

**SPECIAL JOINT MEETING
CITY OF LAS VEGAS CITY COUNCIL,
CITY OF LAS VEGAS REDEVELOPMENT AGENCY
AND
CITY CENTRE DEVELOPMENT CORPORATION, INC.**

**MONDAY, FEBRUARY 28, 2000
REED WHIPPLE CULTURAL CENTER
821 LAS VEGAS BLVD. NORTH, SECOND FLOOR
LAS VEGAS, NEVADA 89101
10:00 A.M.**

CALL TO ORDER: Mayor Goodman called the City Council and Redevelopment Agency meeting to order at 10:12 A.M. and announced that the Opening Meeting Law had been met. Chairperson Jodi Goodheart called the City Centre Development Corporation, Inc. meeting to order at 10:12 A.M. and announced that the Opening Meeting Law had been met.

ATTENDANCE:

Mayor Goodman
Councilman Gary Reese
Councilman Larry Brown (Arrived at 11:45 p.m.)
Councilwoman Lynette Boggs McDonald
Councilman Lawrence Weekly
Councilman Michael Mack
City Manager Virginia Valentine
Deputy City Manager Doug Selby
Deputy City Manager Steve Houchens
City Attorney Brad Jerbic
Deputy City Attorney Terri Ponticello
Chairperson Jodi Goodheart, CCDC
Member Peter Thomas, CCDC
Member Steve Swisher, CCDC
Member Marty Keach, CCDC
Mike Forche, President, CCDC
City Clerk Barbara Jo Ronemus

Excused:

Councilman Michael McDonald
Member Ken Templeton, CCDC (Excused)
Member Michael Niarchos, CCDC (Excused)

PREFACE:

Mayor Goodman thanked the remarkable group of people who were present representing all segments of the community: governmental officials, elected officials, department heads, members of the business and banking community, and the citizens who are interested in seeing what the future of their City will become. When he assumed the

Special City Council Meeting

Monday, February 28, 2000

Page 2

responsibilities of Mayor for the City of Las Vegas, he felt it was incumbent upon the City Council to engage in the direction to revitalize the downtown area. The City Council has been receptive and agrees as to the need to redevelop the more mature area of Las Vegas and this meeting is a step to find out how to accomplish this. There are citizens who volunteer their time and share a common interest for the betterment of their community. The seeds have been planted for the revitalization and the question is how to get it done quickly and effectively.

INTRODUCTION:

City Manager Virginia Valentine introduced Barbara Jackson, Director of Leisure Services, who noted that the meeting would begin with a presentation by City Manager Valentine and City Manager's staff, a presentation from CCDC, and presentations from several entities chosen to give a broad perspective of what is going on in the downtown area. After a brief recess, the meeting would proceed with the process discussion where the Council's priorities would be identified, define the roles of communication among all the entities and how to further stimulate economic development.

City Manager Valentine explained that when the City's Strategic Plan 2005 was approved on January 5, 2000, the City Council directed that a workshop meeting be scheduled to address what can be done to enrich the urban areas of the City.

Additionally, the Plan created an area of emphasis dedicated to the concept of reurbanization with goals to create more and better housing downtown, create more jobs, increase opportunities for small businesses, and for the revitalization of downtown. In order to assist the City in the process of obtaining a clear vision of where the City is going, several stakeholders were invited to share their views and expertise and to assist in developing a clear vision for downtown. She acknowledged those people who would be speaking: Mike Forche and Jodi Goodheart from CCDC, Mark Paris from the Fremont Street Experience, Summer Hollingsworth from the Nevada Development Authority, Rick Bennett from UNLV, Jacob Snow from the Regional Transportation Commission, Jeanne Hood from the Downtown Central Development Committee, Officer Dan Zehnder and Captain Dan Barry from Metro, and Frank Hawkins from Community Development Programs Center of Nevada. Also present in the audience were Ken Lobene, HUD and Bob Andrews, NewCom Inc.

Redevelopment is one of the City's greatest challenges, which this workshop specifically addresses, and answers three key questions regarding Council's priorities, staff cooperation toward seeking the same results, and how to stimulate the demand for more urban development. City Manager Valentine indicated that the back-up information provides a brief overview of the current issues, projects, and proposals, recognizing those projects that either have a significant impact on downtown and that are using some form of City incentives or City resources. A copy of the back-up information is made a part of the final minutes.

