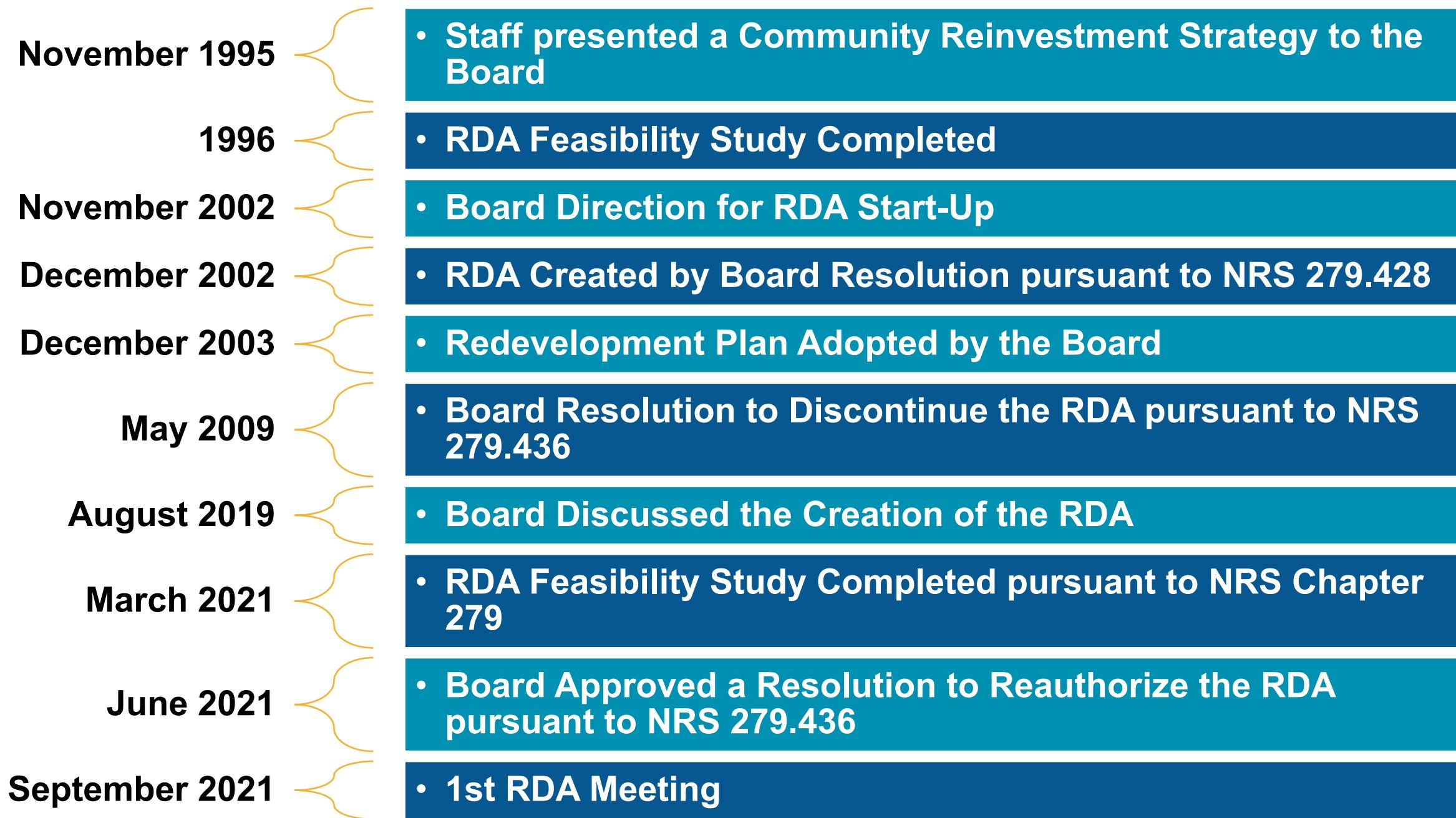




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Clark County Redevelopment Agency

August 16, 2023



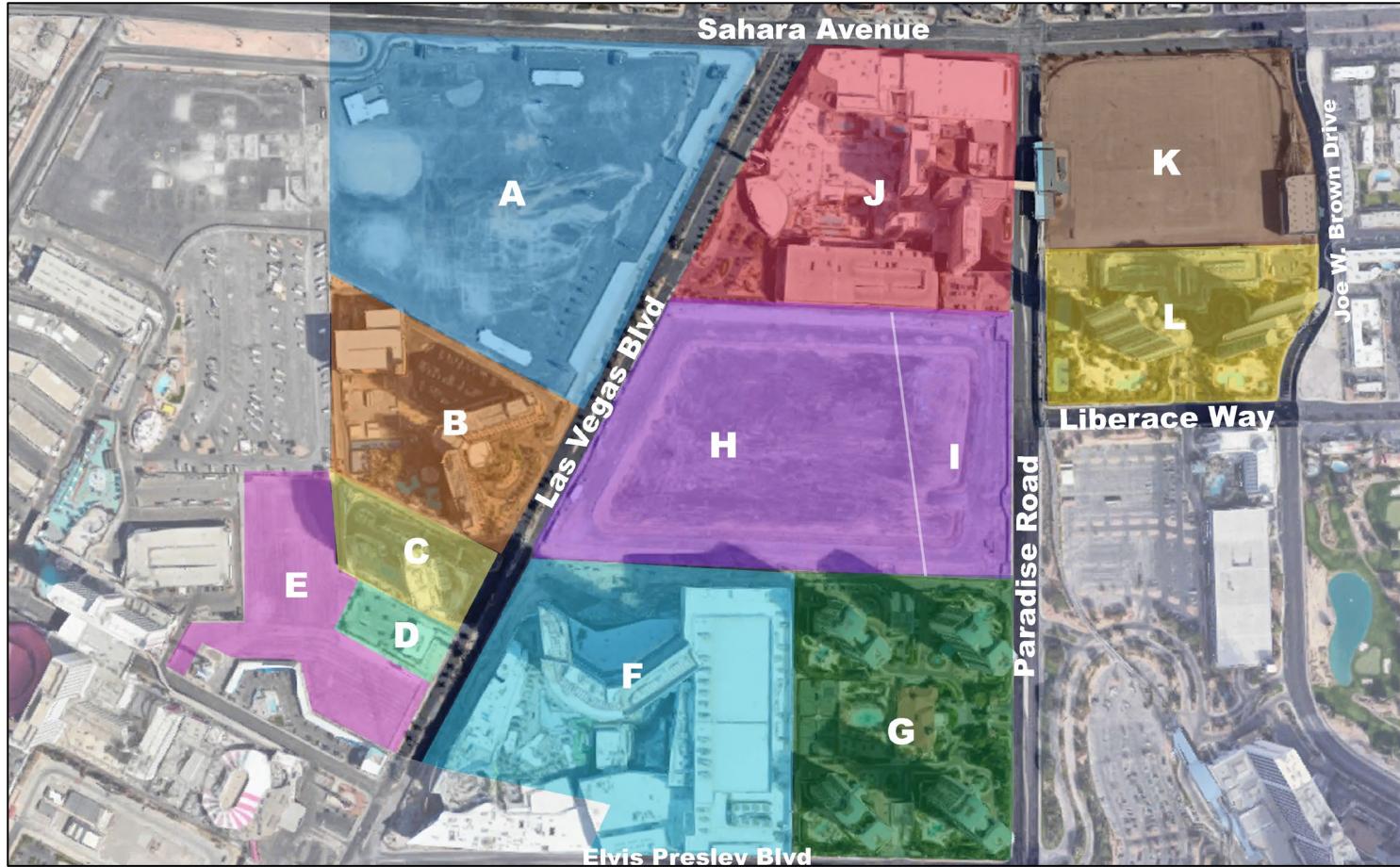
November 1995	<ul style="list-style-type: none">• Staff presented a Community Reinvestment Strategy to the Board
1996	<ul style="list-style-type: none">• RDA Feasibility Study Completed
November 2002	<ul style="list-style-type: none">• Board Direction for RDA Start-Up
December 2002	<ul style="list-style-type: none">• RDA Created by Board Resolution pursuant to NRS 279.428
December 2003	<ul style="list-style-type: none">• Redevelopment Plan Adopted by the Board
May 2009	<ul style="list-style-type: none">• Board Resolution to Discontinue the RDA pursuant to NRS 279.436
August 2019	<ul style="list-style-type: none">• Board Discussed the Creation of the RDA
March 2021	<ul style="list-style-type: none">• RDA Feasibility Study Completed pursuant to NRS Chapter 279
June 2021	<ul style="list-style-type: none">• Board Approved a Resolution to Reauthorize the RDA pursuant to NRS 279.436
September 2021	<ul style="list-style-type: none">• 1st RDA Meeting

Commercial Center Redevelopment: 3 Areas: Building & Parcels



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Commercial Center Redevelopment: Focus on Area 1



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Commercial Center Redevelopment: Focus on Area 3



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Key Tenets for Commercial Center Development

RFP for Master Plan/Project Manager:

- Consulting to Support Master Project plan (Arts, Film, Fine Arts and Historical Preservation):
 - Background in Fine Arts and Historical Preservation

Land Acquisitions to Support Project Plan

Master Plan for Commercial Center:

- Inclusionary of the Key Tenets from the 2003 Plan
- Explore Partnerships with Local Stakeholders and Business Owners

Future Projects and Programs?



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SOSA District Redevelopment

Presented by Commissioner Ross Miller



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Commissioner District E

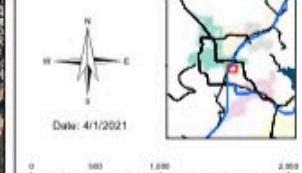
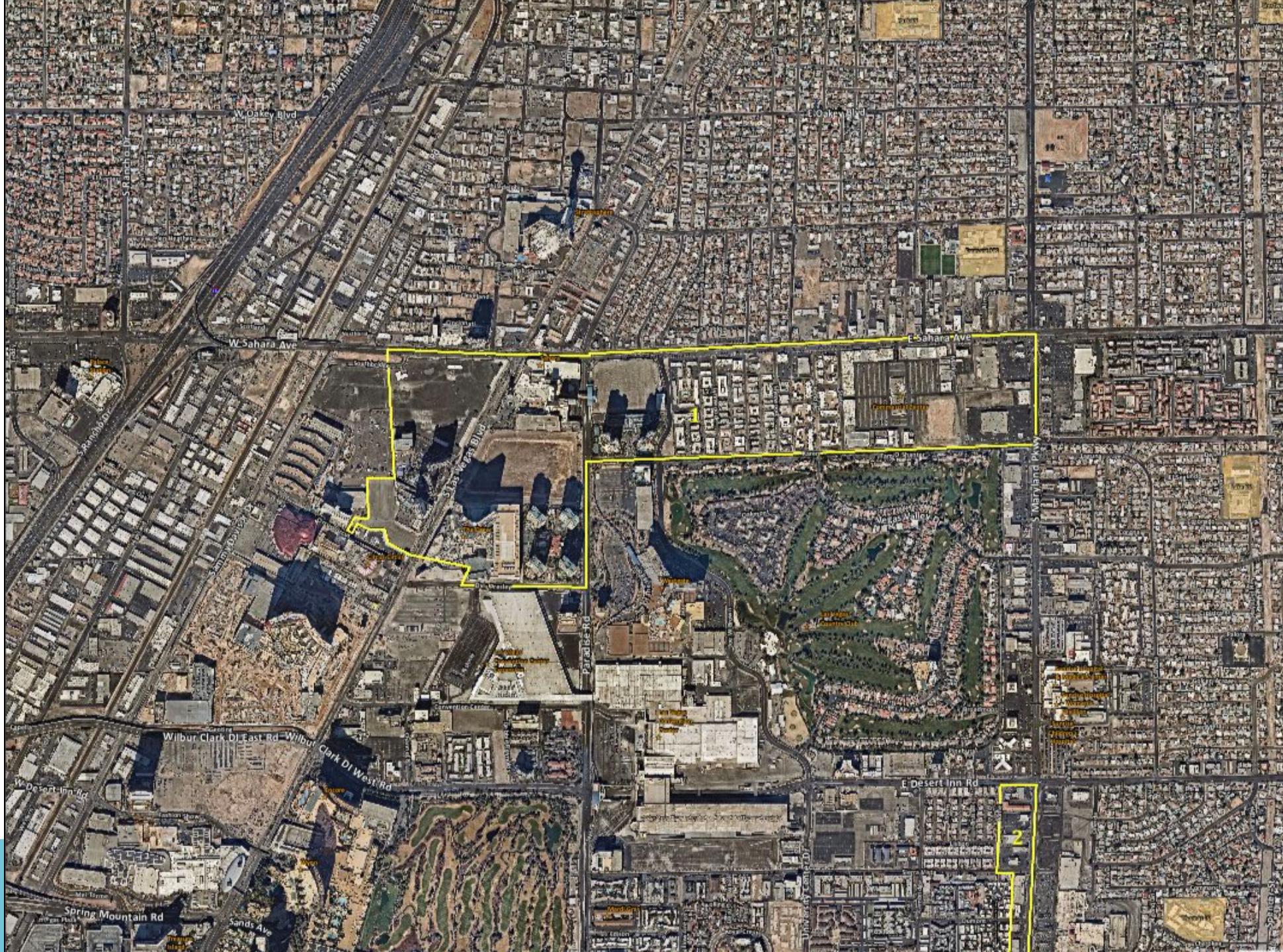
Redevelopment Area 1

Clark County, Nevada



Legend

- Redevelopment Area
- Points of Interest
- CC Park
- CCSD School



This information is for display purposes only. No liability is assumed as to the accuracy of the data delineated herein.

