

University of Nevada Las Vegas, Nevada

Strategies for Creating a University District in Clark County, Nevada

April 29–May 4, 2007
An Advisory Services Panel Report

ULI—the Urban Land Institute
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About ULI—the Urban Land Institute

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

- Bringing together leaders from across the fields of real estate and land use policy to exchange best practices and serve community needs;
- Fostering collaboration within and beyond ULI's membership through mentoring, dialogue, and problem solving;
- Exploring issues of urbanization, conservation, regeneration, land use, capital formation, and sustainable development;
- Advancing land use policies and design practices that respect the uniqueness of both built and natural environments;
- Sharing knowledge through education, applied research, publishing, and electronic media; and

- Sustaining a diverse global network of local practice and advisory efforts that address current and future challenges.

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The goal of ULI's Advisory Services Program is to bring the finest expertise in the real estate field to bear on complex land use planning and development projects, programs, and policies. Since 1947, this program has assembled well over 400 ULI-member teams to help sponsors find creative, practical solutions for issues such as downtown redevelopment, land management strategies, evaluation of development potential, growth management, community revitalization, brownfields redevelopment, military base reuse, provision of low-cost and affordable housing, and asset management strategies, among other matters. A wide variety of public, private, and nonprofit organizations have contracted for ULI's Advisory Services.

Each panel team is composed of highly qualified professionals who volunteer their time to ULI. They are chosen for their knowledge of the panel topic and screened to ensure their objectivity. ULI's interdisciplinary panel teams provide a holistic look at development problems. A respected ULI member who has previous panel experience chairs each panel.

The agenda for a five-day panel assignment is intensive. It includes an in-depth briefing day composed of a tour of the site and meetings with sponsor representatives; a day of hour-long interviews of typically 50 to 75 key community representatives; and two days of formulating recommendations. Many long nights of discussion precede the panel's conclusions. On the final day on site, the panel makes an oral presentation of its findings and conclusions to the sponsor. A written report is prepared and published.

Because the sponsoring entities are responsible for significant preparation before the panel's visit, including sending extensive briefing materials to each member and arranging for the panel to meet with key local community members and stakeholders in the project under consideration, partici-

pants in ULI's five-day panel assignments are able to make accurate assessments of a sponsor's issues and to provide recommendations in a compressed amount of time.

A major strength of the program is ULI's unique ability to draw on the knowledge and expertise of its members, including land developers and owners, public officials, academicians, representatives of financial institutions, and others. In fulfillment of the mission of the Urban Land Institute, this Advisory Services panel report is intended to provide objective advice that will promote the responsible use of land to enhance the environment.

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Interviews conducted with numerous stakeholders, including residents, business owners, and public officials, provided valuable information and diverse perspectives, aiding the panel in its analysis. The panel thanks all those who consented to be interviewed.

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Foreword: The Panel's Assignment and Summary of Recommendations

The University of Nevada, Las Vegas (UNLV) is located in Clark County, Nevada, approximately four miles southeast of the city of Las Vegas. It is the premier metropolitan research university in Nevada, with more than 28,000 undergraduate and professional students and 3,000 faculty and staff members. The main campus consists of 337 acres.

The Midtown UNLV revitalization project, a public/private partnership, is located on the east and west sides of Maryland Parkway at UNLV. It is an attempt to create a university district in Clark County. The Midtown UNLV project is the brainchild of Michael Saltman of the Vista Group and both former UNLV President Dr. Carol C. Harter and current UNLV President David B. Ashley. The partnership was initiated by the Vista Group and UNLV, with the intent to expand it to a variety of public and private entities, including Clark County, the Regional Transportation Commission of Southern Nevada (RTC), area residents, businesses, landowners, and other parties.

The Assignment

The Advisory Services panel was challenged to create a strategy to revitalize Midtown UNLV as a more urban place, while creating better physical links with and remaining compatible with neighboring districts. More specifically, the sponsors (as well as key community members involved in the development of goals and objectives) asked the panel to consider the following qualities and aspects in recommending strategies for implementation of the revitalized Midtown UNLV:

- Creating a collaborative partnership between UNLV, Clark County, private developers and landowners, area tenants, and the community.
- Increasing public safety in terms of neighborhood and personal safety and pedestrian safety (both walking along and crossing streets). The



Location map.



Regional map.

UNLV is the premier metropolitan research university in Nevada. One of the main entrances to the campus is at East Tropicana Avenue and Swenson Street.



scope of the area to improve includes the Maryland Parkway corridor as a primary arterial roadway, as well as surrounding collector roadways.

- Integrating and aligning the vision of Midtown UNLV with the needs, concerns, and desires of interested stakeholders, including property owners and residents.
- Strategically planning development so that incremental improvements can be accomplished effectively with momentum, reflecting increased neighborhood quality in a clear manner that will generate increased interest and engagement with Midtown UNLV over time.
- Engaging in neighborhood revitalization initiatives with key participants including UNLV, the county, private developers, and the surrounding neighborhoods, to implement a successful project that can be a model for future revitalization and redevelopment in Clark County.
- Creating effective public/private partnerships for neighborhood revitalization by using innovative private and public capital and development models that have proven successful in other revitalization efforts within or outside of Clark County.
- Creating added value in the county through neighborhood revitalization and through increased academic, research, cultural, and economic activity for UNLV, the county, the state, private developers, and the surrounding community.
- Expanding the economic impact from UNLV and its research, educational, and related activities and reinforcing and strengthening its role as a driver for a more diverse economic base for Clark County and southern Nevada.
- Revitalizing the area and community in and around UNLV to develop a university district that includes the following key elements:
 - Supports the needs of UNLV, its neighbors, and the surrounding community, including residents, business owners, and business operators, through an effort that reverses the deterioration in the area.
 - Increases the quality of the pedestrian experience through safety measures and through the elements that compose the pedestrian experience, such as sidewalks and hardscape, landscape, public amenities, public and civic space, architecture and materials, street activity and engagement, signage and wayfinding, and other relevant infrastructure, as a model for future efforts on the Maryland Parkway corridor.
 - Encourages and promotes the use of public mass transit, with complementary parking strategies, to reduce the reliance on private motor vehicles in the area and the Maryland Parkway corridor, to support the pedestrian experience and safety, and to increase environmental quality and sustainability.
- Better integrating mass transit strategies into the Midtown UNLV area, with potential provisions for transit hubs, park-and-ride facilities, and other mass transit enhancements to Maryland Parkway and surrounding corridors.
- Creating a destination with a vibrant atmosphere that supports and increases community engagement with and access to higher education, research, arts and culture, commerce and retail, and professional activity and provides a variety of housing options for UNLV students, staff members, and faculty, as well as the community at large.
- Expanding the prominence, stature, and role of UNLV by engaging the southern Nevada community at Midtown UNLV, with increased visibility, accessibility, and outreach of UNLV

education, research, student life, athletic, and other initiatives.

- Creating a planning environment and process among public and private entities that results in clearly defined guidelines and parameters regarding architecture, development, infrastructure, or any physical element or manifestation to be incorporated by any private or public party or developer involved.
- Promoting the availability of a comprehensive set of experiences and services that create a well-defined, full-service neighborhood for all consumer needs and interests (that is, retail, service, and cultural services such as grocers, dry cleaners, video rental, restaurants of varied types and costs, nightclubs, art galleries, museums, banks, florists, clothing stores, art supply stores, houses of worship, civic and public space, and the like).
- Making available a broad cross-section of housing opportunities at Midtown UNLV for a wide range of economic and social groups in a variety of urban models, settings, and styles, thereby fostering diversity through attainable workforce housing, as well as traditional, married student, and international student housing; faculty housing; and general market housing.
- Significantly enhancing the overall appeal of the neighborhood to attract the highest-quality students, faculty, and staff members, thereby supporting and enhancing recruitment and retention efforts.
- Integrating planning and development by the university and private occupants along Maryland Parkway to ensure a cohesive and integrated university district.
- Serving as a community model of sustainable revitalization by implementing transit-oriented development, constructing LEED-certified facilities, reducing carbon impacts, and using other sustainable measures.

The panel sponsor asked eight specific questions:

1. What kind of partnerships and funding mechanisms are important to create or develop for



The panel gathers information from the sponsor through presentations and tours.



both the development and the operation of Midtown UNLV?

Additional detail: What are the key financial issues, partnerships, mechanisms, tax structures and systems needed for development (one-time capital expenditures) and support (operational expenses) of ongoing services such as parking and transit management and streetscape maintenance? What roles should be played by public developers and entities, private developers, and public infrastructure and regulatory entities?

What is required in partnerships (participants, types, components, terms, and so on) with the

key public and private entities involved to make Midtown UNLV successful as a project?

2. How can Midtown UNLV be developed to create an active, authentic, and welcoming urban district in Clark County, connecting community and higher education?

Additional detail: What are the most effective mechanisms for promoting a high-quality and coherent university district that effectively generates an urban vitality with a degree of spontaneity not found in a homogeneous place, without resulting in a contrived environment that is exclusive in its appeal and accessibility?

3. What should be the goals and benchmarks for Midtown UNLV for the economic and social effects on UNLV and Clark County, and how can these effects be maximized?

Additional detail: What kind of residual economic impacts on the university, the private sector, Clark County, and the surrounding neighborhood should result from Midtown UNLV, in both type and magnitude? How can the project structure be designed, using empirical benchmarking, to maximize the financial benefits for the region and for stakeholders by yielding economic benefits that increase quality, services, and the breadth of socioeconomic participation within Midtown UNLV?

4. How might security, crime, and pedestrian safety be addressed in the Midtown UNLV area and Maryland Parkway corridor, and what policy, resource, and timing strategies should be implemented?

Additional detail: What measures and mechanisms should be used to address issues of public safety, including crime and pedestrian safety? How should these issues be integrated into the Midtown UNLV project in terms of timing, policy, appropriation and implementation of resources, and public communication and outreach?

5. How can transportation-oriented development with a mass transit and pedestrian focus be best developed at Midtown UNLV and extend into the Maryland Parkway corridor in the future, while accommodating private vehicles?

Additional detail: What will be the best meth-

ods and strategies in the Maryland Parkway corridor and the surrounding streets for promoting a highway, pedestrian, and mass transit-oriented environment (that is, moving pedestrians across and up and down the street; providing a street environment that promotes activity and engagement; and so on) that addresses issues of public safety, quality and effectiveness of infrastructure (power, water, sewer, roads, storm sewer, and the like), and primacy of public mass transit and still supports secondary private vehicle use and parking?

6. In changing the paradigm of the neighborhood and working to increase UNLV's community role, prominence, and stature, what shifts in community thinking and policy needs to occur to support the Midtown UNLV model?

Additional detail: What assumptions and current conditions about UNLV and the surrounding neighborhood need to be challenged to provide an integrated district for living, playing, working and learning—encompassing both sides of Maryland Parkway? (Areas to be challenged may include geography, transit, street planning and engagement, housing policy and availability, community engagement, regulatory involvement and policy, and other issues.) What types of uses are critical to implementing the Midtown UNLV vision, and which uses are most important in initiating the project?

