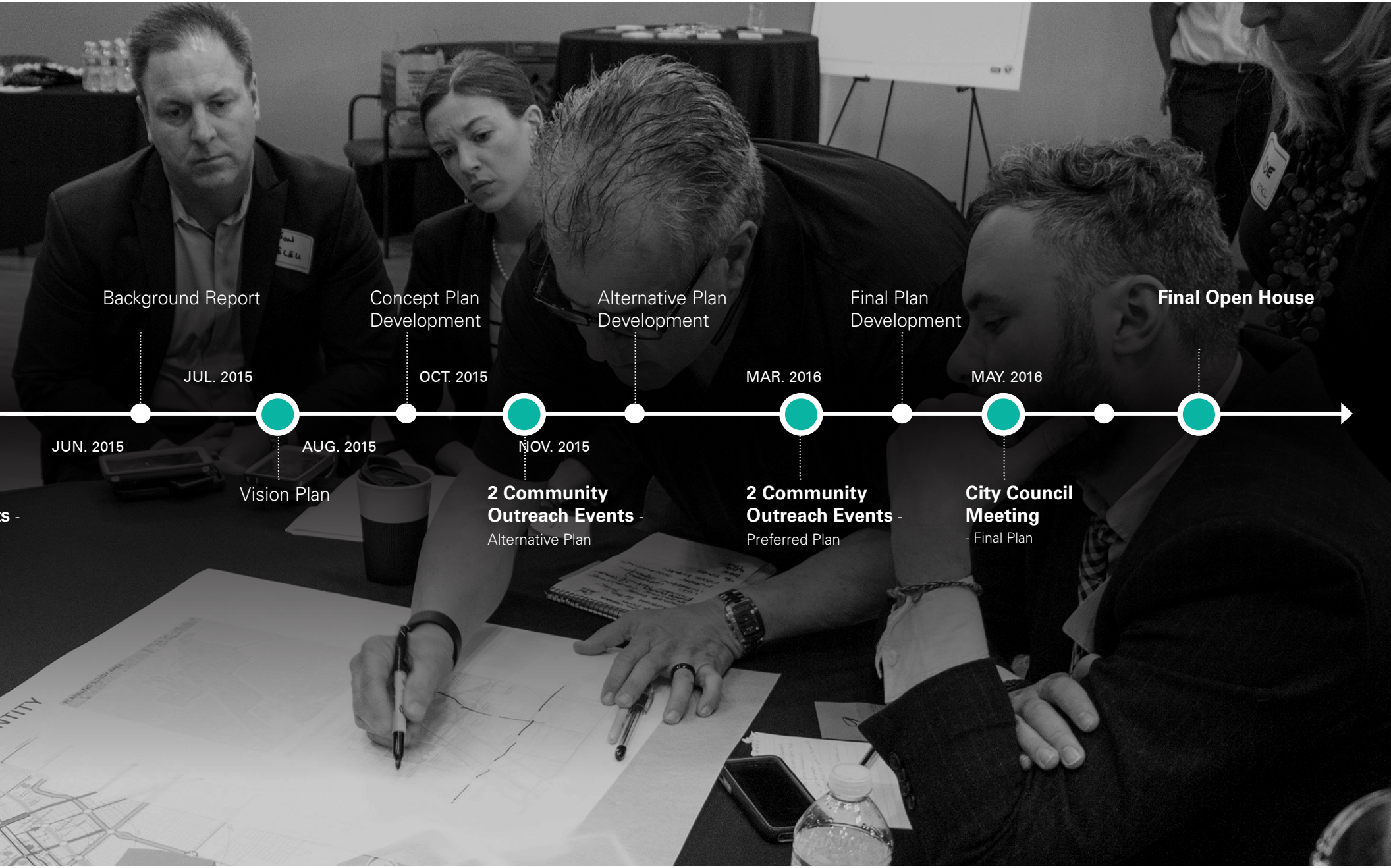
ALTERNATIVE SCENARIOS

ENGAGEMENT PROCESS

OVERVIEW

Intended as a community-based undertaking, the Downtown planning process was structured to provide members of the community multiple occasions to interact with the professional planning team through a variety of forums. Participants encompassed a broad range of citizens and stakeholders, including residents, business owners and employees, developers, property owners, community leaders, and other interested parties. Participation methods chiefly encompassed: 1) periodic interaction with an Executive Steering Committee; 2) timely interviews and small group discussions with key stakeholder contacts; 3) regularly scheduled community meetings and workshops; and 4) open and on-going communication with the public through an on-line web portal. The project team relied on these various opportunities for both formal interaction and informal dialogue to ascertain the community's concerns and aspirations, thereby leading to a shared vision for Downtown that lays the ground work for successful implementation.