Legacy Redevelopment Districts: 3 Areas Identified in 2003



Clark County Redevelopment Areas Legacy Redevelopment Areas

The agency was formed in August 2003 at the direction of the Board of Clark County Commissioners to revitalize older neighborhoods in need. By December 2003, three areas were identified as the first beneficiaries of the RDA.



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Redevelopment Funding

Page 69

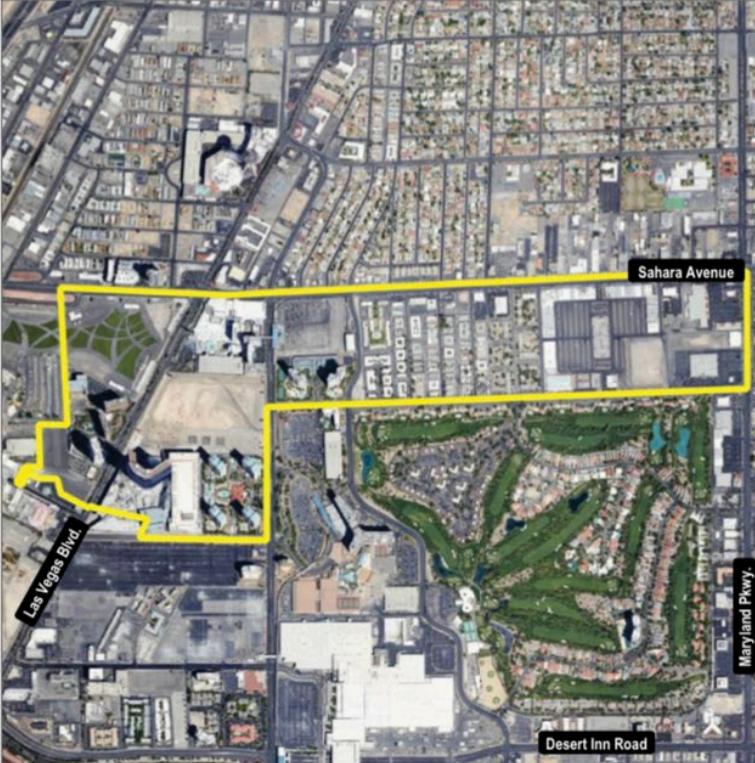
Redevelopment Area

Winchester (Tax District 411)
Commission District E

Land Use Summary (Tax District 411)				
Land Use	Acres	Acreage Share	Taxable Value	Value Share
Vacant	23.7	9.3%	\$82,300,552	2.7%
Residential	72.6	28.5%	\$1,822,580,572	58.8%
Commercial	129.5	50.8%	\$1,026,677,933	33.1%
Non-Profit Community Facilities	1.1	0.4%	\$1,899,109	0.1%
Transport., Comm. & Utilities	1.5	0.6%	\$7,838,306	0.3%
Minor Improvements	26.7	10.5%	\$159,233,274	5.1%
Total	255.1	100.0%	\$3,100,529,746	100.0%

Source: Clark County Assessor, Applied Analysis

CLARK COUNTY REDEVELOPMENT AGENCY FEASIBILITY ANALYSIS



APPLIED ANALYSIS



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SOSA Blight Conditions

RDA1: Sample Photos Depicting the Current Status of Properties

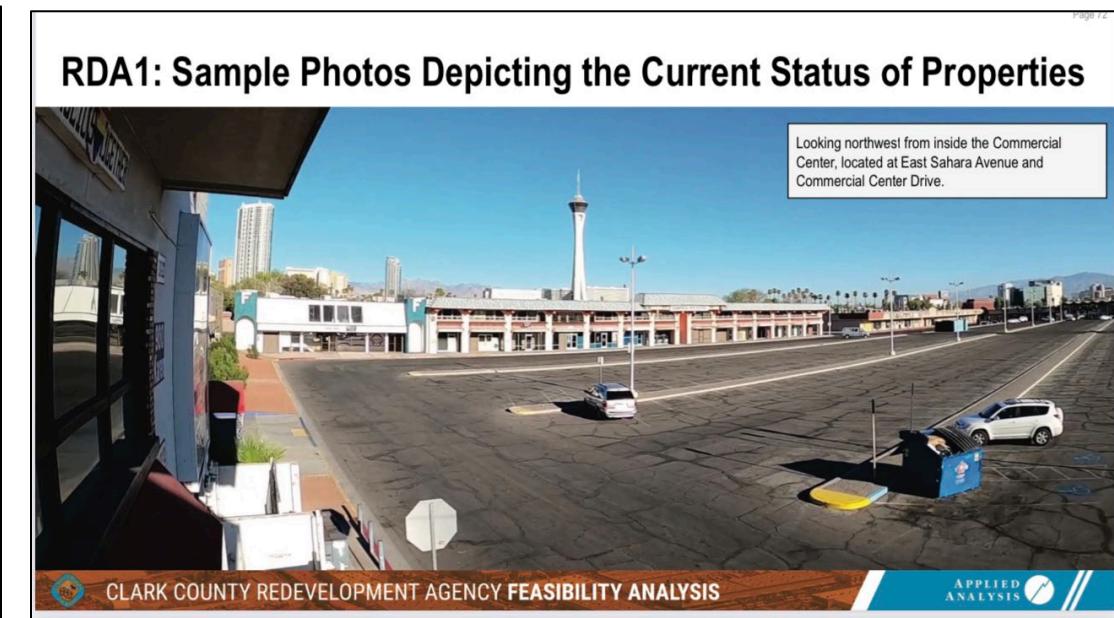
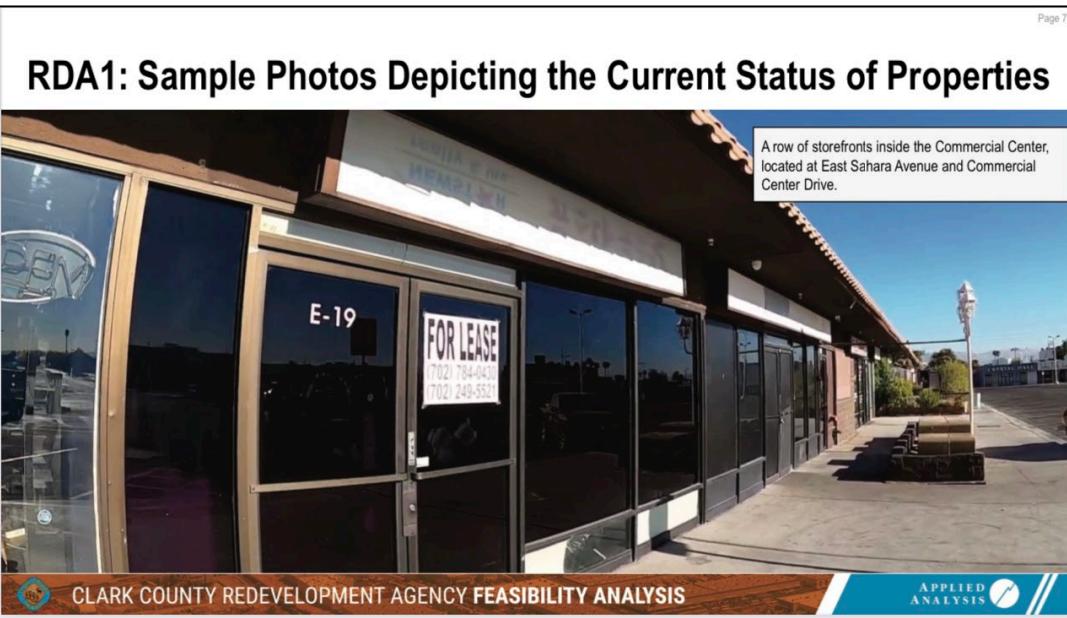


RDA1: Sample Photos Depicting the Current Status of Properties



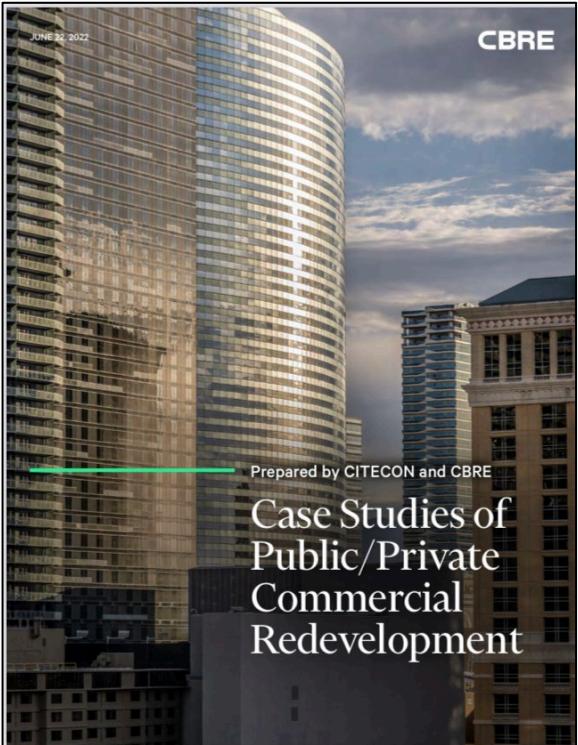
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SOSA Blight Conditions



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Case Studies



PURPOSE OF CASE STUDIES MEMORANDUM



The three case studies are:

1. The Village at Market Creek San Diego, CA	2. Belmar Lakewood, CO	3. Fruitvale Oakland, CA
---	---------------------------	-----------------------------

Site Context

The commercial site is located on the south side of Sahara Boulevard, west of Maryland Parkway, approximately a 2.5 mile driving distance from Downtown Las Vegas and a 4.0 mile driving distance from the Las Vegas Strip (see Exhibit 1), in Winchester, an unincorporated town in Clark County, Nevada. The site contains approximately almost 354,000 square feet of older commercial buildings surrounding a surface parking lot. Most of the buildings were built in 1963 and 1964. Building E was built in 1972. New Orleans Square was built in 1975 and renovated in 1984. The center sits amongst neighborhoods initially built in the 1950s and 1960s, with some private redevelopment of properties since then. The site was one of the first shopping centers in the region and was associated with mid-century Las Vegas as a popular destination. It is now a mix of small independent shops, ethnic restaurants, services, commercial recreation, and private clubs.