7. How can Midtown UNLV be implemented so that it can serve as a model for revitalization efforts in other Clark County areas in the future, with a particular focus on extending the revitalization effort along the Maryland Parkway corridor?

Additional detail: How might the Midtown UNLV project assist valleywide revitalization and redevelopment efforts by providing a prominent and successful example of planning and implementation strategies for other such projects in Clark County?

8. What are the key elements of public and regulatory policy to be addressed for the success of Midtown UNLV, referencing other successful university district revitalizations?

Additional detail: What are the key elements of public and regulatory policy that need to be

addressed to promote the success of Midtown UNLV? Can specific public policy recommendations be provided that have yielded success in similar revitalization projects in other university districts?

Summary of Recommendations

After reviewing the information provided by the sponsor; participating in the on-site reception, briefings, and tours; and—especially—conducting the interviews with major stakeholders, the panel is convinced that the best strategic advice for the Midtown UNLV project, UNLV, Clark County, and the private development community involved in Midtown UNLV is to expand the panel recommendations to address three elements:

- A series of organizational and communication issues,
- A group of transportation and infrastructure concerns, and
- A strategy to revitalize the Maryland Parkway.

The following are the panel's key recommendations:

- Institute coordinated planning on a range of three geographic scales, by a variety of constituent stakeholders, timed over a period extending from one year to the long term.
- Create a mixed-use urban development at the Harmon Gateway planning area that is composed of university housing, retail, offices, hotel, cultural spaces, civic uses, and open space.

- Create a public/private partnership to attract high-quality development, including transportation and neighborhood revitalization programs.
- Create a more inviting pedestrian environment that would encourage people to walk along the parkway and to cross it.
- Create a more urban street, one that clearly distinguishes this area as a special district to be enjoyed and respected.
- Make the parkway more compatible with campus and urban development while maintaining its capacity.
- Quickly implement a sound communications strategy that involves every significant stakeholder who will be affected by these changes and recommendations.
- Create a redevelopment corporation to provide a long-term public/private champion for these projects and to institutionalize the relationships between the organizations that are needed to carry out this redevelopment.

Market Potential

Over the past several decades, Las Vegas has rightfully earned the moniker of the “Fastest-Growing Big City in the United States.” In the 2000 census, it was ranked the 29th largest city in the country; recent estimates suggest that the city’s population has since surpassed those of Atlanta, Nashville, and Louisville to place it 22nd. With an annual growth rate of 3.4 percent projected for the next five years, Las Vegas is likely to surpass Milwaukee and possibly a few other cities to break into the top 20 by the 2010 census. The Census Bureau’s official estimate for 2006 reported a population of 591,000 in the city and more than 1.7 million in the metropolitan area.

Economy and Its Drivers

The primary drivers of the Las Vegas economy have been the entertainment (tourism and gaming) and convention sectors, which feed the retail and dining industries. Since 1948, the leisure and hospitality industry—the traditional backbone of the Las Vegas economy—has supported approximately 30 percent of the city’s workforce population. This figure is projected to remain at this level for the next five years and the foreseeable future.

The city is constantly reinventing itself by looking to the future, to remain ahead of its competitors. In 1989 the first mega-resort, The Mirage, opened to huge fanfare, and the trend of development away from downtown and toward the Las Vegas Strip has continued unabated. In recent years, new condominium and hotel high-rise projects have dramatically changed the entire skyline. Also notable are the high-end boutiques, trendy and fine dining establishments, and top-notch shows that have changed the entertainment scene. Recreational amenities abound, and visitors and residents alike can find opportunities for water sports, hiking, mountain biking, and golf. The city has started construction of a new international terminal at

McCarran International Airport to improve its accessibility and increase its appeal in worldwide markets, especially in Asia.

Emerging Trends

Two non-gaming-related trends have also emerged in the past few decades. The first is that the city has become a strong market for redevelopment and densification. The mountains that surround the valley limit geographic expansion. Therefore, renewal comes from reuse of existing assets and such areas then typically have higher densities. Over the past 15 years, Las Vegas has been the fastest-densifying metropolitan area in the United States. The second trend offers a significant opportunity for Las Vegas’ growing population. With a three-level state system of higher education that includes community colleges, a new state college system, and the University of Nevada campuses, an increasing percentage of the growing population can partake in the benefits of higher education.

The estimated annual economic impact of UNLV on the Clark County economy was calculated at nearly \$550 million by the UNLV Economic Research Center, on the basis of 2004 data. When the long-run estimated spin-off impact of UNLV is added to this calculation, the estimated total economic impact is nearly \$6 billion, affecting nearly 18,000 jobs. The growth of UNLV and the partnership of state resources and private, external resources will continue to increase this economic impact. These projections are based on the experiences of other, similar institutions. The panel believes that the economic and social impact of UNLV will continue to grow for the foreseeable future.

Historically, the Maryland Parkway corridor was the cultural center of the Las Vegas Valley. The tree-canopied corridor was once the valley’s major location for retail services, health services,

affordable housing, cultural venues, and educational activities. It was a beautifully landscaped and vibrant area, a healthy corridor that extended all the way from the downtown bus terminal to the airport. That position of preeminence and health changed as the valley grew, competing locations emerged, and the downtown declined. Today, the parkway has declined in some areas and strengthened in others. A drive down the parkway highlights the inconsistent quality of development and maintenance. Unfortunately, many portions of the corridor are in a state of decline and require focused, energetic attention.

However, the corridor's location near Las Vegas Boulevard, also known as "the Strip," and to McCarran International Airport and downtown Las Vegas, as well as its excellent access from Flamingo Road and Tropicana Avenue, offer unparalleled opportunities. Maryland Parkway is the site of Sunrise Hospital and Medical Center, the first major hospital in the valley. Founded in 1958, Sunrise is the largest comprehensive acute-care medical complex in Nevada and one of the largest proprietary hospitals in the country. Directly adjacent to this institution is the valley's first regional shopping center, the Boulevard Mall. The Mall, the oldest one in Las Vegas, was built in the 1970s. Recently remodeled, it is still one of the most popular malls in the valley for shoppers seeking moderately priced merchandise. It draws its healthy customer base from the southeastern valley, as well as visitors to the Strip who do not want to pay the high-end prices found at the hotel and resort malls.

These major institutions will allow the parkway to regain its position of prominence for local citizens and as a place for valley residents to enjoy a multitude of activities. However, re-establishing that position requires adopting new organizing principles and implementing bold strategies.

UNLV's Strengths

UNLV's location adjacent to the airport and along Maryland Parkway makes the campus an excellent gateway and anchoring institution for the southeast valley. The community representation in the panel interviews from the above-mentioned

institutions, from private enterprises, and from UNLV testifies to the commitment among area leaders to bettering the environment along this corridor. These institutions, along with UNLV's program in the arts, have the opportunity to create a bridge between "town" and "gown."

Planning is already underway for the betterment of the campus, both academically and aesthetically. Extensive efforts have been undertaken to prepare for the future, including site planning, architectural design, and landscaping studies by companies from the "Who's Who" in the planning professions. The school's \$500 million capital campaign is on track to achieve its goal in the planned time frame and to provide the funds to effect change for the betterment of the campus. Significant opportunities for private/public partnerships exist. Furthermore, the university district does not stop at the physical boundaries of UNLV; Maryland Parkway, the focus of this study, is simply UNLV's window out to the community.

Potential Demand

From the market review, the panelists believe that the following opportunities exist for potential demand.

On- and off-campus student housing. One of the significant missed opportunities is student housing at UNLV. The fact that a majority of the student population commutes and that the limited dormitory stock sits with approximately 80 percent occupancy is witness to a misaligned product-market relationship. The mature housing stock surrounding the campus needs improvement or replacement. In 2006, the average resale in the vicinity was priced at \$165,000 while resale prices in the valley averaged nearly \$300,000 and new home prices averaged well above that. The rental stock in the campus vicinity also needs improvement—rents average less than \$0.95 per square foot while occupancies are above 98 percent. These figures indicate serious opportunities for rehabilitation or replacement of the current housing stock.

Corporate offices. The Flamingo Road corridor is the location of the valley's premier office centers, while along Maryland Parkway, north of the

campus, medical offices abound. However, office concentrations that are typical around university campuses are not found near UNLV. Indeed, the campus itself needs to expand its space: by 2015, some 366,000 square feet of new office space will be needed. Significant additional space for classrooms, research labs, and other uses are also needed to meet a projected total demand in 2015 of approximately 3.4 million additional square feet, including 366,000 square feet of office space.

Unique Characteristics

During the first 20 years of the 20th century, many cities developed dramatic parkway plans. These organizing plans connected parks, universities, hospitals, neighborhoods, cultural districts, and business locations. Unifying design standards were used. Guidelines were created along the entire route, although they might differ in various portions. The cities that implemented parkway plans remain proud of their decisions.

Clearly, UNLV has a significant need for space to support the growth and excellence of its programs. Locating some campus office spaces across Maryland Parkway will tie the two sides of the road together, expanding opportunities for related uses such as restaurants and retail facilities. The panel believes that this location of complementary functions on either side of Maryland Parkway will unify the area into a more comprehensive and coordinated district—one in which Maryland Parkway does not serve as so much of a divider.

Concentrated streetfront retailing. Students, faculty, and staff members represent a significant source of demand for goods that well-planned retail facilities could satisfy. Yet opportunities are currently limited. Valleywide, there is 60 million square feet of retail facilities (excluding retail in hotels)—a stock that has been growing by 5 percent, or 3 million square feet, a year. Introducing 100,000 square feet of new retail facilities around the campus would represent a mere 3 percent of one year's growth in the Valley.

Hotel to serve the university. The nation's premier program of higher education in hospitality arts, the program at UNLV, does not have its own

hotel. A hotel facility could obtain its guests from those conducting business with the university, families of students visiting, and the general market audience. A 200-room property represents only 0.1 percent of the hotel room stock in the Las Vegas Valley. The panel learned of plans to provide a hotel associated with the Harrah Hotel College at the northwest portion of campus, to be called INNovation Village, and endorses such a plan.

Cultural links between the university and community. The university community, and to a lesser extent the neighboring communities, is not the only market for the cultural products and services offered by students and faculty (films, theatrical and musical performances, etc.). A significant opportunity exists to capture the population of the entire Las Vegas Valley in this cultural market.

Community services. The need for additional space and ways to respond to it are well exhibited by the neighborhood United Methodist Church. With a growing population, the demand for social services will increase as well.

Green, open space to anchor new retail. The campus is a true desert oasis—an arboretum and a community resource. How many residents of the valley or people driving on Maryland Parkway know about this green community resource? The landscaping already here and the landscaping on plans that cross the parkway will create a rich environment for new retail facilities, restaurants, and bars, as well as some locally owned “mom and pop” shops, mixed with chain stores.

Parking. Some critics believe that parking is the tail that wags the dog. UNLV has a tremendous parking asset, but in its current format has many opportunities to consolidate its parking that need further exploration and refinement in order to maximize shared uses for university and non-university needs. Supporting all these uses is a mix of structured and on-street parking. The mix of uses allows parking to be shared, because different uses have peak needs at different times of the day and on different days of the week.