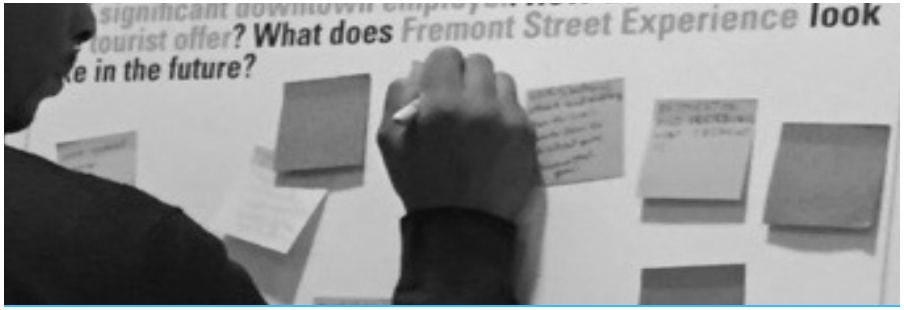

Background Report
JUN. 2015
JUL. 2015
Vision Plan
AUG. 2015
Concept Plan Development
OCT. 2015
Alternative Plan Development
NOV. 2015
2 Community Outreach Events - Alternative Plan
Final Plan Development
MAR. 2016
2 Community Outreach Events - Preferred Plan
MAY. 2016
City Council Meeting - Final Plan
Final Open House

EXECUTIVE STEERING COMMITTEE

The Executive Steering Committee (ESC) was formed at the outset of the planning process to provide regular feedback on the work program's progress, review draft reports, and deliver executive level guidance. Comprised of roughly 20 outstanding community leaders appointed by the City Council, this working group included top government officials, business executives and entrepreneurs, and institutional administrators. Tourism, real estate, medical, technical, and creative industries were among those economic sectors represented in the ESC's composition. Meetings with the ESC were typically timed to provide reaction and advice prior to community meetings and workshops, helping the planning team to maintain focus on pertinent issues, confront realities, and prioritize plan implementation.

STAKEHOLDER PARTICIPATION

Early in the engagement process the planning team identified key stakeholder contacts, targeting those individuals and groups considered most involved and informed about Downtown. This step led to valuable interaction with over 100 representatives of the community, encompassing governmental, institutional, business and real estate development sectors, as well as active spokespersons for affected residential neighborhoods. An initial series of stakeholder interviews afforded an important opportunity for preliminary input and direction, and provided a basis of understanding for moving forward. On-going interaction through interviews, focus groups, and surveys allowed stakeholders to address specific topics of concern, informally assess proposals, and interject ideas on how best to achieve success, with the eventual aim of securing stakeholder "buy-in" for the Masterplan.



COMMUNITY MEETINGS

A total of five community engagement events were conducted at key milestones in the planning process, designed to solicit input from the community-at-large and open to the public. For this reason, they were broadly advertised through media advisories distributed through print, broadcast, and radio outlets across Southern Nevada; e-mail invitations to numerous stakeholder groups and individuals; and social media. Afternoon and evening sessions were offered at each milestone event, with sessions normally drawing between 50 - 150 participants; afternoon meetings tended to bring in the business community, while evening meetings were generally favored by area residents. A number of approaches were employed to present research, analysis, and plan proposals, as well as to stimulate interest and elicit input. Methods included consultant presentations; open exchange; break-out sessions and table discussions; interactive visioning exercises; and polling of ideas, concepts, and plan alternatives.

ON-LINE OUTREACH & SOCIAL MEDIA

Interested persons were able to receive a brief introduction to the Downtown planning process, and to access presentations and planning reports completed at each stage of the work program through the "City by Design" government website (http://www.lasvegasnevada.gov/servlet/city/home.html). Perhaps most importantly, this site also linked to an interactive portal (http://www.visionlv.com/) that permitted anyone to engage in the planning process at their convenience, effectively offering an "on-line open house." Among its many features, the VISION LV portal presented a project overview and explanatory maps; surveys and polling of ideas and options; updated polling results; and interactive maps and a message board to share comments and suggestions for improving Downtown.