Clark County owns most of the surface parking lot, almost 19 acres, in the center of the site. The property is within the Central East Las Vegas submarket. Winchester is an ethnically and racially diverse, mixed-income, mixed-use community. The center is now in mixed condition with multiple ownerships and outlets in various states of repair. There is an arts district a mile north, neighborhood historic districts nearby originally formed in the 1940s, lower-income multi-family housing, a predominately Latinx neighborhood to the west that includes affordable workforce housing, and a new Cardenas Market, a Mexican focused grocery store, located just over a mile to the east.

Nearby to the north, Sunrise Hospital at approximately 700 beds is the largest in the region. It is located on Maryland Parkway and is affiliated with the new medical school at UNLV near Downtown Las Vegas.

While the site is adjacent to lower-to-middle-income, working-class, mixed-ethnicity neighborhoods, including a mixture of older garden apartment complexes and strip commercial uses, it is also adjacent to the Las Vegas Country Club to the south, one of the original gated golf course residential communities in the metro area with million-dollar homes. Turnberry Towers, a 45-story, twin-tower luxury residential development was developed to the west and opened in 2007. According to the Robert Little Group, the median list price at Turnberry is approximately \$625,000 per unit.

The adjacent block to the east at the southwest corner of E. Sahara Avenue and Maryland Parkway is also owned by multiple owners and contains newer strip commercial pads and neighborhood convenience stores. The Regional Transportation Commission of Southern Nevada plans a future Bus Rapid Transit (BRT) station at the location. The Maryland Parkway Corridor TOD Plan was completed last year and an associated plan for the Sahara Avenue Focus Areas is currently underway.

The City of Las Vegas has jurisdiction north of E. Sahara Avenue where a popular park with recreation facilities exists within the City's portion of the area. A middle-school is nearby. The site is within a 2015 New Markets Tax Credit tract.

Site Opportunity

Overall, the subject site is unusual in that it is located adjacent to lower income and older residential and commercial developments, yet adjacent to a prestigious golf course community and near luxury condominium towers. Its central location between the job centers of Downtown Las Vegas and the Las Vegas Strip, with future enhanced transit connections, presents an opportunity to redevelop the site to create value if properties can be assembled. A key question is for what purpose – to create community-based economic opportunities for the workforce population, or to create the highest value real estate possible given market opportunities. The following case studies are examples of such efforts ranging from strategies focused on community-based economic regeneration and land value enhancement for market-rate investment.



PURPOSE OF CASE STUDIES MEMORANDUM

6 CITECON + CBRE

7



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Case Studies

- 3 Case Studies:
 - Belmar (Lakewood, CO)
 - The Village at Market Creek (San Diego, CA)
 - Fruitvale Village (Oakland, CA)

CASE STUDY #3: FRUITVALE TRANSIT VILLAGE, OAKLAND, CA



Fruitvale Transit Village
Oakland, CA

Fruitvale Village is an example of a successful transit-oriented development led by a community-based non-profit organization, the Unity Council – a multi-ethnic community of faith. The area is associated with its large Latino and Chicano population comprising approximately half the population. With over 50,000 residents in the greater community and 4,200 residents in the focused neighborhood, Fruitvale Village links the community to the region via the Fruitvale Bay Area Rapid Transit (BART) station, integrating with the BART station by design with a community plaza, a small public market across the street, and International Boulevard, the Fruitvale's historic main street. Several bus lines serve the district. Fruitvale Public Market is an adjacent affiliated small food hall established by The Unity Council to serve as an incubator for small, locally owned food businesses.

A Proud History of Diversity

Fruitvale has a rich history as a former agricultural area at the base of the Oakland foothills that became a center for the Chicano Movement in the late 1960s and 1970s. Henderson Ludding, an abolitionist active with the Underground Railroad, migrated to Oakland in 1854 and established an orchard called Frut Vale on 400 acres. The land area was annexed into the city of Oakland in 1909 (Case Exhibit II-D). Fruitvale Public Market is an adjacent affiliated small food hall established by The Unity Council to serve as an incubator for small, locally owned food businesses.

After WWII, African Americans and Latinos migrated to West Oakland. Urban Renewal and the construction of the Nimitz Freeway in the 1950s and 60s, and subsequently BART, displaced the African American and Latino population of West Oakland into East Oakland, that included the Fruitvale neighborhood, which at the time was mostly a German, Portuguese, and Irish American community. Over the decade, Fruitvale became a place for the Latino immigrants and Chicanos. Fruitvale became a center of the Chicano Movement in the Bay Area during the civil rights era of the 1960s and 1970s – a proud heritage that the neighborhood celebrates.

Before the 1970s, Fruitvale had a Montgomery Wards West Coast distribution center and retail store to the north on East 14th Street and the historic Fruitvale Theater to the south, with commercial businesses in between around 35th Avenue and E 14th Street.

The established community of 1920s bungalows and Mission Revival buildings was the framework for the community's physical redevelopment. The goal was to create a transit-oriented anchor of affordable housing and a mixture of educational, cultural, health, and economic uses that integrate with the existing historic community, support family-owned business, and enable people-focused socio-economic development and design. As both a neighborhood district and regional draw, the community and sites such as Peralta Hacienda Historical Park communicate with the broader public the history of Native and Mexican Americans in Oakland. Public art and murals are used to convey the populations' and districts' culture and history.

Fruitvale celebrates traditional heritage days associated with its population, such as the Christmas Posada (a nine-day celebration between December 16th and Christmas Eve), Cinco de Mayo, and Dia De Los Muertos which attracts over 100,000 attendees. The Fruitvale Village Plaza, transit station, and the district's streets become places for these special free events. As other ethnic groups continue to grow in the community, the diversity of heritage, cultural, and food offerings expands.

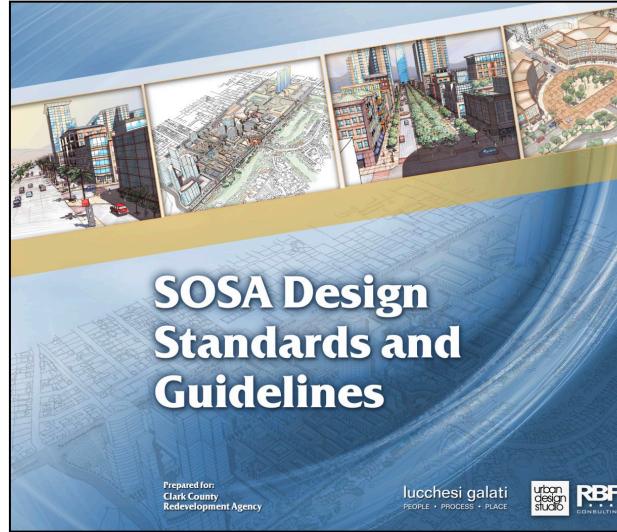
CASE STUDIES 29



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Key Areas to Focus

- Pedestrian-Centered Urban Village
- Central Common Area or Public Plaza
- Transit Access



ULI: Nevada

Rebooting Property Values and Community Development Across the Las Vegas Valley: Recycling Ageing Inner City Neighborhoods

A Toolkit for Creating Urban Villages

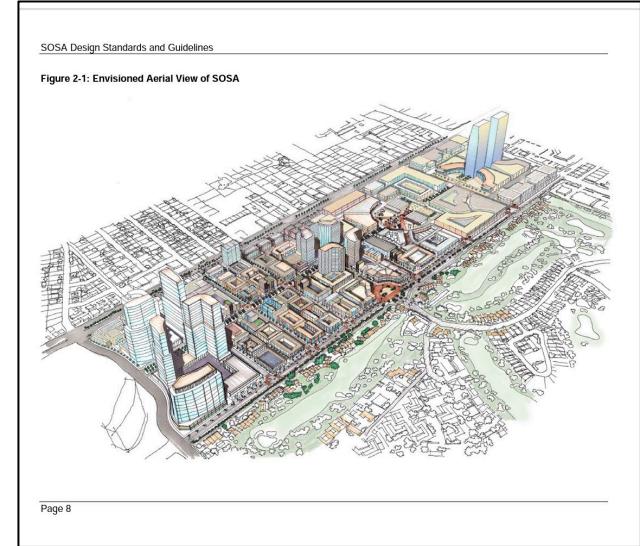
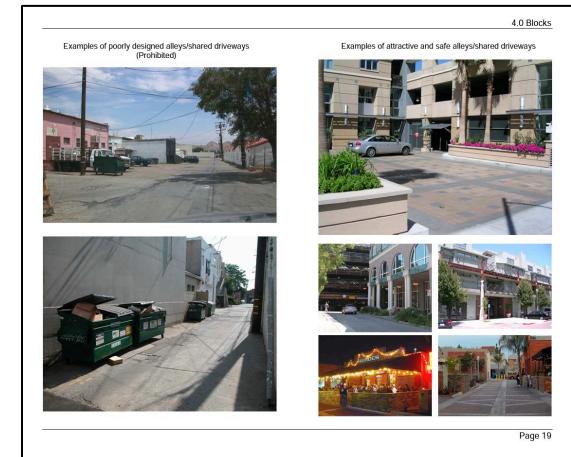
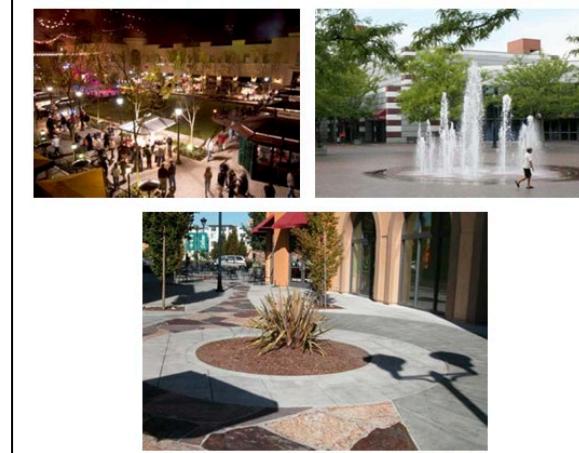
Dr. Robert Fielden, NCARB, FAIA, Co-Chair, ULI: Nevada Smart Growth Committee
Editor: David Berns



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Key Recommendations

- Sustainable Design
 - Reconfigure Blocks to Hamlet Street Closures;
 - Greenbelt Alley Closures
- Street Improvements
 - Improve Pedestrian Walkability
 - Pad Sites
 - Pedestrian Realm Improvements
 - Sidewalk Dining
 - Street Furniture Public Art



Page 8



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Key Recommendations

- Public Plaza
 - Gatherings and Informal Recreation
- Key Design Elements
 - Outdoor Stage for Concerts and Events
 - Public Art
 - Small Product Vendors
 - Concierge Services and Kiosks

SOSA Design Standards and Guidelines

Courtyards and Paseos

- A. Courtyards and paseos are encouraged to create outdoor spaces and to enhance the pedestrian environment.
- B. Paseos and courtyards should be enhanced with decorative pavement, pedestrian-scaled lighting, planters, benches, trash and recycle receptacles, kiosks, public art, small product vendors, and outdoor seating and dining areas.
- C. Pedestrian paseos should be at least 25 feet wide.
- D. Active storefronts should be provided on facades that face paseos.



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Key Recommendations

- Building Standards and Guidelines
 - Two Types:
 - Mixed Use Residential Flat Hamlets
 - Commercial Block Buildings

SOSA Design Standards and Guidelines

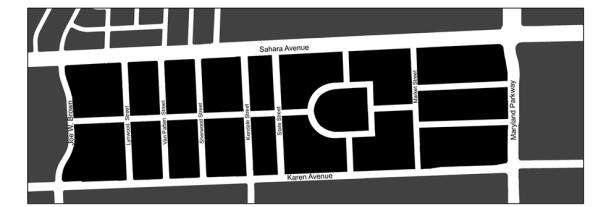
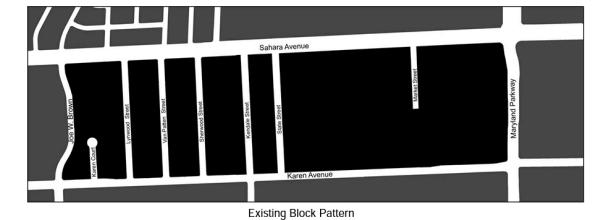
Residential Flats: Standards and Guidelines

Residential flats contain apartments or condominium units that are vertically stacked. Common courtyards, lobbies, and/or hallways provide access to the units. Units on the ground floor may also have private entrances directly from the street. Live-work units are also allowed within the building if the work space is provided on the ground floor and the unit contains a private entrance that is directly accessible from the sidewalk. Some buildings may include mid- and high-rise towers.