The university has significant opportunities and resources. The descriptions here assume that the university will grow in esteem and educational ex-

cellence to match the expanding attraction of its physical form. When such significant opportunities abound, it is important to focus on activities and projects that maximize returns—be they educational, cultural, social, or financial.

Opportunities at Midtown UNLV

Development opportunities need to build on neighborhood strengths. The university is the greatest of these strengths, and any development at Midtown UNLV must be carefully linked to the university in physical, functional, and design terms. In a physical sense, both sides of Maryland Parkway need to change from suburban to urban scale, height, and design. This will be part of the competitive advantage of the development, because there are few places in the Las Vegas area with the type of traditional urban town center that the panel envisions for Midtown UNLV and the part of Maryland Parkway in the university district. In addition, the unique and entertaining mix of uses that the panel is recommending will create a strong and exciting synergy among cultural, educational, and retail activities that is also rare in Las Vegas. It will be a powerful draw, not only for the university community and surrounding neighborhood but also for customers from throughout the metropolitan area.

To take advantage of identified opportunities, attract desired uses, and create a mixed-use urban development at Midtown UNLV, the neighborhood environment must be stabilized and improved. Retailers especially will not locate in an area if they see negative trends, lack of community support and pride, and an unhealthy social environment. Shoppers will go elsewhere, as will potential home buyers and renters. Few neighborhoods are perfect, but Midtown UNLV has more than its share of problems, and they need to be attacked more aggressively. As a precondition for success, negative influences in the university district must be eliminated.

Social Problems

Homelessness is a sizable and growing problem in the district, in part because of the lack of a clear strategy to overcome it. Clark County must pursue a more aggressive strategy, in partnership



The panel considers parking at UNLV to be an asset with opportunities for consolidation.



with religious and other service providers who are assisting the homeless. They must provide adequate shelters and employment, perhaps through a business improvement organization. Pushing the homeless out will simply pass the problem along to other neighborhoods without solving it. Better management of the homeless problem is essential for successful neighborhood revitalization.

The neighborhood's deteriorated housing must also be redeveloped in line with the revitalization of Maryland Parkway. The parkway cannot be a glittering facade with declining neighborhoods on its borders. That would simply not be sustainable. Troublesome residential properties should be re-

The UNLV campus is a true desert oasis—an arboretum and a community resource.



developed as mixed-income housing. If owners are uncooperative in maintaining properties and controlling social problems—especially crime—arising from their properties, then techniques such as aggressive code enforcement or deed restriction enforcement should be pursued.

Pockets of street crime exist throughout the Maryland Parkway corridor. The locations are well known to the public and the metropolitan police. Various neighborhoods are degrading because of blight and the fear generated by crime. In patrol area N2—one square mile just north of the university, bordered by Desert Inn, Flamingo, and Paradise roads and Maryland Parkway, directly across from the Boulevard Mall—crime is very serious. For example, in 2004 the area had 15 murders, 35 reported rapes, 460 auto thefts, and 843 assaults. The perception of crime is a reality if it keeps people from visiting, buying homes, or shopping in the area. Other illegal activities such as drug dealing and prostitution are also of growing concern and cannot coexist with the types of development being proposed on Maryland Parkway. The image of UNLV and its surrounding neighborhood environment is harmed by this off-

campus crime. Workforce and market rate housing values are also harmed by it.

Pedestrian Issues

Beyond social problems, the university district does not have but must create a memorable street-front pedestrian environment. This is essential if retail mixed-use development is to succeed. The university has a beautiful, walkable core centered on its pedestrian malls, but few people outside the university know about it because it is hidden from Maryland Parkway. The panel believes that this environment needs to extend not only to the edges of the campus but also across the parkway.

Complicating the creation of a memorable public realm is the undisciplined traffic along the parkway. In short, the panel believes that Maryland Parkway must be redesigned to better accommodate pedestrians, link the university with the community, and tame the traffic without reducing the vehicular throughput that is essential for regional traffic flow and retail success.

Image Issues

In the panel's experience, achieving the vision for Midtown UNLV and the redevelopment of the university district will require public/private partnerships. Neither the university, nor private investors, nor Clark County acting alone can achieve the type of mixed-use urban environment that is needed to turn the district around and initiate the first of the many phases of its transformation into the acknowledged cultural center of the metropolitan area. The district is already the cultural center but few recognize it, so part of the challenge is to create a strong brand image for the university district so that home buyers, renters, university students, faculty and staff members, shoppers, and "culture vultures" will come to the area and stay to enjoy its delights.

The Development Program

The panel has outlined the development program for Midtown UNLV on the basis of the needs of the university, the community, and the landowners in the district. Panel members examined the supply and demand situation in the Las Vegas area and in the trade area surrounding the university district. They also relied on projections of

future needs and put together a mix of uses that will create a synergy that will draw neighborhood residents, the university community, and people throughout the Las Vegas area. The panel believes that these recommendations will produce an exciting new environment along the parkway and increase the desire of people to live, work, and shop there.

The first component is housing for the university, designed for students, faculty, and staff members. There is a market for student housing if it is located and configured in a way that will appeal to today's students and if it is mixed in an exciting urban environment with the retail, dining, entertainment, and cultural uses that students want. There also is a demand from faculty and staff members who want to live within convenient walking distance of the university in a similar exciting environment. If the area develops as anticipated, there will be demand for apartments and condominiums from service workers at the Strip as well as from others who want to live in a convenient, central location and take advantage of its urban amenities.

The panel believes that 10 percent to 15 percent of the housing units should be workforce or affordable housing, because of the decreasing affordability of the Las Vegas area. This is a common standard in cities around the country, but this percentage could be negotiated with the public/private partnership. These units should include a mix of sizes, from one-bedroom units to three-bedroom units that can accommodate students who choose to live together, and a range of rental and for-sale units for the general market. A detailed market study will be needed to define the number and character of the residential units.

The second land use component that is supportable at this site is 100,000 square feet of neighborhood, community, and town center retail, arranged in an outdoor configuration around an energized public realm. The mix of tenants should include both existing local tenants and national chains that will anchor the center and draw additional customers. Recommended tenants, based on a preliminary review, include specialty food stores, restaurants, cafes, clubs, pubs, convenience retail, a drugstore, and stores for music, specialty house-

Figure 1
Illustrative Development Program

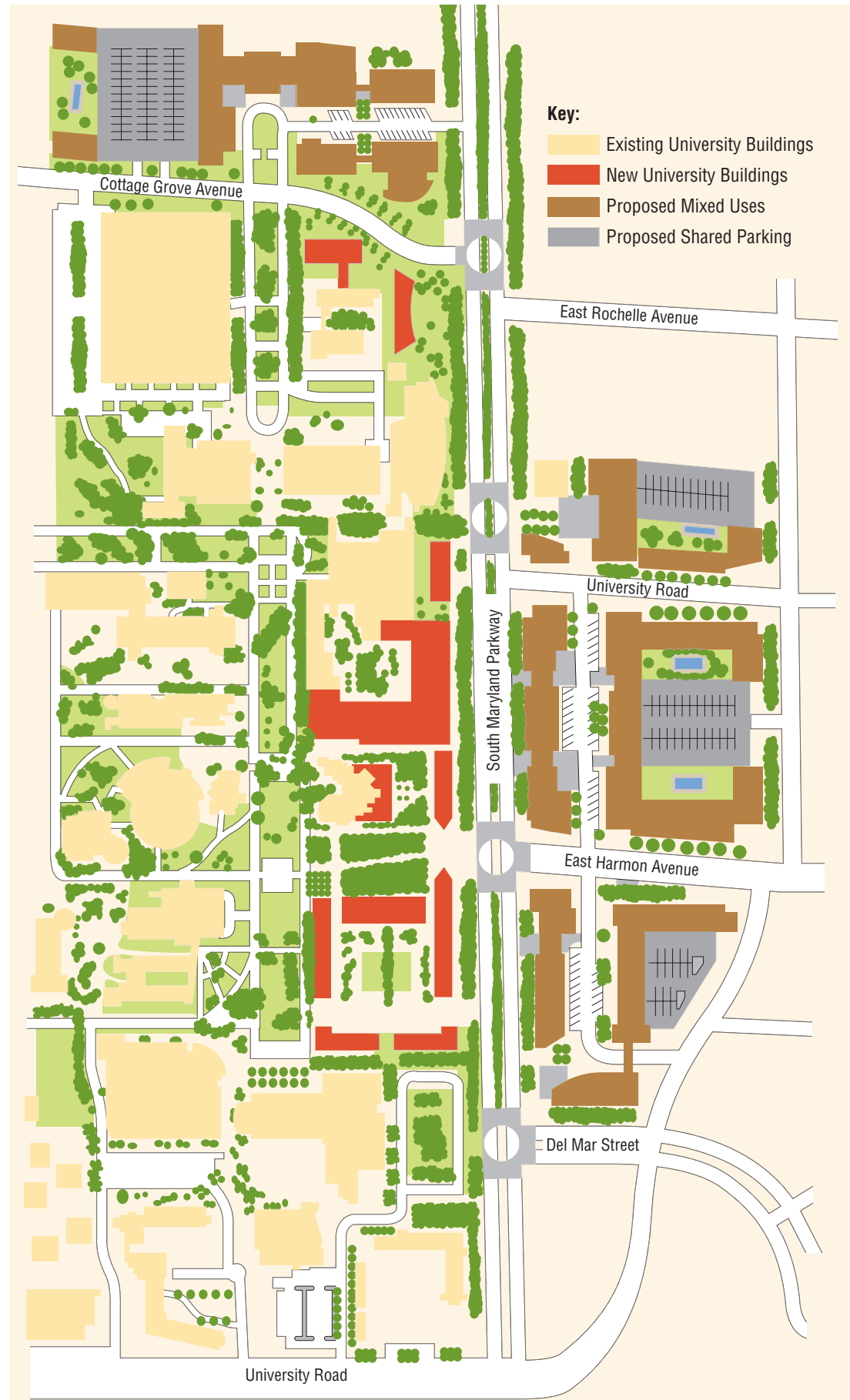
Category	Preliminary Estimate
Housing: For Sale	250–300 units per year
Housing: Rental	25–50 units per year
Retail: Phase I	100,000 square feet
Retail: Phase II	100,000 square feet
University Office	365,000 square feet
Boutique Hotel	200 rooms
Artplex Cinema	6–8 screens

wares and furniture, and specialty clothing including athletic wear and shoes. A detailed market study should be undertaken to test and refine this mix, to provide a critical mass of urban retail that would make a compelling destination.

The third recommended land use component is a mix of professional, neighborhood-serving, and university offices. Class A corporate office tenants are unlikely to be interested in this location, at least in the first phase, but could be drawn in in later phases as the district establishes itself as a desirable urban destination. Preliminary analysis indicates that 75,000 to 100,000 square feet of office space per year could be built and occupied in Midtown UNLV if the university chooses to locate some of it along the eastern side of Maryland Parkway. Shifting some of the university offices to that area would help link the eastern side of the parkway to the community and make Maryland Parkway the university's grand main street. Again, a detailed market study needs to be done to confirm and refine this estimate.