CORE VALUES & MAJOR THEMES

Passion for Downtown Las Vegas and a shared commitment to the area's current and future success are powerful common denominators. Consequently, the participation of numerous stakeholders representing a diverse range of industries, organizations, and neighborhoods, nonetheless yielded important points of agreement. Quality of life and a diversified economy consistently surfaced as major themes throughout the process of community engagement. Even so, conflicting interests and ideas were inevitable, particularly in defining the proper balance between "localism" and tourism. Involved stakeholders were also inclined to share their "big ideas" for changing Downtown's prospects, highlighting specific opportunities for economic development. Altogether this input informs the Masterplan, from its goals and policies to plan concepts and strategies to implementation actions.

CORE VALUES

From the outset of the engagement process, particular words were commonly ascribed to Downtown by the community -- **active, artful, entertaining, local, progressive, tasteful,** and **visionary**. With these descriptors, stakeholders are communicating the essence of the place that they both regularly encounter and confidently envision, revealing their core values. Significantly, perspectives on the issues and opportunities facing Downtown reflect these values, favoring an urban lifestyle that embraces the area's unique past, while accommodating such qualities as diversity, creativity, entrepreneurship, and a collaborative spirit.

THEME NO. 1: QUALITY OF LIFE

This theme addresses issues of community development. Significantly, Downtown is seen by the community as a place in transition, characterized by an incongruent mix of pockets of success with economically disadvantaged areas. For many stakeholders, however, the transient nature of the population that occupies the urban core presents a hindrance to moving forward. Housing production is a major hurdle, yet critical to a more vibrant and livable Downtown. A renewed emphasis on localism is also evident in the desire for more neighborhood based services and amenities.

- **Neighborhoods & Housing:** The community prioritizes the development of quality housing at all price points throughout Downtown in order to attract a diversity of residents and to achieve densities that will spur development of urban amenities and support basic services. Of particular concern is the near absence of mid-rise housing within the urban core. On the other hand, many residents are focused on conservation of single family neighborhoods in the vicinity.

- **Community Image & Aesthetics:** The advantages of history and authenticity do not seem to offset Downtown's incoherent image and inconsistent character. Strategies that promote redevelopment of underutilized properties and reduce urban blight are considered imperative. More specific proposals include higher standards for design; the introduction of gateways, wayfinding, and more public art; and improved safety and cleanliness.

- **Community Services & Amenities:** A more diverse array of commercial offerings and improved access to social services are essential to Downtown's livability. Stakeholders also believe that community advancement depends on institutions and initiatives that build capacity among the area's residents, underscored by the need for better educational resources; additionally, a well thought out and compassionate solution to homelessness is of utmost importance.

- **Community Enrichment:** Downtown is already home to a relatively rich collection of cultural offerings. Even so, many stakeholders see an expanded role for Downtown in the realm of culture, arts, and entertainment, serving as a draw for locals and tourists alike. Attractions that take advantage of Downtown's historical qualities and offer affordable, family friendly programming are especially welcome.

- **Parks & Open Space:** Small-scale parks and urban plazas are considered the most appropriate and feasible solution to the extreme deficiency of parks and open spaces in the urban core; many stakeholders also desire a central park for major community events. However, the demand for outdoor gathering spaces must be met with creative approaches to their development, operations and maintenance, likely involving public-private arrangements.

THEME NO. 2: DIVERSIFIED ECONOMY

This theme addresses issues of economic development. Downtown stakeholders recognize the importance of tourism and gaming to the area's economy, but the broader community is also well aware of the pronounced need for economic diversification. Medical and technology related industries hold clear potential for Downtown, while others see opportunity in education, media, and the arts. However, to take advantage of these opportunities, stakeholders have made it clear that greater collaboration and improved connectivity must be achieved.

- **Collaboration:** Although relations between local government and business are generally seen in a positive light, many feel that more can be done to promote desired outcomes. Stakeholders call on increased public investment, including infrastructure upgrades, development incentives, and participation in public-private ventures. The business community also supports formation of a non-profit management organization to "champion" and serve Downtown interests.