Examples of Residential Flats

Figure 4-1: Existing and Potential Future Block Patterns

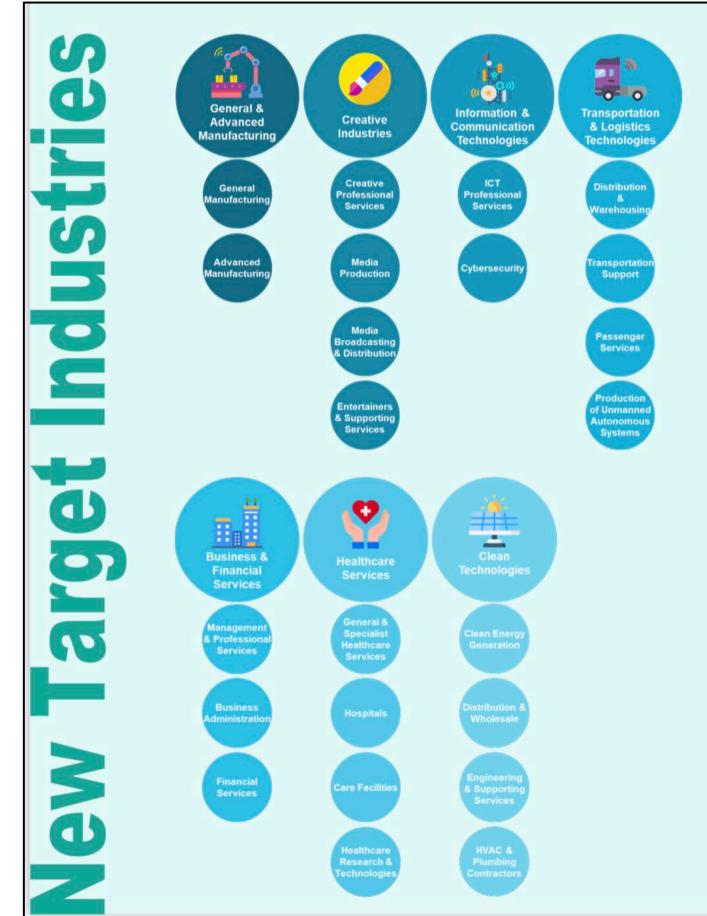


Potential Future Block Pattern



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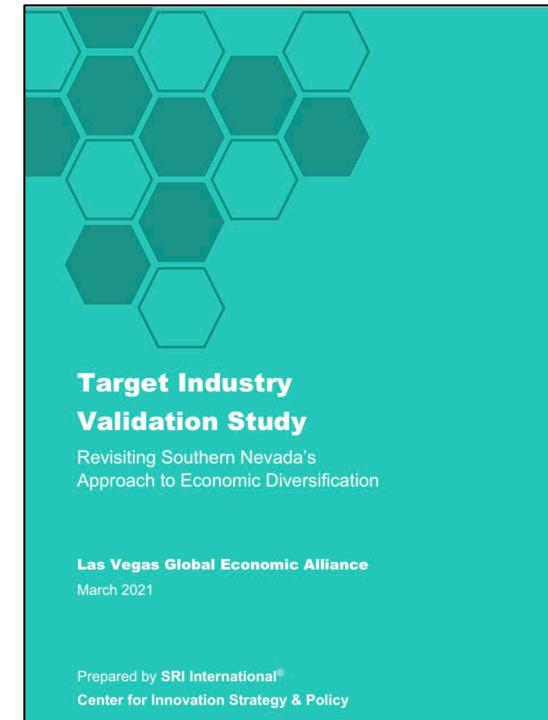
Economic Development Target Sector: Creative Arts



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Economic Development Target Sector: Creative Arts

- Creative Professional Services
- Media Production
- Media Broadcasting and Distribution
- Entertainers and Supporting Services



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Economic Development Target Sector: Emerging Opportunities in Film Production and Sports Entertainment

Nevada lawmakers want to offer \$190m in annual tax credits for 20 years to bring film productions to the state

It's the latest attempt at diversifying southern Nevada's gaming and tourism-reliant economy, which was hit hard by the pandemic.

BY GABE STERN AND THE ASSOCIATED PRESS

May 12, 2023 6:25 AM EDT



Hollywood developers, studio pitch Nevada's film tax credit plan

By Taylor R. Avery

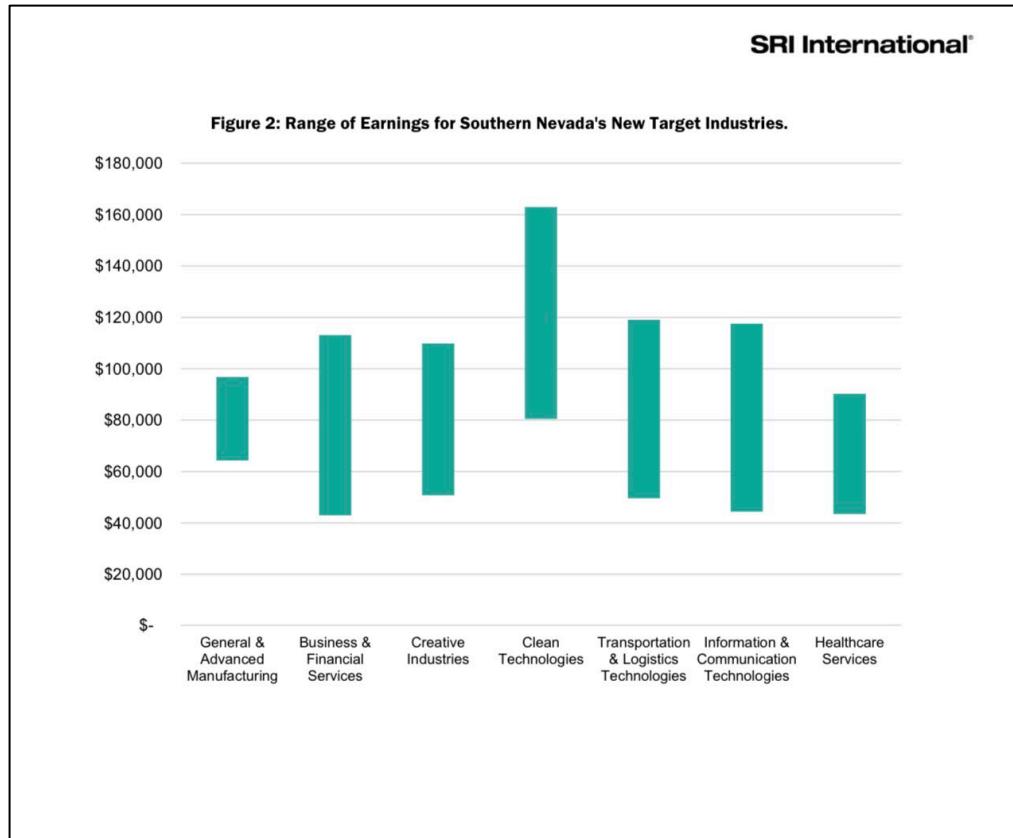
Las Vegas Review-Journal

3 months ago



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Economic Development Target Sector: Creative Arts



- 3rd Highest Median Earnings among Target Industries



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Economic Development Target Sector: Creative Arts

- Lowest Employment Share Increase for Target Industries

Southern Nevada's New Target Industries Represent an Increasing Share of the Region's Total Employment

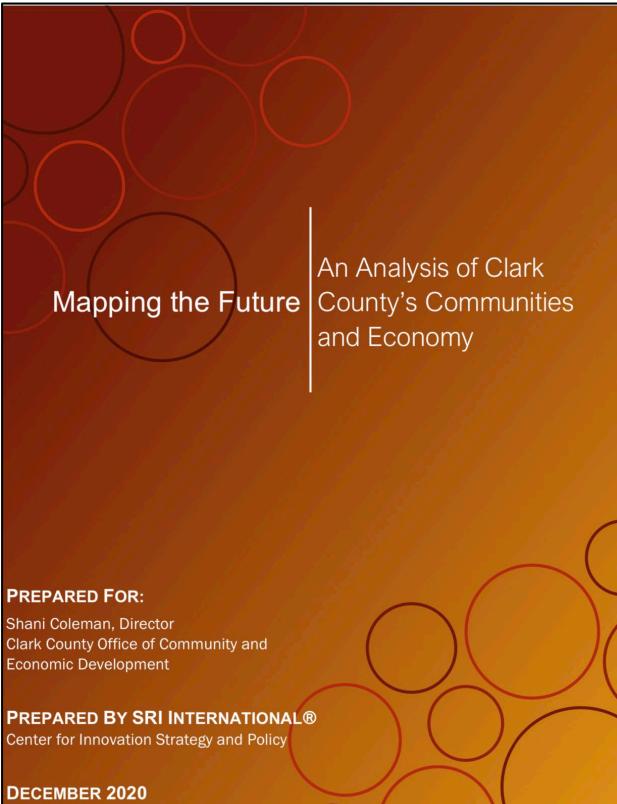
Table 2: Changes in Target Industry Employment, 2011–2019. Source: Emsi.

Target Industry	2011 Employment	2019 Employment	Percent Change	2011 Employment Share	2019 Employment Share
Total Target Industries	229,898	340,751	+48.2%	28.7%	33.2%
General & Advanced Manufacturing	18,615	24,420	+31.2%	2.3%	2.4%
Business & Financial Services	101,074	140,691	+39.2%	12.6%	13.7%
Creative Industries	14,332	17,157	+19.7%	1.8%	1.7%
Clean Technologies	14,981	21,352	+42.5%	1.9%	2.1%
Transportation & Logistics Technologies	16,529	33,822	+104.6%	2.1%	3.3%
Information & Communication Technologies	10,500	26,283	+150.3%	1.3%	2.6%
Healthcare Services	53,866	77,025	+43.0%	6.7%	7.5%



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Economic Development Target Sector: Creative Arts



Goal 5: Promote Community-Centered Design of the Built Environment

Placemaking strengthens the connection between the people and the places where they live, work and play. Clark County is home to celebrated natural and man-made attractions as well as a city known world-wide as an entertainment destination. But the heart of Clark County is its residents, a diverse community that deserves a built environment where they can express their vitality and character. The county should continue to promote its own identity through smart city innovations, alternative transit options, walkable neighborhoods, and sustainable practices, the latter of which are already a point of pride for the region. New technologies can serve residents as much as visitors and expansion and application of these technologies outside the urban core of the county is essential for connecting communities.

Objective 5.1: Implement smart city innovation throughout the county to serve residents and visitors.

Objective 5.2: Improve and diversify access to mobility options.

Objective 5.3: Adopt and promote sustainable practices in energy and infrastructure.

Objective 5.4: Encourage revitalization of distressed areas of unincorporated Clark County.