A fourth potential tenant is a small boutique hotel of perhaps 200 rooms to use as a teaching hotel connected to the hospitality program at UNLV. Through interviews with university officials, the panel learned that plans are underway to provide a hotel associated with the Harrah Hotel College at the northwest portion of campus, called INN-ovation Village. The panel members endorse such

Suggested concept recommendations.



a plan. However, they strongly believe that locating it within the Harmon Gateway planning area's proposed mixed-use urban area offers advantages to both the hotel and the university and creates synergies that are not available at its currently proposed stand-alone location on Flamingo Road.

In the panel's experience, hotels that are integrated with retail, dining, and entertainment are more successful over the long term than stand-alone ones. These types of hotels add considerably to the energy of a neighborhood—especially after dark—and provide a source of demand for the neighborhood's services. If the hotel is equipped with enhanced meeting spaces and lecture halls, the synergy with the university will grow even more. If INNnovation Village's proposed location at Swenson Street and Flamingo Road includes a mix of uses similar to the panel's proposal for Midtown UNLV, the panel would endorse such a plan. The market for a second such hotel in the immediate study area must be explored further.

Cultural, civic, and religious uses are key parts of today's mixed-use retail environments all over the country. These types of uses help create a strong sense of community, build loyalty among customers and residents, and lend authenticity and connectedness to a new development—something that is rare in the Las Vegas market and would be a competitive advantage. For example, the Methodist church on Maryland Parkway provides religious as well as social services to the neighborhood and the university that would be difficult to replace. Its steeple and sanctuary also provide an iconic presence in the community and should be retained. The rest of its site, however, could be redeveloped to provide additional space for church functions, as well as other uses, and to integrate the church better with the ongoing redevelopment of the parkway.

Opportunities also exist to link the cultural activities on campus to the surrounding neighborhood in various ways. For example, the panel believes

that the university should explore the possibility of developing a small artplex (cinema complex) along Maryland Parkway, in partnership with private interests, that could be used as lecture halls during the day and show independent and international films in the late afternoon, evening, and on weekends—as is done at the University of California at Irvine and other universities. The rapidly growing UNLV film school could be colocated with the cinema complex to create a fantastic and unique amenity for students and for film lovers throughout the Las Vegas area.

A second opportunity that should be explored is the possibility of constructing a medium-sized performing arts theatre (700–900 seats). This facility could also be used for other cultural events that would draw audiences too small to fill the existing large concert hall. The facility could be rented for outside events and meetings to help defray costs and add more cultural energy to the university district.

An often overlooked but critically important part of today's mixed-use developments is open space—the public realm. Unlike parks, which are usually passive, lack programming and separate from the surrounding neighborhood, open space in mixed-use developments is heavily programmed with activities, including ongoing and seasonal events. Most important, they provide gathering places for the community to sit in outdoor cafes and to stroll past shop windows. Private security and the presence of people coming and going will help keep the open space safe at all hours. But in the panel's experience, private policing must be partnered with enhanced public policing to ensure public safety and keep the area free of the social problems that plague other parts of the district.

Development Strategies

Starting with a development strategy that can be put into motion today, one of the panel's primary recommendations is that coordinated planning be instituted on a range of three geographic scales, by a variety of constituent stakeholders, and timed over a period extending from one year to the long term.

The panel was briefed on various plans, such as the UNLV Comprehensive Campus Master Plan by SmithGroup JJR and others, and the Maryland Parkway Precinct Plan by Robert A.M. Stern Architects and SWA Architects. The panel has identified three areas in need of additional, well-coordinated, and well-funded planning. These are the Harmon Gateway, the university district, and the UNLV campus.

Harmon Gateway Planning Area

The Harmon Gateway planning area encompasses a four-square-block node centered on the intersection of Harmon Avenue and Maryland Parkway. The Stern Precinct Plan identifies this node as the ceremonial pedestrian entrance to the UNLV campus, as well as a commercial corner with potential intensive, mixed-use development. The panel endorses these uses for this central corner of the university district.

Frazier Hall, currently the western terminus of Harmon Avenue, is slated for partial demolition within a one-year time frame; thus the requirement for planning for its replacement and the surrounding area is immediate. It has been indicated that the Alumni Association has been charged with overseeing fundraising for portions of the landscape gateway proposed by the Stern Precinct Plan. The panel supports this effort, but for the ceremonial gateway to gain traction, several other components must be put into action simultaneously.

First, the cooperation between the university community and the affected business and residential communities must be well established; this must be effected through collaborative ventures such as visioning charrettes. This cooperation should be enriched by a significant outreach program to all stakeholders, building on the campus and community outreach efforts already begun for this purpose.

The Harmon Gateway is conceived as not only the front door and ceremonial entrance for the campus but also a laboratory and demonstration of collaboration between the university and private interests, of design principles and guidelines, and of commercial success. The planning process for the private sector projects and the university's efforts should begin simultaneously, so that construction can begin immediately upon the partial demolition of Frazier Hall and the follow-up demolition of Grant Hall. The replacement of this second outdated structure in the Harmon Gateway node, contemplated by the Stern Precinct Plan, should be moved forward to complete the university's side of the node.

Among other functions, this catalytic corner will be a site for testing the concepts for improving pedestrian connectivity across Maryland Parkway (outlined later) without adversely affecting vehicular throughput on this vital corridor. In addition, the Stern Precinct Plan's landscaping and open-space plans, a plan for streetscaping and amenities (benches, streetlighting, trash containers, bike racks, widened sidewalks, banners, and public art), and wayfinding and signage plans can all be tested here on a small scale, for future application throughout the campus, the university district, and the Maryland Parkway corridor, as appropriate.

The planning process must begin with stakeholder visioning on a broader scale than has already happened. The constituent campus groups include



Context diagram.

One of many examples of public art throughout the UNLV campus.



students, faculty, staff, families of students, alumni, potential donors, affected land owners and nearby residents, commercial tenants, and potential developers. The panel neither endorses nor rejects the Stern Precinct Plan and the existing landscape plan but suggests that further visioning with professional guidance will clarify the goals, priorities, and expectations of these various groups. This process, in turn, will lead to a more specific, achievable, and successful project.

As an important backdrop to the strategy for the Harmon Gateway node, as well as those to follow, UNLV and the private development community must continue the process of site acquisition and blocking up sites into developable parcels. The university has been approved to request Board of Regents approval to acquire commercial properties surrounding various parts of the campus, as well as across the main avenues and parkways, but it should focus its primary attention and funds at this time on this demonstration gateway node, including sites east of Maryland Parkway as appropriate and necessary.

As a last resort, the use of condemnation by UNLV is also available as a potential negotiating tool. Another potential approach, to be discussed in the implementation section, is the creation of a public/private property acquisition and development entity—although the site acquisition activities should not be geared to the formation of this vehicle but should continue in the near term. This entity would allow property owners to contribute their land to the development entity at less-than-market prices in return for an equity participation in the ownership and profit potential of the project. This entity could be used on a much larger geographic scale than just the Harmon Gateway,

but, again, that signature node must be its first priority.

It is presumed that the uses in Frazier Hall will be moved to another building on campus and that the replacement building for Grant Hall will upgrade the arts facilities being displaced by its demolition. The unattractive, low-density uses on the eastern side of Maryland Parkway should be prepared for demolition by allocating replacement sites and facilities where possible. This might not be commercially viable for all the displaced businesses, but a strategy to lessen resistance to the changes contemplated is to slate existing retail tenants, where desirable, into the denser, more modern replacement projects—perhaps with reduced rent for some period, to compensate for early lease termination and business disruption.

The panel recommends that a detailed market study be produced by the public/private development entity to indicate what types and combination of retail, office, housing, hospitality, and campus uses to propose for the demonstration buildings on the northeast and southeast corners of Maryland Parkway and Harmon Avenue. The market study will lead to a land use plan with specificity and financial clout.

In addition to the connectivity, landscaping, open-space, wayfinding, and amenities plans alluded to above, it is critical that the planning process be quickly followed by ever-more detailed building site plans, architecture studies, and feasibility analyses. Since this project is meant to be a catalyst as well as a demonstration of various design elements, it is both a stand-alone effort and an integral part of the larger-scale planning discussed below.

An architectural theme should become a focus of the visioning process. The panel finds that the campus, at this point, has no overarching design theme and has a disparity in architectural quality from building to building. This is not to suggest that the panel is pushing “starchitecture,” which could be defined as letting famous architects do whatever they want; rather, the panel recommends that a design theme be developed for this signature node that creates a harmonious and inviting urban fabric.

It is primarily financing that separates projects that are good ideas from projects that are built and operated successfully. It is reasonable to expect that good planning and design on a small, achievable scale should enhance the university's ability to shoulder its share of the financial responsibility for getting such a major project inaugurated. Many of the other development and implementation strategies proposed by the panel will be put to the test in this first phase of the project.

University District Planning Area

This area is defined as the land on either side of Maryland Parkway running from Tropicana Avenue on the south to Flamingo Road on the north, a distance of approximately one mile. The panel has identified two additional nodes in this portion of the parkway that deserve special treatment. Both already have significant improvements on the university side, but additional planning is needed for landscaping and open space, site amenities, connectivity, wayfinding, and commercial development, based on the lessons learned at the Harmon Gateway, as well as the placement of new university structures and parking. The implementation may take longer than for the Harmon Gateway, which should take timing and financial precedence.

The two nodes, which will remain vehicular entrances to the campus as well as pedestrian access points, are the University Cultural Center, south of Cottage Grove Road, and Greenspun Hall, north of University Road. These two nodes are already well provided with university facilities, but their mirror images across the parkway are spotty in quality and not particularly attractive.

The arts campus and theater district, which the panel is calling the University Cultural Center, serves not only the cultural needs of UNLV but also is the de facto performance center of Clark County. Although a new performing arts center is proposed for near downtown Las Vegas, the campus venues currently housing the region's professional symphony, ballet, and theatrical companies



Northern node at the Lee and Thomas Beam Music Center (left); southern node at the location of the new Greenspun Hall (below).



are likely to maintain their value to the greater community once these entities move to newer facilities, if they do. The University Cultural Center could be significantly strengthened by the emergence of complementary facilities, such as cafes, galleries, shops, and artsy residential spaces, on both sides of the parkway. The apartment complex to the north of Cottage Grove Road is ripe to tie into this node, with housing above retail and even a mid-size performance venue serving as the northern terminus of the north-south landscape mall running through campus.

The southern node is already the scene of extensive university investment, but the private properties immediately to the south and east are not complementary; in fact, they detract from the value of the investment being made. Private and public investments in this area will validate the university's commitment here.

The same methodologies of collaborative visioning, planning, site acquisition, tenant relocation, market studies, financing, and development as on the Harmon node need to be put to work here.

Campus Master Plan

The panel believes that the level of detail in the Stern Precinct Plan needs to be designed for the entire UNLV campus. An open-space and landscaping plan, central to the plan, is missing for the rest of the campus. Architectural themes and design standards are also missing.