- **Connectivity:** Downtown's disjointed image and economic stagnation are exacerbated by its lack of connectivity, with stakeholders describing both poor ties to the region and weak links between Downtown attractions. The favored solution is a comprehensive multi-modal transportation network, potentially encompassing regional connections via light rail, an internal bus or trolley circulator, as well as bike lanes, walkable sidewalks, and ridesharing options.

- **Tourism & Gaming:** The community readily acknowledges the contribution of gaming to Downtown's history, culture, and economy. Nonetheless, as Downtown's primary economic engine and employment generator outside of the government sector, the needs of the resort and gaming industry must be taken into serious account, in particular, by improving the area's ability to accommodate tourists, and maintaining convenient access to hotels and casinos.

- **Technology & Education:** The technology and medical sectors are widely perceived as critical paths to economic diversification, although some stakeholders caution against over-reliance on technology as a solution, citing the community's poorly educated workforce as an impediment. Increased educational capacity is deemed essential to enlarging the talent pool, attracting investment, and moving Downtown forward.

- **Branding & Marketing:** Much as Downtown suffers from an incoherent image, it also wants a common voice. Coordinated marketing, storytelling, and branding are fundamental, especially to promote visitation by locals and tourists. Among the strategies recommended by stakeholders are an organizational entity charged with overseeing Downtown's marketing efforts, and a wayfinding program that visually brands Downtown and its districts.

THEME NO. 3: BIG IDEAS

The community knows that recent accomplishments are not enough to secure Downtown's future success. To counter negative trends and contend with unfavorable realities, stakeholders advocate for a number of "game changers." These are significant yet practicable ideas and proposals geared toward economic development, with a solid emphasis on expanding the knowledge economy and delivering more employment opportunities for Downtown. Especially important are incentives and programs to overcome barriers, stimulate redevelopment, and attract and grow business.

- **Development Opportunity Areas**: Recommended opportunity areas include: 1) realize built-out of Symphony Park; 2) maximize the infill development potential surrounding Bonneville Transit Center; 3) re-image and redevelop the Cashman Center as an economic engine for the community; and 4) facilitate expansion and growth of the Medical District as the region's primary hub for healthcare.

- **Development Initiatives**: Recommended initiatives include: 1) target and incentivize key industries, particularly technology and advanced manufacturing firms with "spin-off" potential; 2) establish business incubators for technology and the arts; 3) attract institutions and satellite campuses that provide post-secondary education and training in the arts, technology and management; and 4) increase presence of higher-education institutions in Downtown.

- **Development Incentives**: Recommended incentives include: 1) a financial structure that delivers community benefits such as infrastructure, housing, and employment; and 2) a regulatory structure that lends greater clarity and consistency to the development approval process. Creative incentives should be employed to assist land assembly, promote infill development, and support rehabilitation of historic buildings.