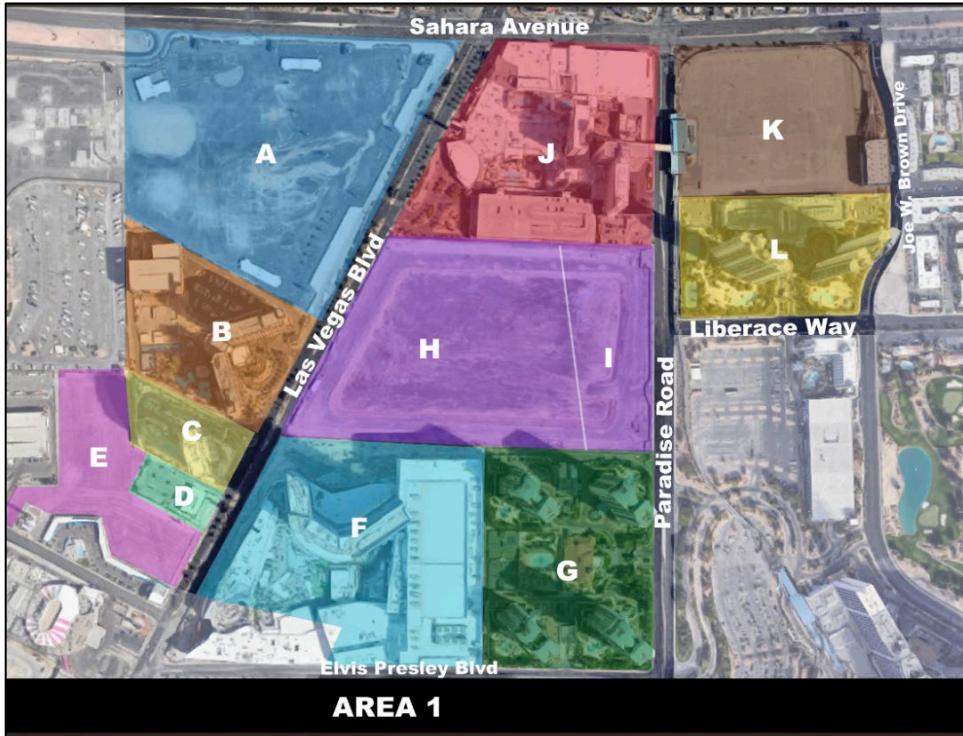
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SOSA Site Features: Opportunities

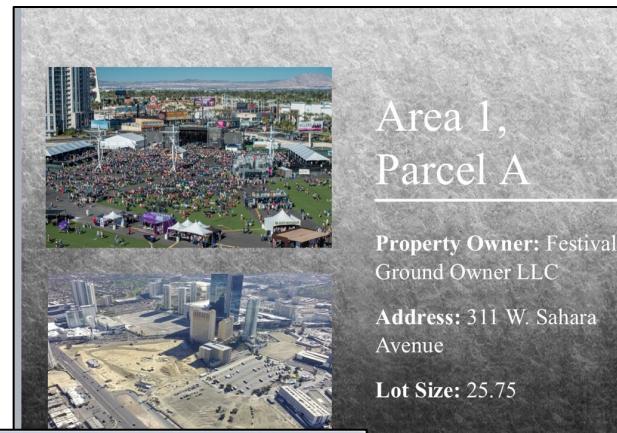


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Key Redevelopment Opportunities: Area 1



- Resorts
- Residential Towers
- Sports Stadiums
- Entertainment Complexes

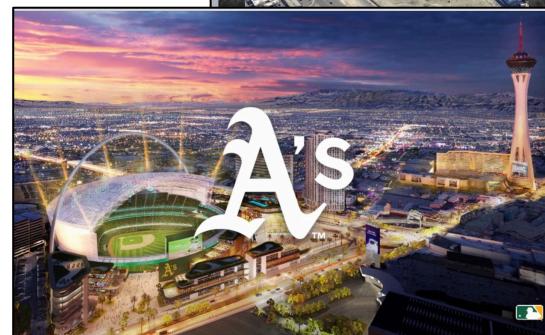


Area 1, Parcel A

Property Owner: Festival Ground Owner LLC

Address: 311 W. Sahara Avenue

Lot Size: 25.75



Key Redevelopment Opportunities: Area 2



- Pedestrian Centered Urban Village
 - Mixed Use Residential Flat Hamlets
 - Residential Towers



Housing types such as clustered townhomes can maintain a pedestrian scale while increasing density



Setbacks and spaces between buildings should be utilized for high quality public spaces



Use visual keys on the facade to create a human scale and add interest to the pedestrian level.

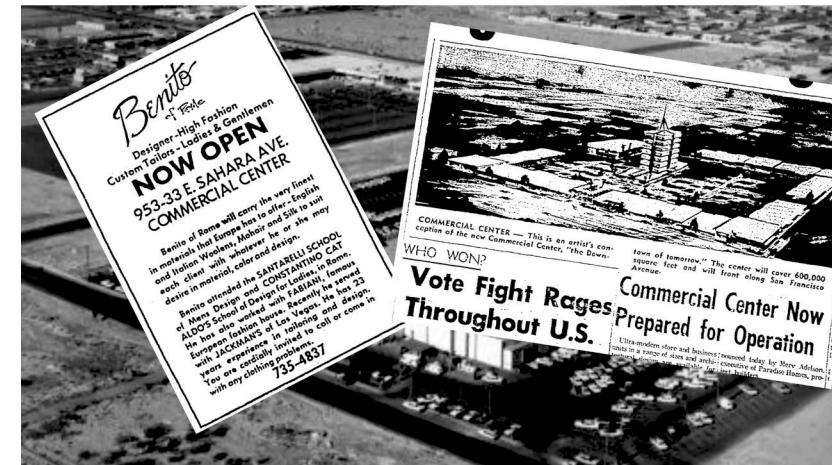
Key Redevelopment Opportunities: Area 2



- Pedestrian Centered Urban Village
 - Mixed Use Residential Flat Hamlets
 - Residential Towers



Key Redevelopment Opportunities: Area 3



Key Redevelopment Opportunities: Area 3

STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS



Transit stop on Sahara Avenue



Almond Street Lane Businesses



Vacant building

A Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis conducted with the Stakeholder Working Group resulted in a lot of insightful comments, key themes of which are highlighted on this page.

STRENGTHS

Many of the strengths for the Sahara Avenue Focus Area are rooted in the size and significance of the two major roadways and transit routes that intersect here. This also allows the area to support a large and diverse group of businesses.

- Lots of people and cars in the area
- Proximity to variety of business types
- Transit connections

WEAKNESSES

While the size of the intersection and the amount of vehicle traffic comes with benefits, it also introduces less positive elements to the area including a mostly auto-oriented environment that is unsafe, and lacks shade and amenities, which in turn, contributes to a higher crime rate and business turnover.

- Lack of shade
- Vacant buildings
- Crime
- Auto-oriented and unsafe for pedestrians



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Key Redevelopment Opportunities: Area 3



- County Owned Parking Lot
 - Maintained for Parking and Pedestrian Use



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Key Redevelopment Opportunities: Area 3

Area #3

Community Survey Preference: Development with prioritized public gathering and open space

Visual preference image options were calibrated to provide input on building height, development features and public realm interface in this area.



KAREN AVENUE FOCUS AREA



DESCRIPTION

This proposed station is at the intersection of Maryland Parkway and Karen Avenue. The quarter-mile Focus Area is within the Winchester neighborhood. The area contains primarily auto-oriented commercial uses with large setbacks. It reaches into Las Vegas Country Club to the southwest and includes some residential uses on the east.

The only bus route currently serving this Focus Area is Route 109. There are no schools or public gathering space in this area.

MAJOR DESTINATION / LANDMARKS

- Las Vegas County Club
- Historic Commercial Center District
- Las Vegas Athletic Club
- Smith's Grocery Store
- Sunrise City Plaza Shopping Center



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Parking Lot Redevelopment

- Public Plaza for Gatherings and Informal Recreation



Area #3

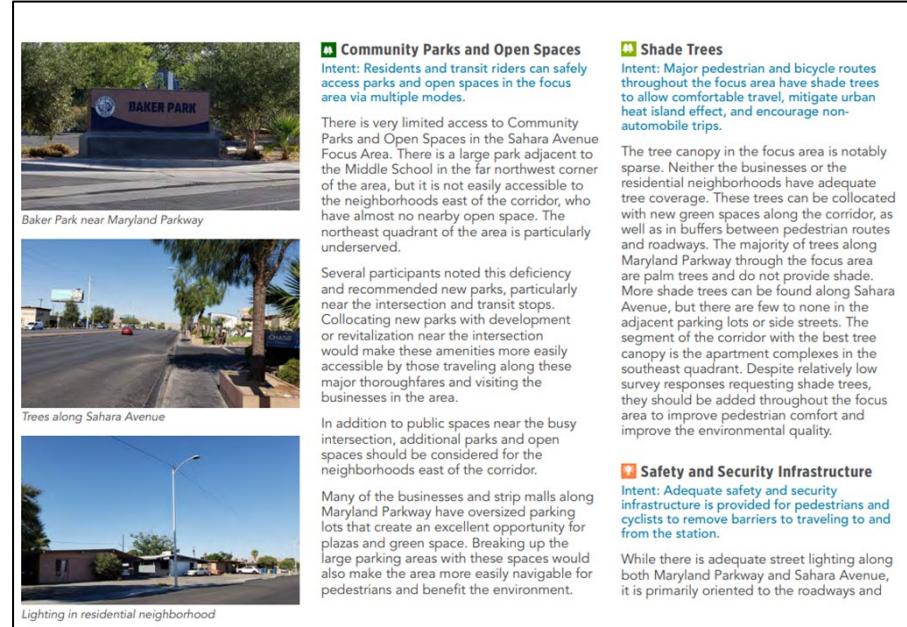
Community Survey Preference: Development with prioritized public gathering and open space

Visual preference image options were calibrated to provide input on building height, development features and public realm interface in this area.



Parking Lot Redevelopment

- Parks and Open Spaces



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Parking Lot Redevelopment

- Outdoor Stage for Concerts and Events



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Parking Lot Redevelopment



- Public Art
- Small Product Vendors



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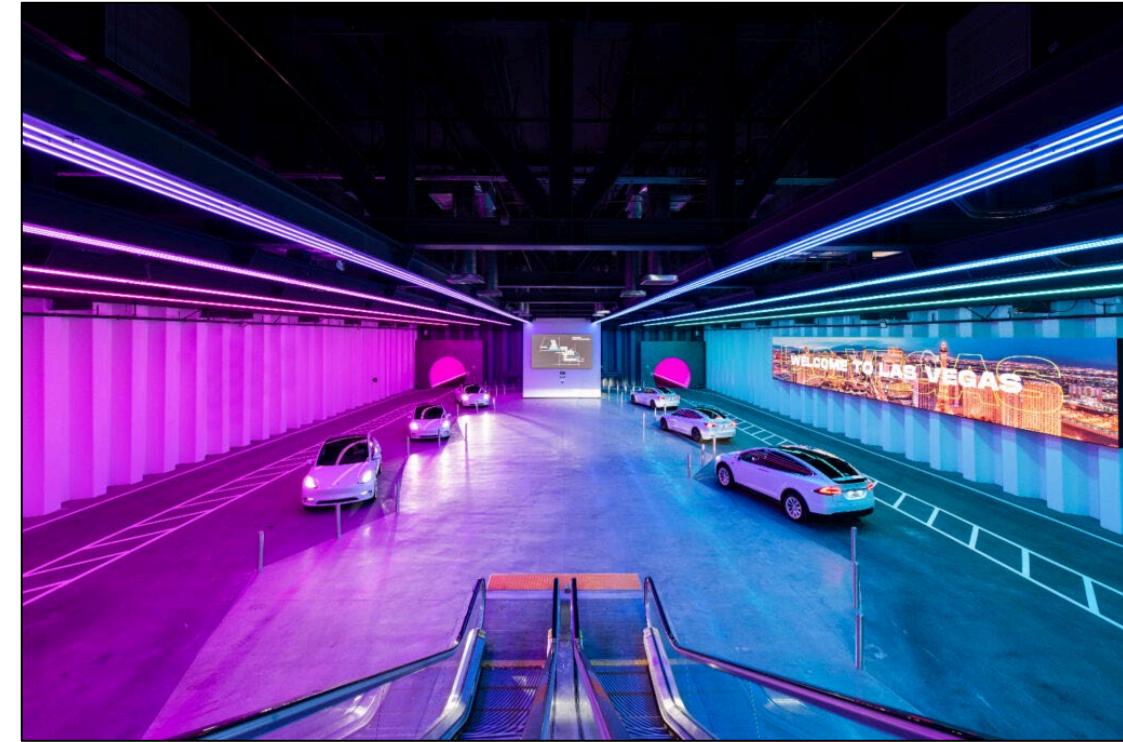
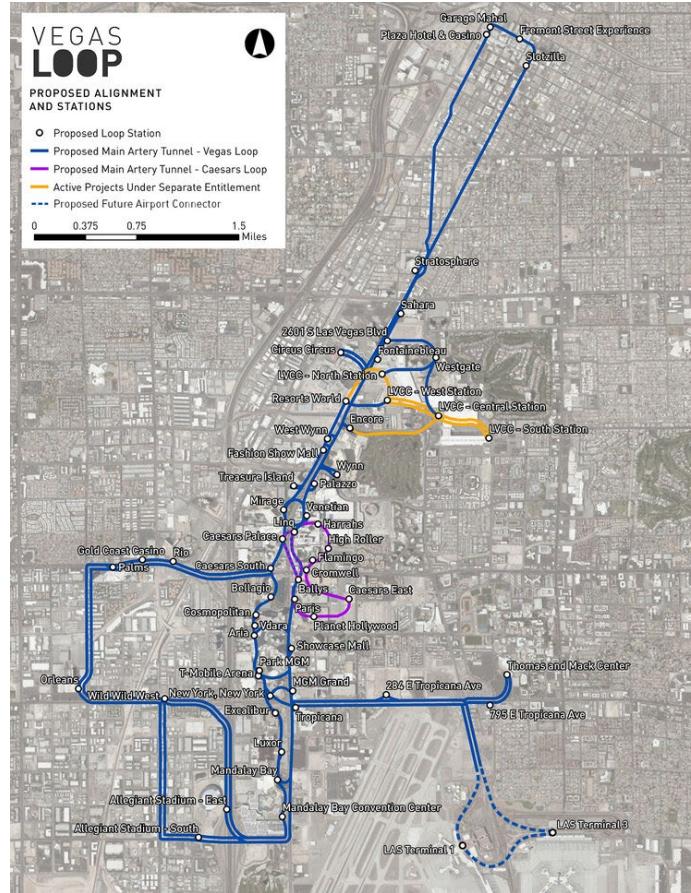
Parking Lot Redevelopment