The collaborative process instigated during the planning of the three nodes of the university district can be followed to better plot the future of the entire campus, from Tropicana to Flamingo roads and from Maryland Parkway on the east to Swenson Road on the west. Doing so may also motivate the university to begin to clean up its borders by acquiring more land—which the panel recommends, both to be ready for future expansion and to protect the enormous investments being made.

A well-defined and progressive campus master plan will help those charged with fundraising and working with state funding allocations to make their cases as to why funds are needed for land acquisitions as well as new and improved campus facilities. Without such an updated plan, the ability of the university to expand and further its mission will be vastly eroded.

Development Strategies

Maryland Parkway has significant potential to become a primary location for valley residents to enjoy a diverse and dynamic corridor that enhances their daily lives. However, serious study must be given to new development and revitalization efforts. The crime levels in some areas are dramatic and disturbing. A thorough study is needed to identify components that can bring about revitalization and to determine which investment strategies can generate a reasonable return.

Transportation

Transportation facilities, especially transit, can be one way of assisting the revitalization of a large corridor. But the objective is to revitalize the entire corridor. Studies need to be undertaken to determine which particular transit forms will assist in this effort. A market analysis and comparative

studies with other communities would be helpful. Careful analysis of successful strategies in other communities and what might work along the parkway need to be undertaken immediately. Streetcars and bus rapid transit (BRT) can serve an organizing and revitalizing function. However, for both the financial investment must be large enough to ensure that a critical mass is created as a foundation for success. This commitment can help ensure that citizens and private investors have confidence about the future of the entire corridor. Such a plan must be consistent with the long-range objectives of the RTC, Clark County, area residents, businesses, landowners, and other parties.

New transit and revitalization strategies are working in other communities. Those strategies warrant careful attention and involvement from business, university, and civic leaders. These leaders should begin visiting communities that have implemented these creative strategies. The community must remember the desired outcome is to revitalize the parkway corridor.

Neighborhood Policing

The panel recommends that four to five neighborhood sector and action plans be undertaken. These plans are key to the revitalization of the corridor's neighborhoods.

Neighborhood policing is a well-known technique for implementing such action plans. The strategy used in Peoria, Illinois, in 2004 was to create small districts with one officer in each of eight districts, with each district covering 16 square blocks. Officers are required to stay in their districts, and shift commanders are not allowed to divert them from the districts. Officers have flexible hours and the authority to change their shift hours to respond to high-crime periods of the day. Some communities use incentives to increase policing by supplying free housing or subsidized apartments for officers in their community policing districts.

The panel recommends the establishment of eight to ten pilot neighborhood policing locations within the parkway corridor. A budget will need to be created to implement the plan within the next fiscal year. This new plan would be a positive and bold initiative toward improving perceptions of the area.

Overcrowding, crime, health violations, and housing decay are occurring within the Maryland Parkway corridor. This decline has a negative effect on the neighborhoods and causes uncertainty and fear for residents and investors. New and comprehensive programs to overcome these challenges are needed, and effective techniques are available from other cities and counties.

A comprehensive community policing program requires a coordinated approach that includes the following elements:

- Comprehensive code enforcement;
- Neighborhood policing, dealing with drugs and street crime;
- Neighborhood revitalization plans;
- Citizen involvement and business leadership steering committee;

- County and city support;
- Involvement of senior business leaders;
- A high level of leadership, involvement, and money; and
- A finance plan.

This program will add incremental costs to the Metropolitan Police Department budget; however, the overall benefits to the community's quality of life, increased investment, and building values will be dramatic. Such programs operate in many cities and counties. Many "best practice" models exist throughout the United States. The panel recommends that this program be implemented immediately.

Planning and Design

The overarching design goal is to create a more up-to-date urban character for the study area by mixing uses and improving the transportation network.

Regional Setting

The UNLV campus and its surrounding neighborhood are situated in the center of the Las Vegas metropolitan region between important valley crossroads. In this central area, Tropicana Avenue, Flamingo Road, and Sahara Avenue are the only roads that connect the east and west sides of the valley and have interchanges with I-15. North-south movement is provided regionally by I-15, Paradise Road, and Eastern Avenue, and locally by Maryland Parkway. Large land reservations for the airport, casinos on the Strip, the UNLV campus, and other uses interrupt the continuity of arterials and intermediate streets. Remaining arterials therefore function as valley highways. This is borne out by their high volumes (up to 60,000 vehicles daily on Tropicana Avenue, for example), and higher posted speed limits (45 miles per hour).

Maryland Parkway was traditionally the heart of the valley, providing retail and medical services to surrounding residential neighborhoods. Extending what would be 12th Street from downtown, the street was once lined with trees that formed a canopy over much of the street. Where the street extended south of Sahara Avenue, it previously had a landscaped median. This median was removed when the street was last rebuilt, in the early 1990s, owing to its condition and to business requests for more left-turn opportunities from the parkway.

Currently, Maryland Parkway is a five-mile arterial street linking the downtown to the airport area. It tends to be used as a connector between major east-west streets rather than as a through

corridor, and it continues to provide access to shopping, the hospital, the university, and nearby residences. Its six lanes carry from 30,000 to 40,000 vehicles per day, with a posted speed limit of 30 miles per hour in most sections. The parkway is also a productive transit street, with one of the area's highest numbers of riders per hour. Riders are served by RTC's route 109, which operates every 12 to 15 minutes throughout most of the day.

Parkway capacity is at a premium because of two major factors: long signal cycles at intersecting arterials (typically operating on three-minute cycles that are timed to favor the higher-volume east-west streets) and numerous driveways that create many turns on and off of the street, reducing the parkway's capacity and slowing transit. While existing traffic counts are well within the capacity of a six-lane street, the long red-signal phases for north-south traffic limit throughput and cause lengthy queues. This is a consequence of the one-mile spacing and limited intermediate street continuity.

No obvious alternative routes exist to offset these capacity limits on the parkway. A recently planned demonstration of reducing lanes on the parkway between Tropicana Avenue and Flamingo Road was abandoned for lack of political support. Support was lacking because there are no acceptable alternative routes and because of the concern to maintain capacity in this area.

University District Transportation Needs

A major objective for redevelopment at the Harmon Gateway is to create a more inviting pedestrian environment that encourages people to walk along the parkway and to cross it. This entails creating a more urban street, one that clearly distinguishes this area as a special district to be enjoyed and respected. Both functional and aesthetic improvements must occur to achieve that aim.



The panel recommends several strategies to support the redevelopment objectives within the one-mile section between Tropicana Avenue and Flamingo Road.

A Real Parkway

The first strategy is to make the parkway more compatible with campus and urban development while maintaining capacity. In short, make the parkway live up to its name. Steps to do this include the following:

- Narrowing traffic lanes by one to two feet each. Current curb lanes can be reduced from 14 feet to 12 feet wide, and travel lanes can be reduced from 11 to ten feet wide. This modest narrowing will further support the speed limit (30 miles per hour) because most drivers will tend to feel less comfortable driving faster in narrower lanes. Narrowing also reduces the crossing distance for pedestrians.
- Adding a landscaped median with left-turn pockets at key intersections. A median provides a significant refuge for pedestrians crossing the

street. It also reduces traffic conflicts by limiting mid-block left turns. It also offers an important means of enhancing the street's appearance and creating a new identity for the area.

- Prominently mark crosswalks. Build on the recent “Danish crossings” experience with a variety of techniques to increase the visibility of crosswalks for drivers. Additional techniques that can be considered include ladder-style striping, in-ground lights (essentially flush-mounted runway lights) activated by a push button, and a change of paving material—for functional and aesthetic benefit.
- Eliminate curb cuts on the parkway adjacent to the campus, on both the east and west sides of the street. This improves pedestrian safety on sidewalks along the street and maintains street capacity.

Redirected Campus Traffic

Another strategy is to redirect vehicular entries to the UNLV campus in order to reduce campus traffic on this section of the parkway. Recent

Maryland Parkway links downtown Las Vegas to the airport area (top), as it passes through the east side of UNLV; intersection of Harmon Avenue and Maryland Parkway. Using traffic calming techniques and narrowing traffic lanes (above) will create a safer environment for pedestrians while maintaining capacity.

traffic counts show that UNLV currently contributes 25 percent to 30 percent of traffic on the parkway along the east side of campus. Much of this traffic could be redirected to improved entries on Flamingo Road, Tropicana Avenue, and Swenson Road to reach parking areas. This would reduce volume on the parkway and reduce conflicts between campus vehicles and pedestrians.

Curbside Transit

Another strategy is to maintain curbside transit access and consider additional services:

- The panel recognizes RTC's dilemma in continuing to provide reliable schedules on the parkway in the face of increasing signal delays and conflicts with driveway traffic. However, recent suggestions to consider dedicated lanes for a BRT operation appear to face the same problem that the suggested lane-reduction demonstration project raised: eliminating general traffic lanes. Furthermore, center-running BRT lanes raise tricky operational questions about managing left turns across bus lanes. Center lanes place passenger platforms in the middle of the street and force all riders to cross some portion of the street to get on or off the bus. In short, from the passengers' perspective, curbside service would be far more comfortable and convenient. Current and anticipated frequencies of service (every 10 minutes) can be accommodated with curbside operations, although such operations increase the need to manage access better along the parkway.
- Consider initiating additional services in the corridor such as a limited-stop express service to supplement the existing bus route. For example, an express service would stop only once per mile (rather than three to four times per mile), providing faster travel. Los Angeles has boosted ridership by operating a similar service with its Metro Rapid buses on a mile-spaced arterial network. Such service improvements can be implemented at a modest cost, compared with that of constructing dedicated lanes.
- Improved shelters and waiting areas should be provided at bus stops for greater passenger comfort and stronger transit identity. However, more sophisticated facilities increase maintenance

needs, so a firm commitment must be made at the outset to budget for and carry out this maintenance.

- Consider installation of prepay fare machines for the parkway corridor, especially at major retail, employment, and activity centers.

Bicycle Routes

Another strategy is to develop bicycle routes on appropriate streets and routes to increase accessibility to the campus and surrounding neighborhoods. Routes on Harmon Avenue and other streets between the mile-spaced arterials should be considered. Traffic on major arterials such as Flamingo Road, Tropicana Avenue, and the parkway is simply too heavy to be compatible with a bicycle route. Although bicycle trips may be a small part of travel demand, they make important contributions to personal health, energy and pollution reduction, and quality of life.

The following urban planning principles for the Harmon Gateway district should also be included:

- Set buildings at the street's edge.
- Stack building functions vertically, with retail at the base and office, hotel, and residential uses above.
- Create vistas that terminate with interesting buildings.
- Develop intimate streets to serve commercial and residential functions.
- Accommodate parking for employees and overnight guests in parking structures, but provide more convenient short-term parking for shoppers and visitors on the street.