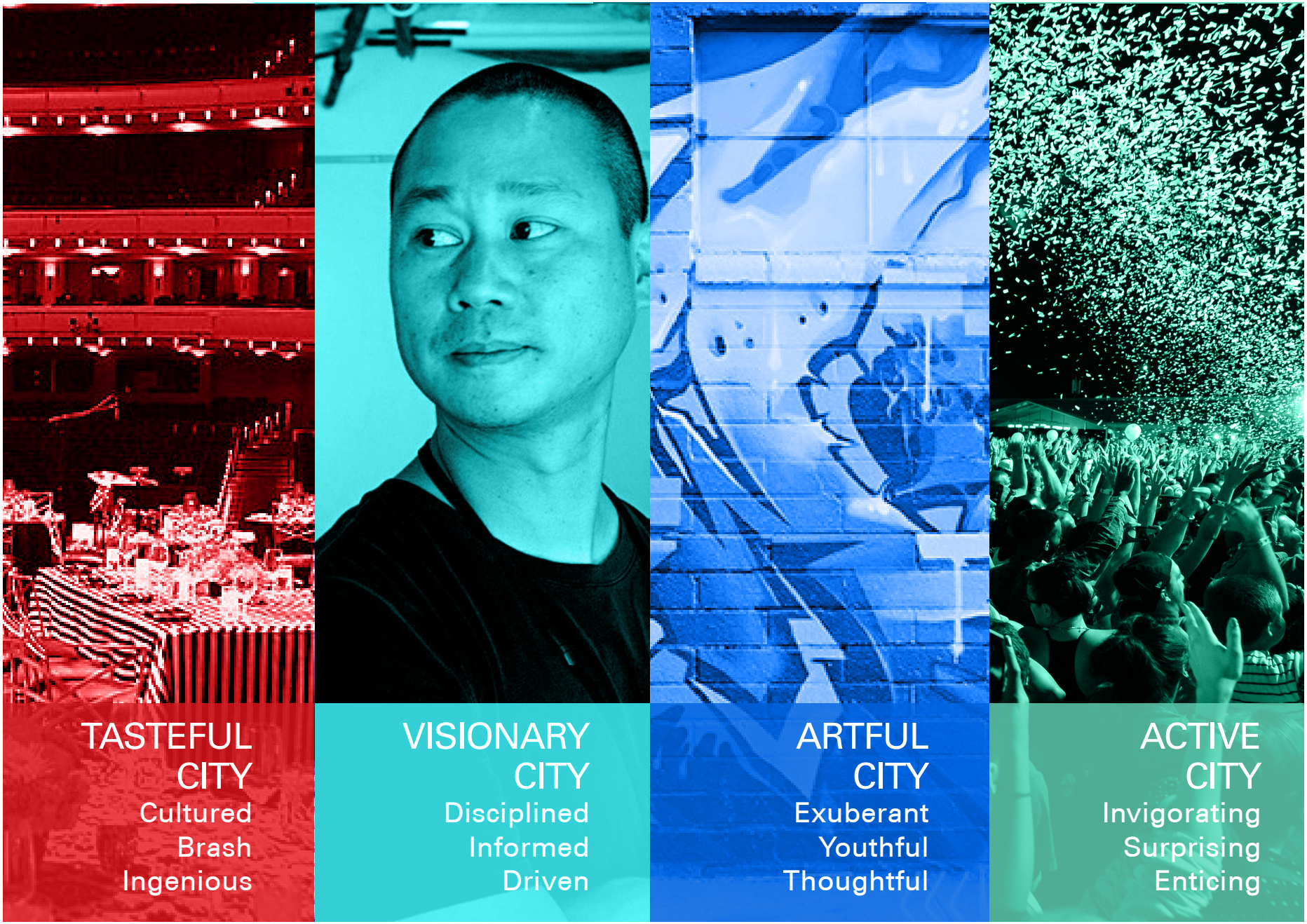
- **Downtown Management Organization**: As a critical component of collaboration, the business community recommends establishment of a non-profit business association or management organization to better represent the interests of Downtown businesses and stakeholders. Its functions would include: provide leadership and advocacy; participate in economic development initiatives; supplement the services of local government, especially to address challenges associated with street populations; and coordinate marketing and promotions. Any such organization must accommodate and respect the needs of existing business improvement districts, such as Fremont East Entertainment District (FEED) and the 18B Las Vegas Arts District.