- Museum District



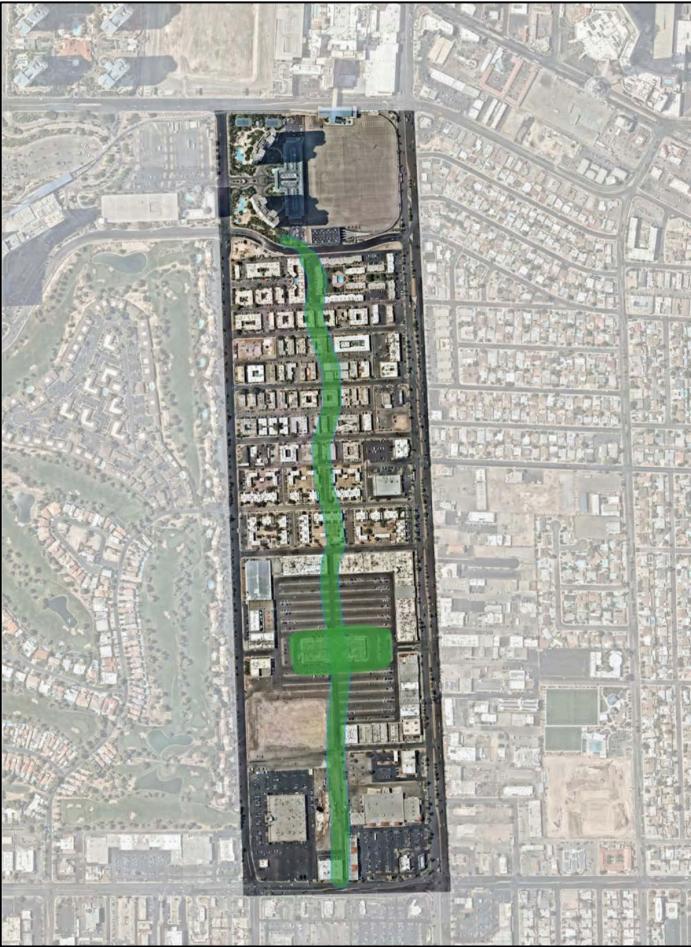
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Alternative Transit: The Boring Company



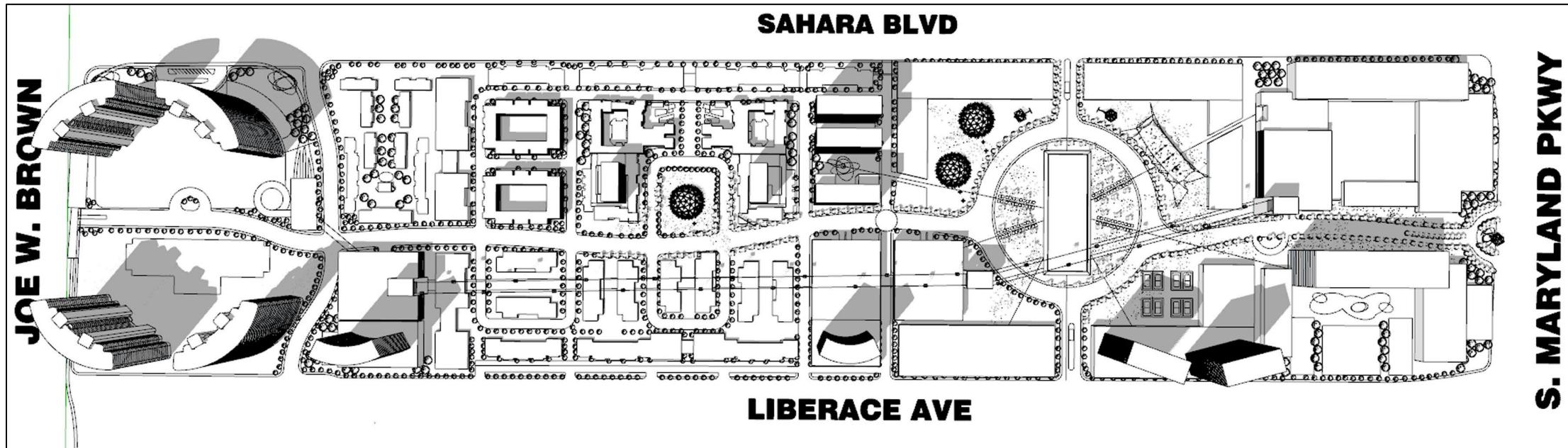
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Alternative Transit: Pedestrian and Bicycle Greenbelt