Campus Development

Given its planned enrollment growth, its setting in a fast-growing metropolitan area, and the increasing traffic loads on adjacent streets, UNLV should expand its Master Plan to address a number of design issues and to initiate a comprehensive transportation development plan and demand management strategy. Several design issues should be addressed in ongoing master planning:

- Establishing architectural character standards to create a character for UNLV buildings;
- Developing landscape standards to guide new campus development;
- Setting graphic and wayfinding standards to serve students, staff, and faculty, as well as visitors who are less familiar with campus locations and building names;
- Defining the campus perimeter and its character to provide a readily recognizable campus from all sides; and
- Identifying campus portals to provide symbolic and functional entries to the university (Harmon Gateway, Thomas and Mack entrance, and the vehicular entries from Tropicana Avenue and Flamingo Road).

Universities have become leaders and innovators in managing their transportation demands to minimize the high costs of building and operating parking garages; to provide their students, staff, and faculty with more transportation choices; and to reduce their traffic impact on adjacent neighborhoods while increasing campus development.

The transportation portion of the campus Master Plan should reflect and support the university's academic mission, physical organization, and fiscal objectives. Opportunities that may merit investigation include the following:

- Increasing access to the west side of campus from Swenson Road and Harmon Avenue.
- Creating an internal ring road to link key areas of campus. Partially in place now, an enhanced route could aid loop shuttles moving people between perimeter parking and campus buildings.
- Evaluating appropriate walking distances between parking and destinations. A stronger campus atmosphere could be created if fewer lots were located adjacent to buildings.
- Creating a transit center on the campus. This depends on many factors, including the frequency of service, the number of routes serving



Examples of symbolic entrances to UNLV: at Thomas and Mack Center (left); and at Flamingo Road and Swenson Street (bottom left).

the campus, and the number of routes originating and terminating at the campus. Although a combined transit center and garage located southeast of the Thomas and Mack Center is one possibility, additional central locations should be considered that could benefit more areas of campus.

The university should consider a variety of demand management strategies:

- Discounted transit passes that make transit use cost less than parking (a monthly transit pass currently costs \$40, while monthly parking costs \$18 for staff and faculty and \$9 for students);
- Incentives for ridesharing and assistance in forming carpools and vanpools;
- Guaranteed rides home in case of emergency;
- Parking rates that can be used to reduce parking demand and to pay for new facilities; and
- Parking management actions to accommodate special events at the Thomas and Mack Center along with daily campus needs.

Potential transportation demand management strategies.



Long-Range Capacity Problems

Redevelopment in the parkway corridor and expansion at UNLV will face serious challenges if traffic congestion continues to grow. The constraints are rigid: major streets already occupy all available rights-of-way; acquiring rights-of-way to widen or extend streets is prohibitively expensive because of the development market in Las Vegas; and operational techniques such as multiple turn lanes have reached a practical limit. UNLV could take a leading role in sponsoring research to identify methods to accommodate future travel demand on a limited street network. A variety of actions could be available to the region, including supporting more employee commuting options and implementing high-capacity transit service to the airport. However, it is clear that traffic must keep moving for Las Vegas to thrive. Bold ideas and actions will be required to make significant improvements.

One such idea, and it is intended only to illustrate the boldness required, is to create dramatically different intersections on the parkway where it crosses major arterials. The idea would be to route east-west through traffic through an underpass, keeping that traffic out of the intersection, while providing a continuous flow intersection at the surface for north-south traffic and all turns by using a multilane modern roundabout. This approach acknowledges that the big east-west streets are really highways and should be treated as such. But the parkway provides lower speeds



An example of continuous flow, grade-separated intersections.

and more local access, so its traffic should be separated where possible from conflicts with highway traffic. Continuous flow, grade-separated intersections would increase intersection capacity. This in turn would reduce delay and increase capacity on the parkway and on the east-west arterials. Increases in capacity of 20 percent to 30 percent may be possible for both east-west highway traffic and north-south traffic. The higher range of capacity may be sufficient to require only two lanes in each direction on the parkway. If so, space would automatically be created to support dedicated transit.

Although construction of such projects would disrupt traffic for many months, it would be helpful to judge their costs against the cost to acquire additional rights-of-way, in order to determine which actions provide the most new capacity for the money. It is also worth comparing the cost of bold, new ideas with the cost of not acting to address traffic congestion.

Implementation

The panel believes that the Midtown UNLV leadership should be active and visible, using its influence to persuade both the private and public sectors to cooperate in creating and implementing a common plan of development.

Communications

In order for the parkway redevelopment initiative to proceed successfully, a sound communications strategy must be adopted quickly. It must involve every significant stakeholder who will be affected by changes and recommendations put forth. This strategy must be one that consistently speaks to the mission of the initiative with clarity, consistency, and substance.

The redevelopment plan, as envisioned, affects several disparate stakeholders. They essentially fall in two distinct groups; an internal community comprising faculty, administrators, and students, and an external community comprising adjacent neighbors, business owners, and others whose daily routines are fairly closely intertwined with the fabric of UNLV, the public sector, the university's Community Advisory Committee, and the private sector.

The Community Advisory Committee consists of representatives from a large number of entities: UNLV Planning and Construction, the Paradise Town Board, UNLV Community Relations and Marketing, the Nevada State Assembly, Clark County Comprehensive Planning, the Department of Aviation, the School District Department of Planning and Engineering, the Comprehensive Plan Steering Committee, Las Vegas Planning and Development, UNLV Development, the City of Henderson Community Development, the RTC, the Las Vegas Chamber of Commerce, the Nevada Chamber of Commerce, the Nevada Development Authority, the UNLV Alumni Association, the

Boys and Girls Clubs of Las Vegas, the UNLV Catholic Newman Center, and the Latter Day Saints Institute. The varied nature of these communities demands that the development and phasing of the initiative be communicated in ways that are clear, transparent, and easily accessible.

The Maryland Parkway Redevelopment Plan seems to have been developed with an inconsistent communication plan. The university's initiative, announced by former UNLV president Carol Harter in 2004, has progressed into a rollout process that seems to have had limited broadcast success. Website rollout, official university announcements, community meetings, and collaborations with public/private entities are still works in progress. Internal communications among university leaders and the organization of a senior planning team involving administrative and academic departments and planning, design, communications, public affairs, finance, marketing, student life departments, and others have not yet concretized to a point where there appears to be significant internal buy-in to the initiative.

As a first step to beginning a stronger communications process, the panel recommends that a senior project planning team be created and authorized to drive the initiative on behalf of the university. This planning team, under the auspices of the Office of the President, should include representatives from all pertinent administrative and academic departments. Examples include the offices of the university president, the executive vice president, the provost, and the vice presidents for administration, planning, advancement, finance and business, and student life; as well as the offices of facilities and planning, public safety, community relations, and marketing.

This planning team, formerly referred to as the Overview Committee, should be convened to discuss high-level issues attendant on the development of the plan. Each department should coordi-

nate its responsibilities relevant to the project initiative and should be led by a newly created vice president specifically tasked and authorized to move the initiative forward on behalf of the office of the president.

Project communications should re-engage all members of the university community. Residents should be made aware of the developments of the initiative through blast e-mails and other broadcast announcements to drive stakeholders to the project website. In order to provide a clear and substantive view of project status, the project website should be recast as the primary project communications tool, updated, and maintained. Combining the website with blast e-mails and text messages and physical notifications, UNLV should strive to keep its neighbors informed about the latest project developments.

Community open houses, featuring representatives of the senior planning team, should be organized from time to time with students and other members of the community to provide a thorough understanding of all elements of the project. These open houses should be structured with component “kiosks” that highlight different aspects of the project. Each station should be staffed by appropriate members of the project team. For example, a model of the project could be staffed by the university architect, who could explain the envisioned plan from a very high level. Transportation kiosks could be staffed by university planners, and the government process kiosk by representatives from the government relations office. These open houses should be held in areas of campus that are used frequently by a large segment of the student population, such as the Student Union.

In addition to these internal open houses, UNLV should consider hosting occasional open houses for areawide stakeholders—residents, community and civic organizations, construction unions, elected officials, the business community, and other key parties. These open houses could have the same structure as the internal ones; however, the real issue at these is to communicate the main thrust of the project effectively to a broad range of stakeholders in ways that are clear and transparent.

The panel further recommends that UNLV undertake a campuswide student survey to better understand the views, desires, and needs of the student population. The vision of transforming the UNLV campus from a commuter environment to one of 18-hour-a-day vibrancy is a proper and fitting one. Having a current sense of the students’ perspectives would aid the development of that high-level vision by more accurately fitting it to current trends affecting both full- and part-time students.

The panel also believes that the following recommendations should be explored:

- Reconvening the Community Advisory Committee and including local area residents;
- Involving alumni (as for any big university undertaking, this is vital to gaining development support); and
- Enhancing the curriculum:
 - UNLV enjoys a reputation as one of the top universities in the Southwest. With its focus on engineering, architecture, hotel administration, and business programs and its location near the Las Vegas Strip, UNLV provides students with access to employment and training opportunities in some of the most robust areas of business.
 - UNLV’s construction management curriculum should be enhanced to provide a focus on the research aspects of the field in a way that could better leverage the university’s proximity to some of the most complex and forward-thinking construction techniques in the industry.

Leadership

UNLV is blessed to have leadership that is dedicated to excellence and the progress of higher education. Its large, intelligent, and diverse student body reflects not only the best and brightest of young people in the United States, but the best and the brightest from around the globe. To increase its competitive edge, the university must embark on a project that will help position it physically as more attractive for faculty, students, and

the local community. It is incumbent on the university to see itself as a physical anchor between its internal community and the community that it has been part of for more than half a century.

The panel recommends creating a vice presidential position for a professional seasoned in real estate development, to be responsible for managing the overall development of the initiative. This person would report to the office of the president and be authorized to manage the overall development of the project. He or she would convene and chair the oversight committee, manage the university's relationship with governmental and private sector entities, and oversee the physical development of the university's efforts on the Harmon Gateway, the university district, the Campus Plan, and the Maryland Parkway corridor. He or she would be the university's go-to person for all these projects and would represent the university with all external partners.

The panel thinks that it is important to act immediately and not wait for the transition to be complete. Although UNLV currently enjoys the leadership of a new administration, it is important not to lose traction in the efforts already put forth on this project. Recommendations have already been given regarding re-engaging the website and restarting a robust public process. It is also important to use one of the strongest assets the institution possesses, its human capital. While the institution transitions to a new administrative and academic structure, it should use those members of its team who possess the expertise, history, and knowledge to move the process forward. Although it may make sense from an internal viewpoint to stop, think, and restart this project when all elements are in place, the lull while all this happens could be viewed skeptically by external parties not familiar with the workings of the university.

Organization of Public/Private Redevelopment Efforts

Implementing the recommendations of this study will require public/private partnerships, which is the norm for this type of redevelopment effort. The leadership shown thus far by the private and public sector must continue. The revitalization

project recommended by the panel will require the involvement and commitment of a number of other public and nonprofit agencies, organizations, and business interests, as well as community and neighborhood interests and institutions, such as Clark County, the RTC, Maryland Parkway business owners, and area residents.