CORE VALUES

LOCALIZED CITY
Vibrant
Energetic
Courageous

ENTERTAINING CITY
Spectacular
Inspired
Seductive

PROGRESSIVE CITY
Insightful
Accomplished
Focused

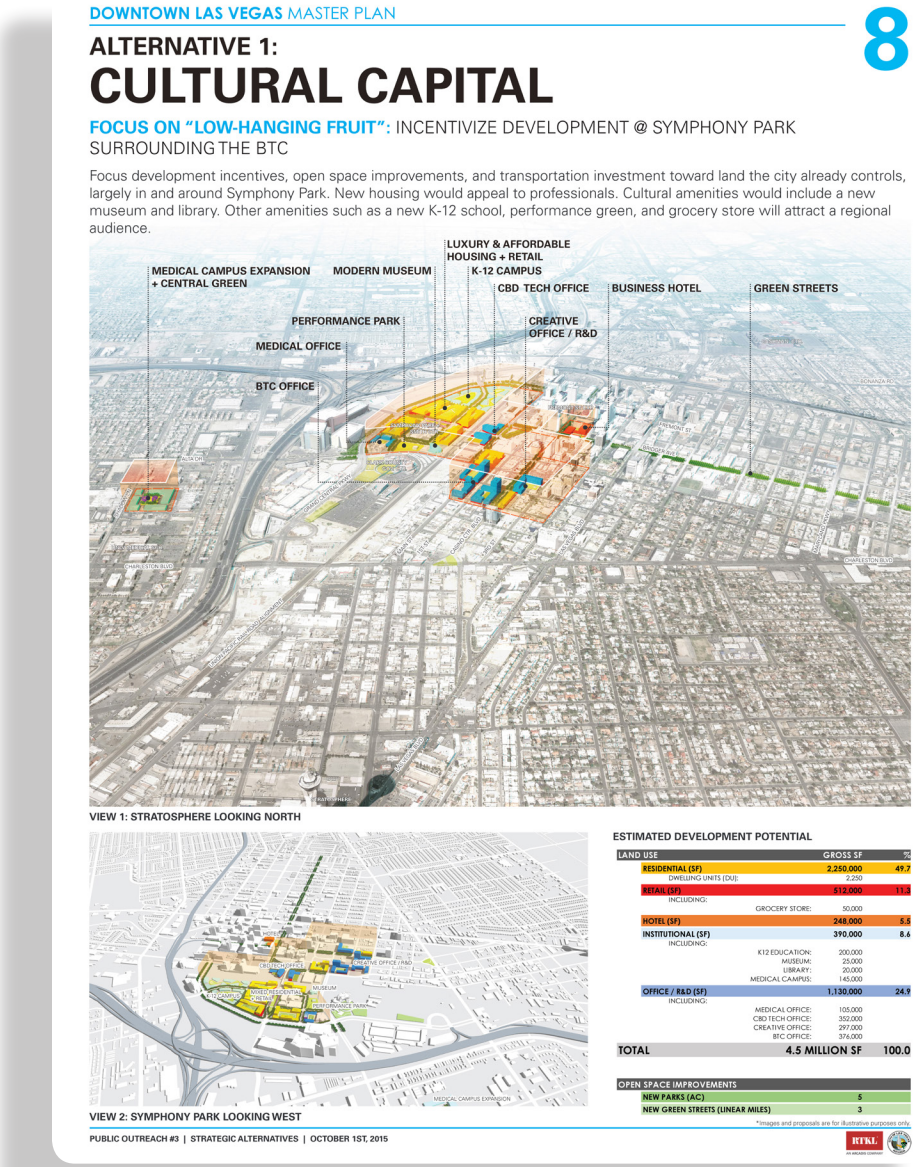

TASTEFUL CITY
Cultured
Brash
Ingenious
VISIONARY CITY
Disciplined
Informed
Driven
ARTFUL CITY
Exuberant
Youthful
Thoughtful
ACTIVE CITY
Invigorating
Surprising
Enticing

ALTERNATIVE SCENARIOS

Following initial visioning, the community was presented with three alternative scenarios for future development of Downtown Las Vegas, informed by the planning realities, an understanding of the market, and the opportunities and constraints posed by growth projections. The proposed alternatives represent distinct approaches that are tied to varying levels of public investment and its ability to stimulate market demand.