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Concept Site Plan



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Concept Site Plan



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3D Model

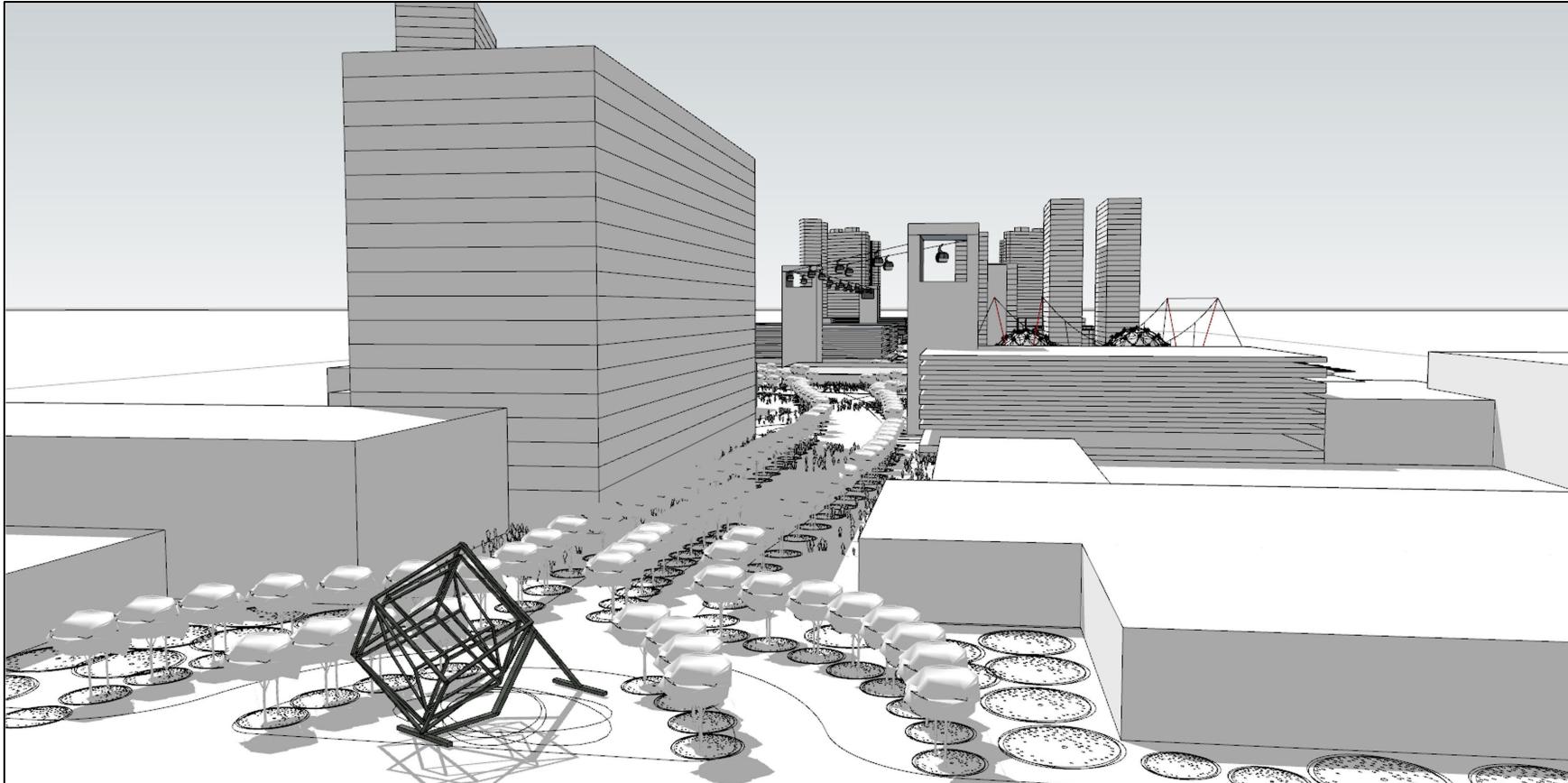


S. MARYLAND PKWY



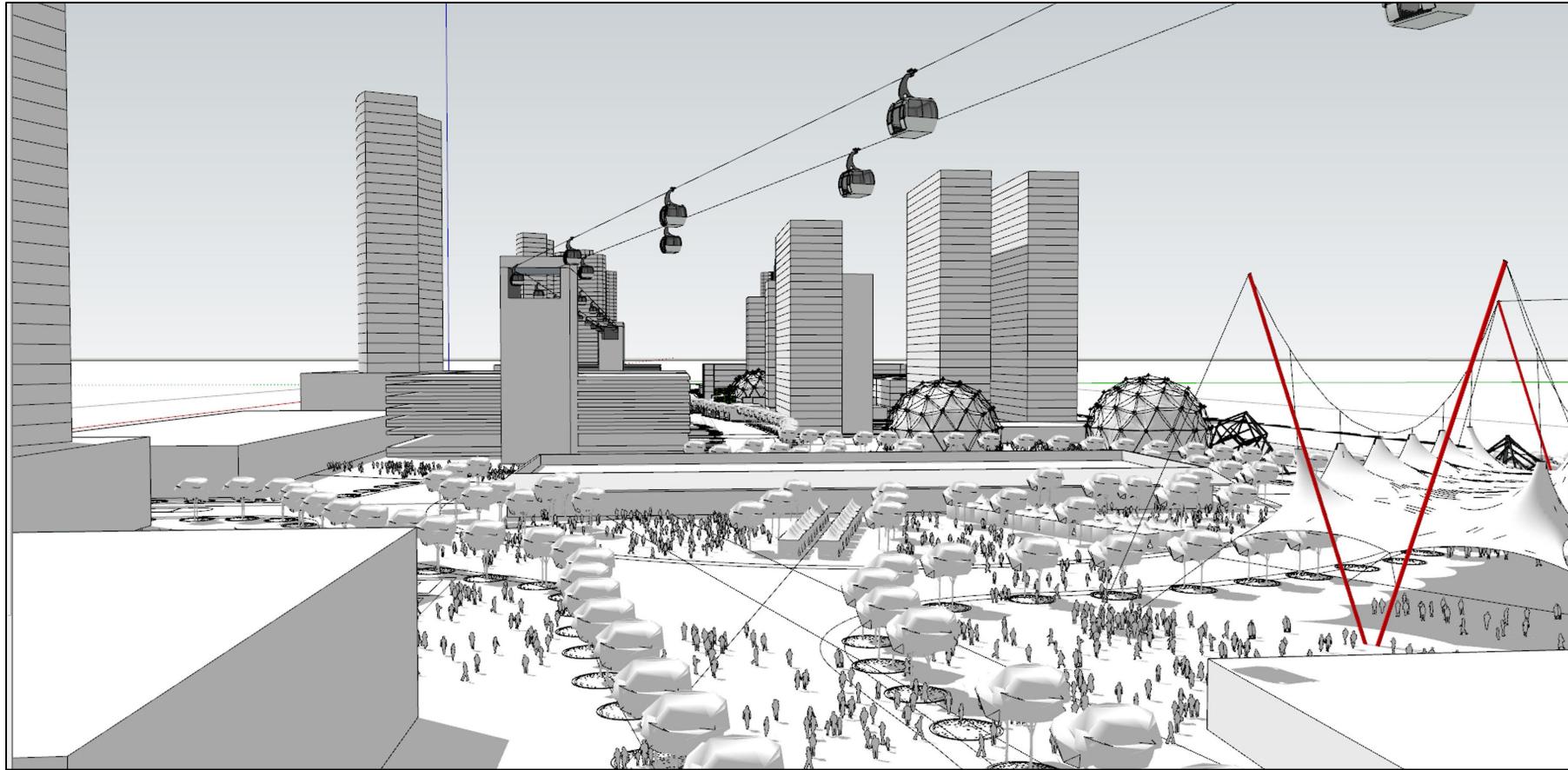
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3D Model



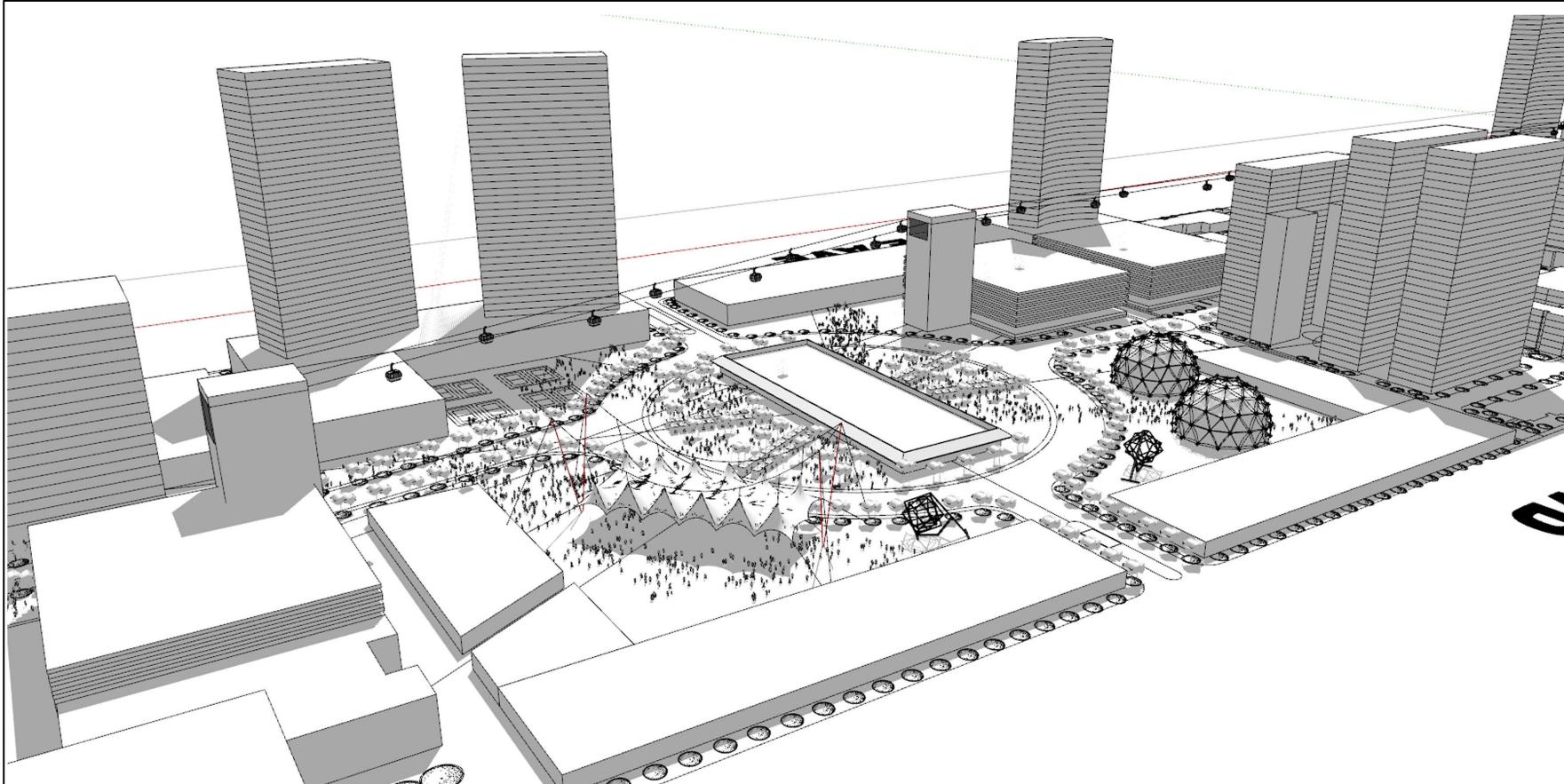
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3D Model



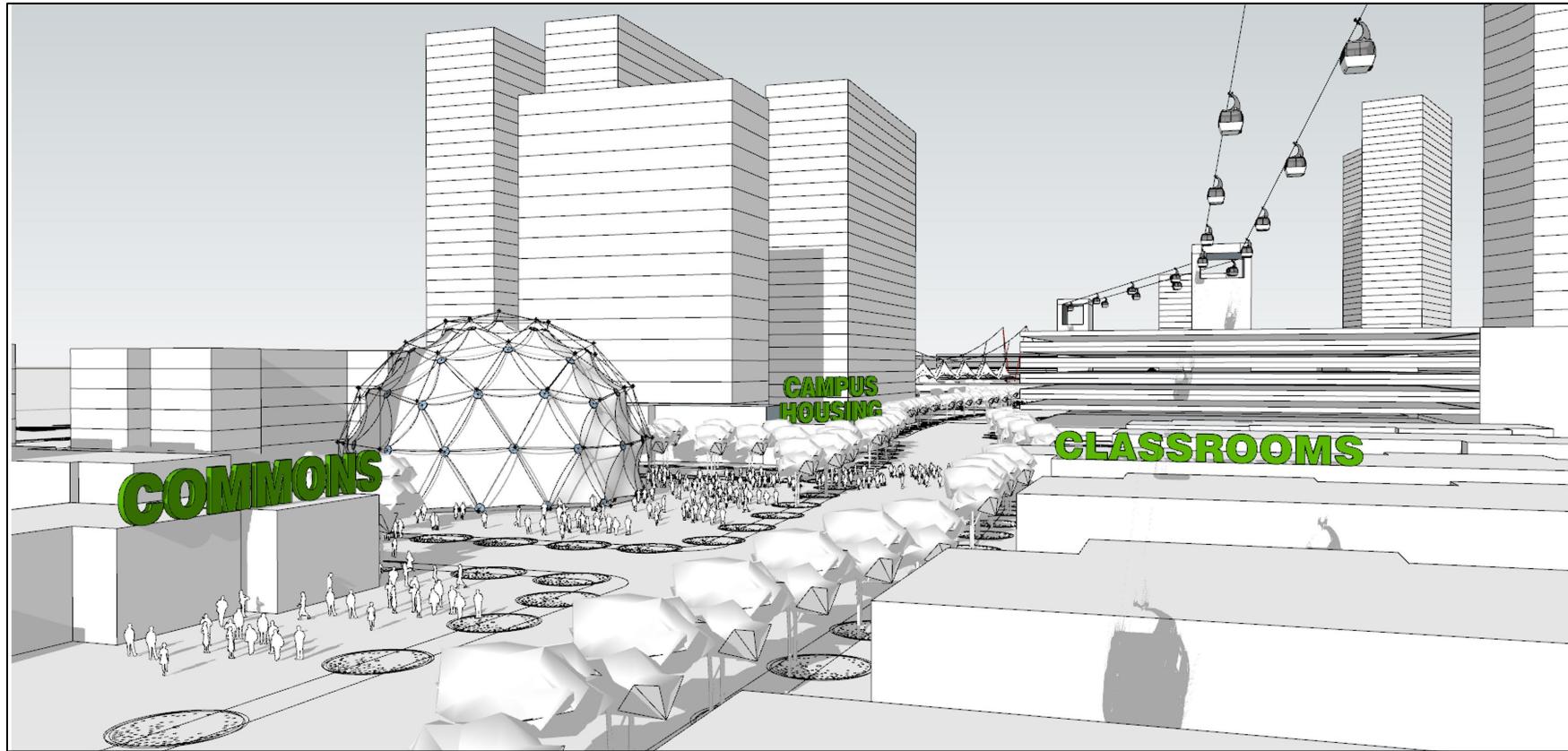
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Concept Images