The new UNLV vice president will need to build relationships with many outside organizations, including Clark County (elected and appointed officials), the RTC, the Las Vegas Chamber of Commerce, area churches, and neighborhood organizations and business owners along Maryland Parkway. The first step in this process should be the creation of a task force composed of representatives of these entities. It is very important that the county commissioner from this district and the county manager be represented. This task force should be kept small, no more than ten or 12 people, but representative. The university should provide organizational support for it. The job of this task force will include several tasks:

- Being champions of the Harmon Gateway, university district, and Maryland Parkway plans;
- Providing a forum for all stakeholders to be “at the table” and have input into the plan and market study for the Harmon Gateway;
- Providing input and direction to the development of these plans;
- Developing into the Maryland Parkway Redevelopment Corporation within 24 months;
- Organizing a Maryland Parkway business owners association as a subsidiary of the Maryland Parkway Redevelopment Corporation; and
- Developing a plan and support for a business improvement district (BID) and a special assessment district (discussed below).

The Redevelopment Corporation is needed to provide a long-term public/private champion and support for the project and to institutionalize the relationships between the organizations that are necessary to carry out this initiative. At this point it is not clear whether this corporation would become an active nonprofit real estate developer

along the parkway. However, its board should have oversight of and review all development plans along the parkway. This will help assure Clark County staff and elected officials that the project has been vetted by the stakeholders and complies with the redevelopment vision. This corporation can also help market and attract new developers and investment to the Maryland Parkway corridor, particularly housing investment.

Since the board must be kept small, the Redevelopment Corporation should have a subsidiary business owners association to engage and involve the business owners along Maryland Parkway. This association would help in creating the brand, joint marketing of the parkway corridor, and raising issues to improve the business climate along the corridor. It would also provide a voice for businesses along the parkway that is separate from neighborhood concerns.

As success and redevelopment extends north along Maryland Parkway, representatives of the city of Las Vegas should be incorporated into these organizational structures.

Financing for Public/Private Partnerships

This section addresses only three parts of the proposed plan: the Harmon Gateway, the university district, and Maryland Parkway. Although some recommendations may apply to the campus plan, the panel believes that most of that plan can and should be financed through traditional university funding sources such as the UNLV Foundation and the state government.

The current Midtown UNLV plan included very limited information on how it would be funded. From the interviews, the panel members understand that most of the private redevelopment would have been funded through private debt and capital that may be supported by the university committing to long-term leases of space. Although this is an appropriate funding arrangement, it does not address the broader plan raised here. That plan requires funding several additional elements:

- Streetscape improvements in the university district;

- Streetscape improvements to Maryland Parkway;
- Improvements to the neighborhoods around Maryland Parkway;
- Service improvements needed to improve and maintain the university district and Maryland Parkway;
- Assistance to existing businesses along Maryland Parkway to make improvements to their properties; and
- Affordable workforce housing.

A BID is a very basic first step in funding redevelopment of the university district and Maryland Parkway. The panel suggests that the first phase of this district include the parkway from Boulevard Mall to Tropicana Avenue. As the redevelopment moves along the parkway and success is shown, this district can be expanded as needed. This BID would be funded by an increase in the property tax rates (property tax millage rates) on commercial property; in addition, UNLV should make a significant contribution.

In studying the feasibility and implementing this BID, it will be important for the task force to clearly define quantifiable goals and uses for these funds in order to gain the support of property owners for the extra assessment. Although this effort should be driven by input from property owners, the panel suggests the following top priorities for these funds:

- Improving public safety along the corridor;
- Improving cleanliness along the corridor; and
- Funding administrative support for the Redevelopment Corporation.

The significant capital improvements to the university district and Maryland Parkway will require a mixture of public and private sector funds. As noted above, the university can play a major role in this redevelopment by entering into long-term leases with the private sector developer for office, theater, or residential space that would be developed as part of the plan for the Harmon Gateway and the university district. This would provide the developer with a creditworthy lease

Figure 2
UNLV Schedule of Action Steps

Phase I Action	Completion Date
Hire senior executive vice president for capital project development	Immediate (next 6 months)
Share results of Advisory Panel study with key stakeholders	
Develop marketing and communication process	
Earmark funds for property acquisition	
Phase II Action	Completion Date
Establish task force	Short-term (6 to 24 months)
Conduct market study for Harmon Gateway planning area	
Develop plan for Harmon Gateway planning area	
Create position of university architect	
Adopt new master plan for main UNLV campus in light of Advisory Services panel recommendations	
Enter into agreements with private developer	
Implement neighborhood policing in adjacent neighborhoods	
Clarke County implements neighborhood revitalization program in adjacent neighborhoods	
Task force establishes marketing and communication plan	
Develop transportation management plan with RTC for UNLV and Maryland Parkway	
Phase III Action	Completion Date
Implement Harmon Gateway redevelopment	Mid-term (2 to 5 years)
Develop university district planning area	
Morph task force into a development corporation	
Establish BID, special assessment district, and merchant association	
Phase IV Action	Completion Date
Complete implementation of university district planning area	Long-term (5 to 10 years)
Extend streetscape improvements north on Maryland Parkway	
Extend BID, special assessment district north on Maryland Parkway to Sahara Avenue	

that it can use to secure private debt and equity financing for the project.

The public infrastructure improvements to Maryland Parkway will require additional public funds. Some portion of these funds can be provided by a special assessment district, as is typically done throughout Clark County. Again, it is very important that UNLV contribute a proportional share to the special assessment district to provide the infrastructure improvements related to the university district.

Tax increment financing based on private investment in the university district is another component of the financing for the public infrastructure. It involves establishing a geographic district in which the new property taxes generated by the new private investment are used to support the debt-service payments on bonds that fund the public infrastructure improvements. It is beyond the scope of this study to estimate the amount of funds that could be raised by tax increment financing, but they should be estimated by the task

force after more detailed work on planned private investment and the schedule for that investment is done.

This redevelopment will be an incremental process that will take many years. During that time existing businesses will need assistance to improve their facilities in order to make the corridor more attractive for shoppers, pedestrians, and residents. Currently, Clark County provides public assistance only for such improvements in areas that qualify as “redevelopment districts” under Nevada law. The county must find the resources to provide similar assistance to businesses outside redevelopment districts—to support redevelopment efforts similar to those planned for the university district and Maryland Parkway. This is one reason that Clark County must be engaged in this process and represented on the task force and Redevelopment Corporation.

This revitalization process must also address the adjacent neighborhoods, to make them vital and sustainable. Doing so will require investment in renovating existing housing, building new affordable and workforce housing, providing public infrastructure, and providing public services from Clark County. This points again to the importance of early and high-level involvement of Clark County officials in the process.

An example of how a corridor redevelopment project of this magnitude can work over a 15-year period is Wilkerson Boulevard in Charlotte, North Carolina. Beginning in 1990, the city began investing in infrastructure improvements on a three-mile stretch of a six-lane U.S. highway in Charlotte.

In the late 1990s, the city also began housing and infrastructure improvements in adjacent neighborhoods. By 2006, the city had invested \$30 million in the corridor and adjacent neighborhoods on the following projects:

- Corridor infrastructure improvements (sidewalks, pedestrian lighting, and planted medians);
- Development of a 40-acre business park;
- Curb, gutter, sidewalk, and stormwater improvements in the neighborhood;
- A 150-officer police district station; and
- A 400-unit mixed-income housing community.

This project has resulted in private sector investment of \$100 million, including a retail center anchored by a 200,000-square-foot Super Wal-Mart with a Magic Johnson-branded Starbucks. An additional \$50 million of private investment is now planned for the corridor. In addition, the adjacent neighborhoods have gone from “threatened” to “stable” in the city’s Neighborhood Quality of Life Index. Other models of similar types of redevelopment processes in university districts can be seen at the University of Colorado and the University of California at Merced.

Conclusion

The Midtown UNLV project will be challenging and rewarding, and the panel hopes that this report will provide input into the making of a vibrant and thriving mixed-use development for the university and surrounding communities. The panel believes that UNLV and the Vista Group have an incredible opportunity—one that similar institutions would envy. As a living laboratory situated in the middle of one of the most dynamic places on earth, Midtown UNLV can provide a model for new development region-wide and set a new standard for development.

Vital to success will be the ability of the university and the business and civic organizations committed to building a better environment at Maryland Parkway to collectively develop and implement a

comprehensive redevelopment plan. If left to multiple well-intentioned, but fragmented efforts, it is likely that any new development will take on the same fragmented character. The panel believes that a development entity such as that described in this report can avoid that fate and build a truly dynamic urban community. The panel witnessed a remarkable “can do” spirit among the many leaders of the community with whom they met. With that attitude, plus a generous amount of trust and cooperation, the future of Midtown UNLV is bright.

About the Panel

John M. Walsh III

*Panel Chair
Carrollton, Texas*

Walsh is the president and founder of TIG Real Estate Services. TIG has developed more than two million square feet on behalf of its institutional clients. Before starting TIG, Walsh spent 17 years with Trammell Crow Company in various leasing, development, and senior management roles. During his tenure as development partner for the northwest Dallas market, he developed almost five million square feet and leased more than eight million square feet of office, industrial, and service center space. A Dallas native, Walsh has served as chairman, director, or trustee of various business and charitable organizations including the Valwood Improvement Authority and the Carrollton Zoning Ordinance Board. He has also served on working committees and boards for the cities of Carrollton, University Park, and Framers Branch and for the Highland Park Independent School District.

Walsh is a leader and active participant in the Urban Land Institute. He has served on numerous ULI Advisory Services panels including those in Hengelo, The Netherlands; St. Joseph, Missouri; Richmond, Virginia; and Portsmouth, Virginia. He has participated as a speaker for ULI at both the national and local levels. Walsh has acted as a Product Council chair at ULI and currently presides as chair of the North Texas District Council of ULI.

Walsh is a member of the Texas State Bar, with a law degree from Texas Tech University School of Law. He served for ten years as an adjunct professor of business law at Dallas Community College and the University of Texas at Arlington. He earned his undergraduate degree from the University of Texas, Arlington.

Michael D. Beyard

Washington, D.C.

Beyard is an urban planner and economist with more than 20 years of experience in real estate development, land use planning, and economic development. His experience in both the United States and Europe is focused on commercial and retail development, shopping centers, e-commerce, location-based entertainment, and downtown revitalization.

At the Urban Land Institute, Beyard is senior resident fellow for retail and entertainment development. He is the author and project director of numerous books, including *Developing Urban Entertainment Centers*, *Shopping Center Development Handbook*, the *Dollars & Cents of Shopping Centers* series, *Value by Design*, *Developing Power Centers*, *Downtown Development Handbook*, *The Retailing Revolution*, *Ten Principles for Reinventing Suburban Strips*, and the *Business and Industrial Park Development Handbook*. He created and directs ULI's International Conference on Urban Entertainment Development and its technology and retail real estate forum. He also created *ULI on the Future*, ULI's annual publication devoted to emerging land use and development trends and issues, and the *Entertainment Zone*.

In his role as senior resident fellow, Beyard is also a featured speaker in the United States, Europe, and South America on retail, entertainment, and downtown development issues. He is widely quoted in national and international media including *The New York Times*, the *Wall Street Journal*, CNN, CBS News, the *Los Angeles Times*, the *Washington Post*, and the *Chicago Tribune*, as well as American and European planning and real estate journals.