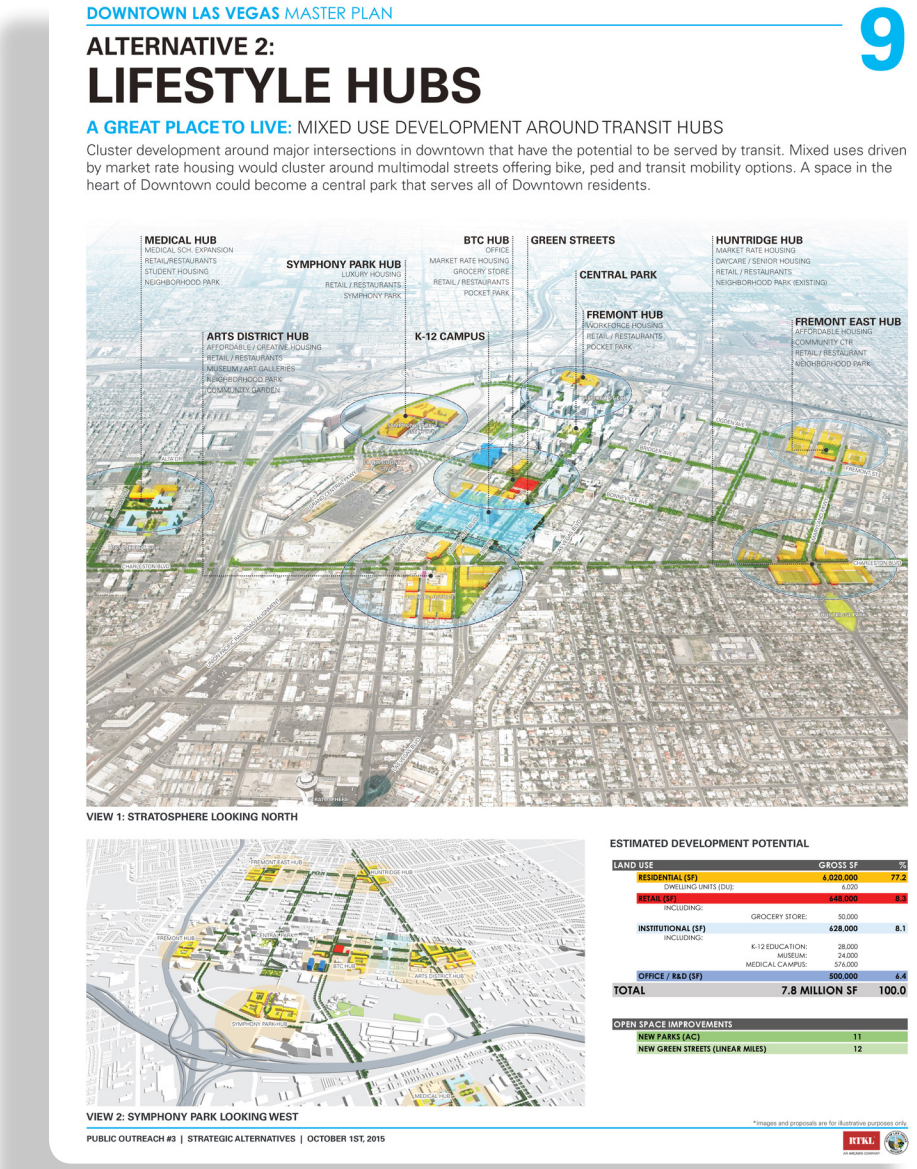
ALTERNATIVE 1 (CULTURAL CAPITAL)

Assumes a conservative level of public investment, and consequently offers rather limited growth potential. Although generally relying on the status quo for economic development programs and initiatives, targeted mobility enhancements and a more effective Downtown management structure are accounted for in this scenario. So as to not dilute limited resources, both public and private investment are primarily directed toward completion of Symphony Park and infill construction surrounding the Bonneville Transit Center (BTC). A circulator system and select green streets improvements are introduced to better link Symphony Park and the neighboring Downtown core, while a limited number of small urban parks are integrated to further enhance the public realm. This alternative proposes 4.5 million square feet of development, including 2000 - 2500 residential dwellings; the drivers are market rate residential and institutions that reinforce Downtown's cultural leadership to create a "Cultural Capital" at the urban core.