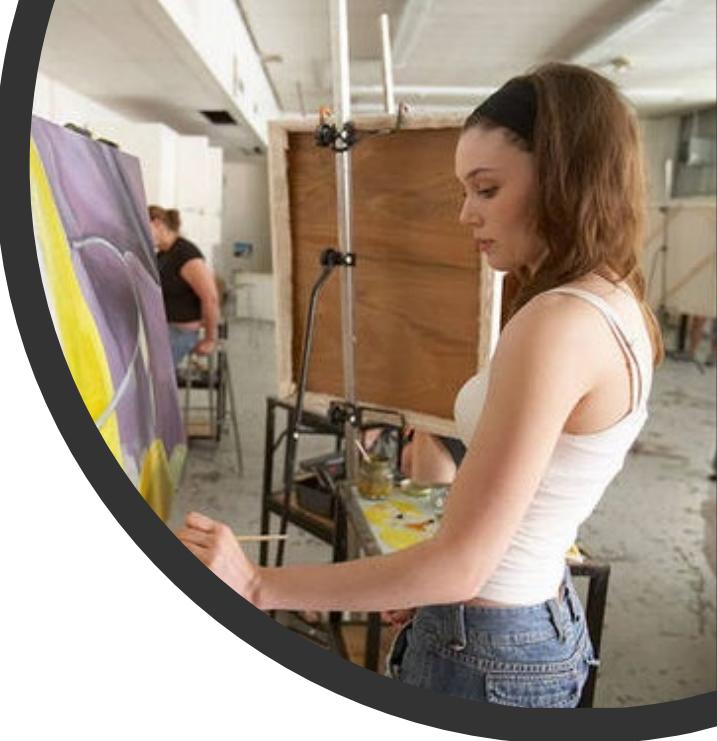


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3D Model



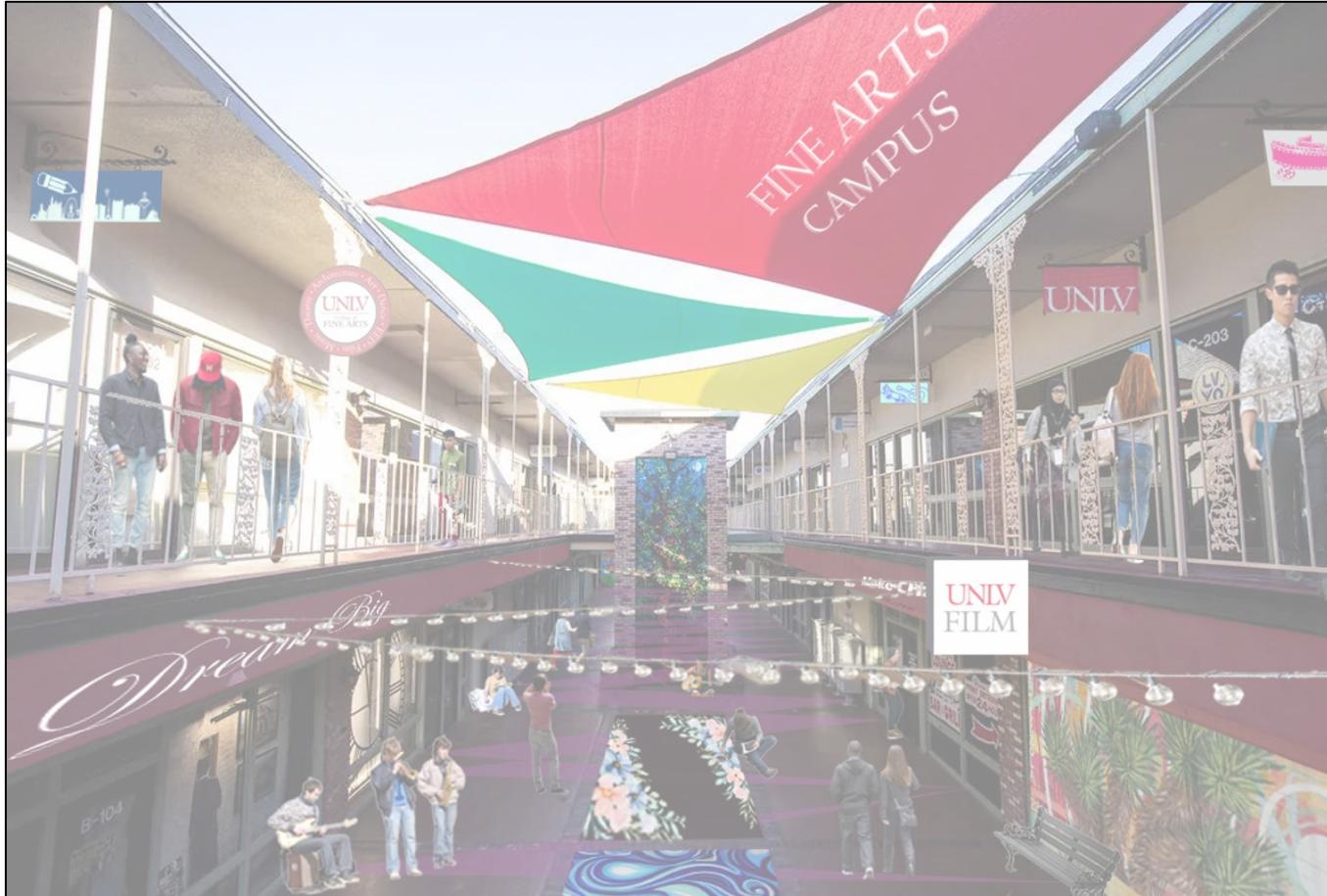
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Vignettes- College of Fine Arts

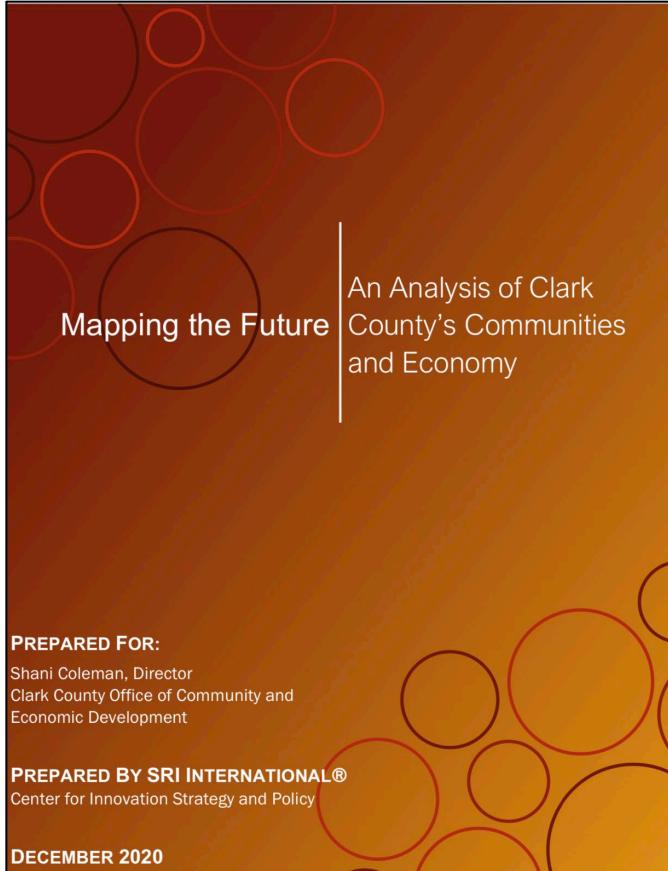


Higher Education: Fine Arts Campus Vignette



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Economic Development Target Sector: Creative Arts



Goal 2: Accelerate Economic Diversification

The impact of COVID-19 on the communities of Clark County has reinvigorated the call for economic diversification. Many organizations are focused on this goal, including the Governor's Office for Economic Development (GOED), the Las Vegas Global Economic Alliance (LVGEA), and various municipal departments throughout the county. As it enters the diversification discussion, Clark County must be strategic to avoid the duplication of efforts by other organizations. For example, while LVGEA has developed a list of target industries on which Southern Nevada should focus its efforts, Clark County can enable the emergence and growth of these industries through service and process innovations that facilitate business establishment and growth. Likewise, Clark County can serve as an advocate for the region's unincorporated areas as competitive places to do business.

Objective 2.1: Streamline business services.

Objective 2.2: Support the growth of health services.

Objective 2.3: Fuel lifestyle entrepreneurship in arts and culture and outdoor recreation.

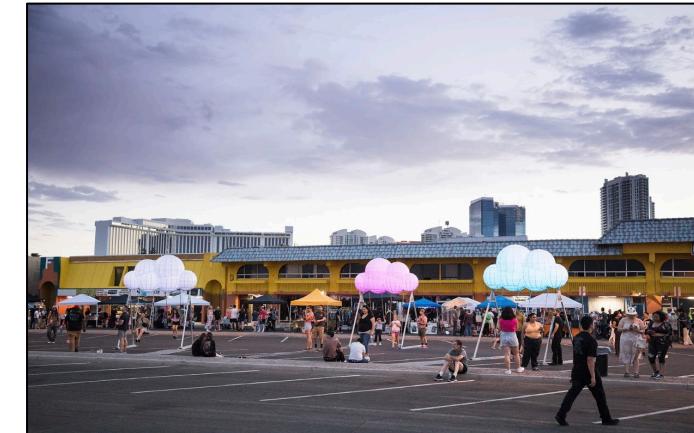


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Goal 2: Accelerate Economic Diversification

Activity 2.3.1: Launch an annual showcase, sponsored by Clark County Parks & Recreation and other organizations, for outdoor recreation service providers and vendors to demonstrate their goods and services in various outdoor elements.

- **Lead:** Clark County Parks and Recreation
- **Support:** OCED, Get Outdoors Nevada
- **Timeline:** Short
- **Resource Requirements:** Medium



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Demonstration Project: Fabulous Block Party



- Released 12,000 tickets reserved in 3 hours
- Participation by over 50 Commercial Center Merchants
- Partnership between Insomniac, Historical CC Association, UNLV College of Fine Arts, and Clark County Parks and Recreation
- SAFE Event



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Goal 2: Accelerate Economic Diversification

Activity 2.3.2: Establish the Las Vegas Digital Arts Foundry as a content creation space for digital, virtual, and performance artists to create and share their creations.

- **Lead:** Clark County Arts Committee, Las Vegas Arts Commission
- **Support:** OCED, UNLV
- **Timeline:** Long
- **Resource Requirements:** Medium



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Demonstration Project: Fabulous Block Party



- Record Attendance
- Sold Out within 3 Hours
- Featured Local Musical Arts
- SAFE Event



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Goal 2: Accelerate Economic Diversification

Activity 2.3.3: Partner with the Parks and Recreation Department, local theater companies, and local performance artists to offer a performance arts series in municipal parks. Invite food trucks and enforce strict social distancing.

- **Lead:** OCED, Clark County Parks and Recreation
- **Support:** Local artists, local food truck vendors
- **Timeline:** Short
- **Resource Requirements:** Medium



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Demonstration Project: Fabulous Block Party



- Over 40 Local Artists Hosted Booths
- 8 Local Food Trucks



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Goal 2: Accelerate Economic Diversification

Activity 2.3.4: Establish “Digital Downtown Arts” by collaborating with selected properties to allow digital projection of large scale, interactive murals highlighting local artists and incorporating augmented reality to be enjoyed by viewers with mobile devices.

- **Lead:** Clark County Arts Committee, Las Vegas Arts Commission
- **Support:** OCED, local artists
- **Timeline:** Short
- **Resource Requirements:** Low



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Demonstration Project: Fabulous Block Party



- Original Hologram Production by a Local Company
- 12+ Large Scale Immersive Art Pieces
- Locally Owned Laser Effects Show

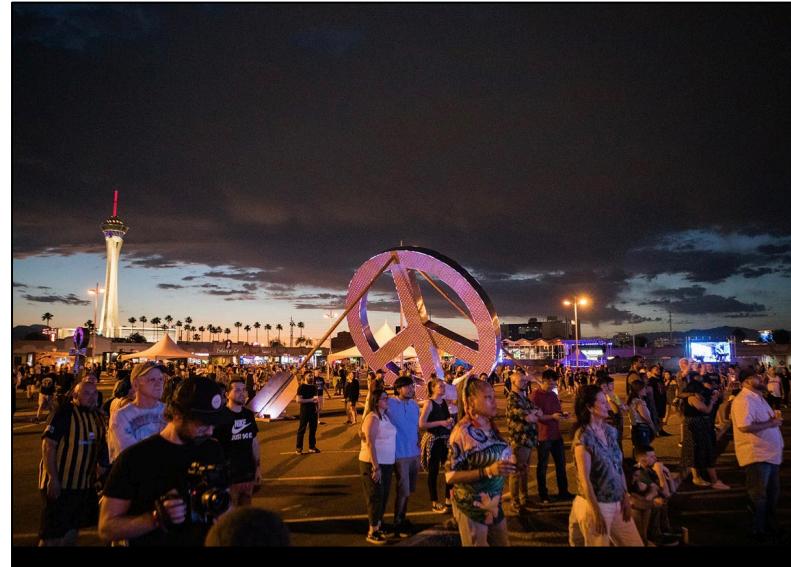


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Goal 2: Accelerate Economic Diversification

Activity 2.3.5: Identify large vacant parking lots to be used for theaters and performers to set up drive-through performances and movies.

- **Lead:** OCED
- **Support:** Department of Comprehensive Planning
- **Timeline:** Short
- **Resource Requirements:** Low



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Demonstration Project: Fabulous Block Party

- 3 Stages with Live Performances
- 3 Giant Video Screens
- 5,000 Attendees
 - Most Since 1969
- SAFE Event



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Questions?



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