Before his current position, Beyard was vice president of strategic development for ULI and responsible for the Institute's research, data collection, books, and conferences in the commercial development field as well as its new strategic initiatives. He created ULI's program in the retail entertainment field including international conferences, books, *Urban Land* magazine supplements, and strategic partnerships with other organizations. In addition, he is the past director of ULI's advisory work in Central Europe under the auspices of the U.S. Agency for International Development, and the coordinator of program activities for ULI-Europe.

Before coming to ULI, Beyard was a senior consultant in urban planning and real estate development. He spent ten years at Booz Allen Hamilton, Planning Research Corporation, and Gladstone Associates, advising both public and private clients on market analysis, feasibility, and development planning. Beyard has been honored with membership in Lambda Alpha, the International Land Economics Honorary Society, and was an appointed member of the Mayor's Interactive Downtown Task Force in Washington, D.C.

Beyard holds a bachelor's degree in international economics with honors from Rutgers College and a master's degree in urban planning and development from Cornell University, where he was elected to Phi Kappa Phi.

Marta Borsanyi

Newport Beach, California

Borsanyi is a founder of The Concord Group, based in Newport Beach, California, a real estate advisory firm that provides vital strategic advice for land use issues and development. She has expertise in market, economic, and financial analyses associated with existing properties as well as developmental opportunities. Borsanyi has extensive

experience in the evaluation of both residential and nonresidential properties. She has participated in numerous projects where the objective has been to identify the highest and best mix of uses for very large properties. Such an approach to value maximization has had broad appeal to the public entities interested in identifying specific development scenarios, as well as to her developer clients.

Focusing on redevelopment of urban cores and first-generation suburbs, Borsanyi has been actively involved with a variety of assignments, including some associated with gaming venues. Such work has taken her across the country from Richmond, Virginia, to Saint Louis, Missouri, to Santa Ana, California.

Previously, Borsanyi was head of marketing services at the Mission Viejo Company. Her responsibilities included strategic planning, feasibility and acquisition studies, economic and financial analyses, consumer and advertising research, new product development, and merchandising of ongoing as well as new program offerings.

Borsanyi has also held positions on the faculty of the Graduate School of Management at the University of California, Irvine, specializing in computerized modeling and scenario analysis. While teaching consultative processes, administrative problem solving, and decision making, she was involved with the management of consulting engagements for a broad range of clients, including corporations, public agencies, and nonprofit organizations.

Borsanyi is part of the leadership group at the Urban Land Institute and a charter member of the Advisory Board to the Center for Economic Research and Quarterly Economic Forecasts at Chapman University. She is also a member of the California Building Industry Foundation, an entity that provides scholarship awards to college

students in degree programs related to land use and real estate.

Borsanyi holds an undergraduate degree in economics from the University of Budapest and a master's degree in business administration from the University of California, Irvine.

Bern Ewert

Charlottesville, Virginia

Ewert is president of Ewert & Company, a development consulting firm. He has been a county executive, an interim city manager in Texas and Illinois, and city manager of Roanoke, Virginia. He spent more than three years working with the Czech Republic to establish a national system of economic development—the first in the former Eastern bloc.

As county executive in Prince William County, Virginia, he led the effort to introduce sustainable development and protect half the county from sprawl development. He also provided leadership on new approaches in urban planning, waterfront development, and community design. As city manager for Roanoke, he was responsible for the rebirth of the downtown, with the design and construction of the Market Square complex. As assistant city manager in Charlottesville, he was responsible for the development of one of the few successful open-air downtown malls in the country. Ewert is considered an expert in government operations, municipal finance, and city and county development policy, as well as the application of urban design and place making in the public realm.

Ewert received his bachelor's degree from the University of Kansas, with a double major in history and international relations, and undertook graduate work at the University of Missouri at Kansas City.

Tom Flynn

Charlotte, North Carolina

Flynn is the director of economic development for the city of Charlotte, North Carolina. He is responsible for the city's efforts in small business development, business retention and expansion, redevelopment, and workforce development. He has been responsible for many economic development projects that have pushed Charlotte to the top rung of cities in terms of economic growth, including the Westin Charlotte, NASCAR Office Tower, and Mid-Town Square Redevelopment. Flynn has also been a leader in developing many of Charlotte's economic development programs, including Business Retention and Growth, the Business Corridor Strategic Plan, the BizHub Center for Small Business, and the city's Economic Development Strategic Framework.

Flynn has worked for the city since 1980 in various positions, including budget analyst, assistant to the city manager, assistant to the mayor, and economic development officer. He is active with the International Economic Development Council and teaches its course on land development and redevelopment. He also serves on the board of the National Civic League and as a juror for the All-America City Award.

John Orfield

Dallas, Texas

A graduate of Columbia University with a master of science degree in architecture and building design, Orfield is both product and proponent of the collaborative style that is exemplified at BOKA Powell. Influenced professionally by both his theatrical mother and his engineering father, he enjoys exploring the kinship between architecture, film, and dance, art forms that he sees as related

in their portrayal of human experience moving through time and space.

Orfield has sought out collaborative environments or created them on the spot in design firms and universities from New York to Indianapolis to Mexico City. He considers every project a partnership, not only between the architect and the client, but also with the site itself. He sees this contextual approach as one reason why there is no recognizable BOKA Powell style, only spaces that benefit their surroundings as the result of a very intentional design process.

Zane Segal

Houston, Texas

Segal is a developer, marketing consultant, and real estate broker with Zane Segal Projects, Inc. Specializing in mixed-use, residential, retail, historic, hospitality, urban, and resort properties, he has 27 years of experience in real estate venture management, development, construction, brokerage, and marketing. His experience covers a range of property types, including land, lofts, townhomes, custom homes, low- and mid-rise condominiums, hotels, retail centers, office buildings, subdivisions, and sports facilities, as well as mixed-use projects incorporating several property types.

Segal is vice chair for Advisory Services of the ULI Houston District Council, has chaired one and served on eight other Advisory Services panels across the country, and chaired ULI Houston's first two Technical Assistance Program panels. He is a member of a City of Houston Planning Commission committee studying urbanization of the suburbs, is on an advisory committee overseeing a regional visioning project, and serves on the boards of the Citizens Environmental Coalition and Blueprint Houston.

Segal's previous community activities include being the first president of the Houston Association for Film & Television, founding executive director of the Museum District Business Alliance, member of the Regional Planning Committee of the Greater Houston Partnership, presenter on urban design to Imagine Houston, and president of Sparacino Company Dancers. He has often spoken, written

for publication, and been quoted by the media concerning real estate, development, urban design, and the arts.

Segal received a bachelor of science degree from the Massachusetts Institute of Technology and a master of fine arts degree from the University of Southern California. He has studied graduate-level architecture at the University of Houston.

Ross Tilghman

Seattle, Washington

Tilghman heads up the Tilghman Group, a division of Leora Consulting Group, providing real estate planning services. He has 20 years of urban planning experience, including serving as executive director of a downtown BID. He provides transportation-related revenue projections, market studies, and planning and development strategies to government, not-for-profit, and private sector clients facing real estate development challenges. His projects typically involve downtown revitalization, academic and institutional campus planning, historic district redevelopment, mixed-use projects, special event access, and parking.

Frequently working with nationally recognized planning teams, Tilghman's recent downtown master plans detailed transportation requirements for Evansville, Indiana; Natchez, Mississippi; St. Louis, Missouri; Green Bay, Wisconsin; and Parker, Colorado. He has provided parking studies to determine future demand and market requirements for Savannah, Georgia; Portland, Oregon; Sioux City, Iowa; and Olympia, Washington. He has conducted transit market studies in Denver and Los Angeles. Tilghman has also specialized in transportation planning for state capital campuses, working with Washington, Iowa, and Minnesota on their access and parking programs. In addition, he has completed special event and recreation area transportation plans for San Diego's Balboa Park; Joe Robbie Stadium in Miami, Florida; the Iowa Events Center in Des Moines; Stones' River National Battlefield in Murfreesboro, Tennessee; the Shreveport Riverfront in Louisiana; and Vicksburg, Mississippi's Downtown and Riverfront.

For the past five years, Tilghman has been working with the city of Tacoma to address its downtown parking needs and the parking plan for the city's new convention center. He provided the revenue forecasts used to issue parking revenue debt.

Tilghman also served three years as director of a downtown BID in Illinois. He oversaw maintenance, facade improvements, parking, and upper-story redevelopment efforts in concert with Main Street redevelopment principles. He successfully wrote a \$1.9 million grant application to fund a streetscape construction project completed in 2002.

Tilghman frequently participates in national resource panels assisting communities with development questions. Recent assignments include Advisory Service panels in St. Louis, Los Angeles, Ft. Lauderdale, and Port St. Lucie, Florida; the Mayor's Institute on city design teams in St. Louis and Cincinnati; an AIA R/UDAT team in San Angelo, Texas; and Ohio Design Assistance teams in three Ohio communities.

Tilghman received an A.B., *magna cum laude*, in history from Washington University, St. Louis, and an M.A. in geography from the University of Washington, Seattle.

Warren Whitlock

New York, New York

Whitlock is the director of construction coordination for Columbia University in New York City and has 25 years of varied experience in disaster relief and recovery, construction coordination, strategic planning, real estate development, finance, and government. One of the top economic development professionals in New York City, he is a senior executive member of Columbia University's Facilities Department as well as a senior planning team member of the university's 18-acre acquisition and expansion initiative into the Manhattanville section of West Harlem. This 30-year project involves, among other things, the construction of an expandable bathtub to ensure non-aqueous penetration of the project site to depths of 180 feet of soil and sand conditions. Whitlock is the university's primary liaison for all construction activity, which, since 2000, has delivered more

than \$1 billion in capital construction projects. He also oversees Columbia's initiative for minority, women, and local business enterprise participation, which, through the first quarter of 2005, exceeded 39 percent in its large-scale construction projects.

Before joining Columbia in 2002, Whitlock managed New York State's economic development efforts in Harlem as the director of the Harlem Community Development Corporation. In this capacity, he initiated a series of successful commercial and residential development initiatives that not only led to the current successful revitalization of Harlem but achieved this while preserving the historic and cultural authenticity of this much revered African-American neighborhood. As the first deputy commissioner of the New York City Community Development Agency (currently, the New York City Department of Youth and Community Development), Whitlock leveraged his knowledge of city and state government to create several successful first-time initiatives for the city using federal Community Service Block Grants.

Between 1989 and 1992, Whitlock served as a senior project manager at the New York City Economic Development Corporation, where he worked to finance small to medium-size industrial-based businesses throughout New York City. In the field of international economic development, Whitlock served as a consultant to the United Nations High Commissioner for Refugees in Somalia, East Africa, where he lived and worked for four years.

Whitlock is an adjunct professor of urban planning at Brooklyn College's Graduate Center for Worker Education and is a trustee and director of the Morris Jumel Mansion in Manhattan and the Double Discovery Center at Columbia University. Whitlock is an executive member of ULI's New York District Council, where he has been a member since 1997, and he served as a member of the Advisory Services panel at the University of New Orleans in 2003.