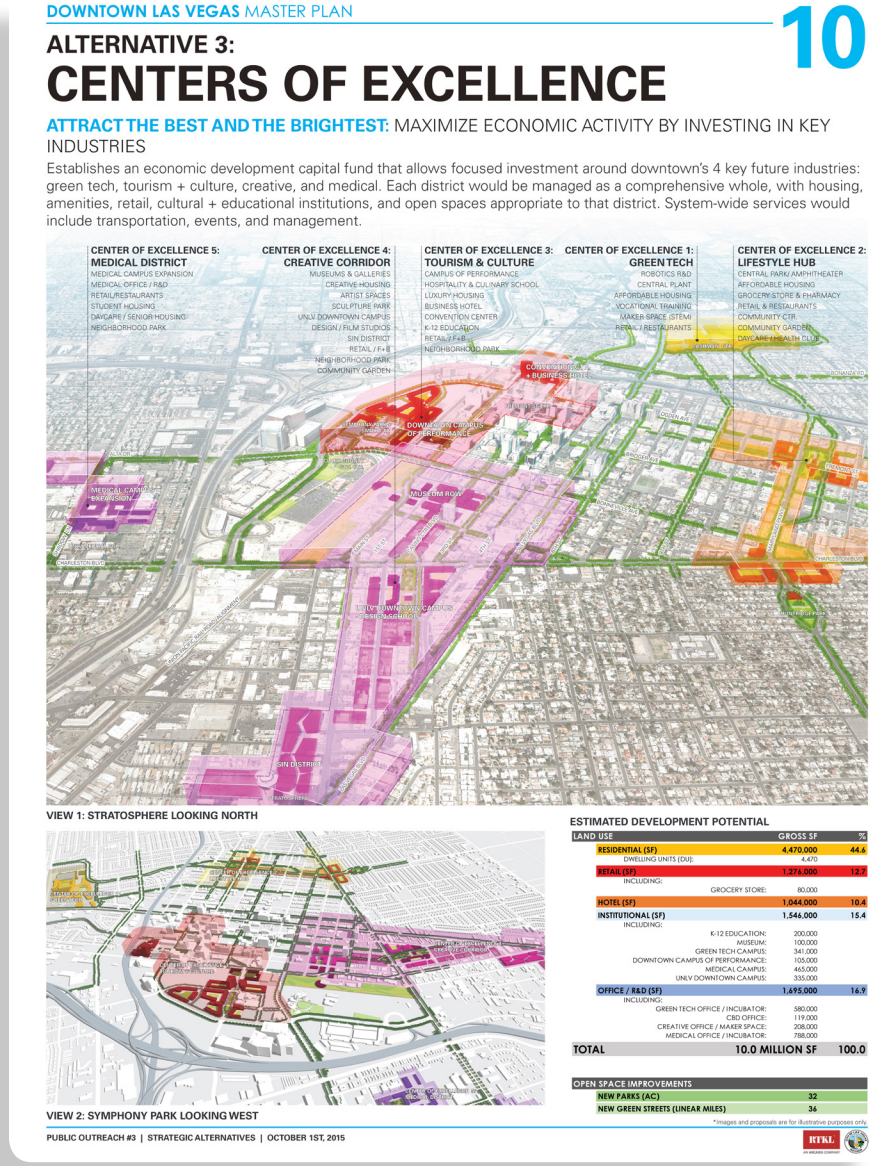
ALTERNATIVE 2 (LIFESTYLE HUBS)

Depends on a significant level of public investment to promote development of urban neighborhoods serviced by multi-modal transportation connections. Various financial incentives, land use regulatory reform, aggressive land assembly, as well as infrastructure improvements that promote connectivity and enhance quality of life are projected to stimulate growth. In particular, circulator and bus rapid transit (BRT) networks support a series of mixed-use hubs, with significant expansion of the green streets and bike trail networks to further link activity nodes. Among this concept's features is a central park to accommodate community gatherings, augmented by small neighborhood parks serving new residential development. This alternative proposes 6 - 8 million square feet of development, including 4,000 - 6,000 residential dwellings; the driver is a diversity of housing supported by transit and urban amenities to establish "Lifestyle Hubs" at key locations throughout Downtown.



ALTERNATIVE 3 (CENTERS OF EXCELLENCE)

Requires an aggressive level of public investment to diversify economic activity and increase Downtown employment. In addition to programs and initiatives described in Alternative 2, strategic public-private partnerships and public investment in catalytic institutions and entrepreneurial programs are essential to economic expansion. Smart transportation infrastructure includes an extensive network of people friendly streets, circulator and light rail transit (LRT) connections, and Intelligent Transportation System (ITS) improvements. Quality workforce housing, and urban trails and neighborhood parks that build a comprehensive open space system establish a balanced community that will attract workers and residents to Downtown. This alternative proposes 8 - 10 million square feet of development, including 4,000 - 5,000 residential dwellings; catalytic institutions and key industrial drivers foster "Centers of Excellence" to promote regional leadership in tourism and culture, and medical, creative, and green-tech industries.



COMMUNITY FEEDBACK

The community expressed strong support for a sensible combination of the "Lifestyle Hubs" and "Centers of Excellence" alternatives, consistent with their desire to promote quality of life and to achieve a diversified economy. This approach recognizes the necessity of phased growth and targeted development in conjunction with substantial public investment, particularly in the form of incentives and a comprehensive multi-modal transportation network. Initially, the focus should be on creating a livable Downtown core that includes significant housing development and urban amenities, with an emphasis on building mixed-use transit hubs in areas that have already received considerable attention, namely Symphony Park, the Bonneville Transit Center, Fremont East, and the Arts District. With time and opportunity, the transit hub concept can be extended to create additional urban neighborhoods, while the integration of institutional and industrial drivers will establish nodes of economic development in key locations such as the Medical and Cashman Districts.