Special City Council Meeting
Monday, February 28, 2000
Page 3

Deputy City Manager Steve Houchens through a Power Point presentation outlined the economics of redevelopment. The Redevelopment Agency, comprised of the same governing board, was created in 1985 as a tool to help revive an ailing downtown through the use of incremental property taxes and other incentives. In the last Legislative Session the Redevelopment Agency was extended to the year 2030. In 1997 the City Council created the City Centre Development Corporation (CCDC), which contracts with the Redevelopment Agency to assist in the redevelopment of the urban core. The CCDC has direct interaction with the Mayor and Council, the Redevelopment Agency, the City Manager's Office, and several City Departments. Additionally, the City of Las Vegas has a seat on the Nevada Development Authority. This agency has a statewide responsibility to encourage and assist businesses in locating in Nevada. The NDA interacts primarily with the Office of Business Development.

The City's role in economic development is to provide a venue that will facilitate healthy and diverse business in the community. This is done in part through certain financial incentives, such as tax abatement and assistance, use of property tax increment, and reduced land costs, grants, low interest loans and parking. In addition to financial incentives, there must be a desire by both the City and the developer to locate in the urban core. To help create an environment that is enticing to business to move downtown, things such as the Fourth Street Improvements, the express plans check process, friendlier sidewalks, and small parks need to continue to happen. A detailed explanation of these incentives can be found in the submitted back-up material.

Deputy City Manager Doug Selby noted that a good plan is essential for the success of downtown and that the plan needs to provide guidance and criteria for reorganization efforts. It also needs to help provide a consistent presentation of the vision to stakeholders outside the City and within the City. He explained that Tim Chow, Robert Genzer, Chris Knight, Steve Angora, along with their staff and with the cooperation of other City Departments and the CCDC, brought the vibrant downtown Las Vegas to a document that is in the final stages of review. The Downtown 2005 Plan contains the template to guide downtown redevelopment through the year 2005. The document is based upon a consulting report prepared in 1986 when the City recognized the need to competitively reposition downtown in the larger Southern Nevada community.

Deputy City Manager Selby demonstrated on maps the general area of downtown, encompassing an area of approximately 1500 acres bounded by I-15 to the west, Sixth Street to the east, Sahara Avenue to the south and Bonanza Road to the north. It includes a finger-like extension east along Fremont Street to Maryland Parkway. Deputy City Manager Selby outlined six different major districts that the Downtown 2005 Plan recognizes. They include the Casino Center District with Fremont Street, tourist-retail venues, the Downtown Transportation Center, the Old Post Office and City Hall. The Office Core District with federal and local governmental offices. The Downtown South District with its mixed-use center of Main Street retail venues, residential homes dating to the early days of Las Vegas and smaller attorneys and accountants offices. It

Special City Council Meeting
Monday, February 28, 2000
Page 4

is expected that this area will continue to redevelop into a mix of businesses and residences including artist studios, cafes and coffee houses, art galleries, small professional offices, artisans and crafts' person storefronts. The north Strip District is an area of hotels, motels, thrift shops and residential centering on the Stratosphere Hotel along Las Vegas Boulevard. The area called Parkway Center encompasses the Union Pacific site, includes the Clark County Government Center, and holds promise for both entertainment and office venues. Finally, the East Fremont Street District with a two-block wide corridor with Fremont Street as its center extends from Sixth Street East to Maryland Parkway. It contains the El Cortez and smaller hotel casinos, as well as older motels, small commercial buildings and residential housing.

The Downtown 2005 Plan includes design goals and objectives for land use in the downtown area. It provides overall guidance and direction for many aspects of future development, including standards for parking, transportation, lighting, signage, architecture, streetscape designs, and, landscaping. Some of the goals are the creation of retail and pedestrian friendly uses on ground floors of buildings, encouraging new housing in appropriate areas, developing the various mentioned districts with consistent and cohesive architectural themes, creating safe, comfortable and interesting streetscapes for pedestrians and enhancing the image of downtown with gateway civic plazas and open spaces. Together the Downtown 2005 Plan would present a road map to future reurbanization of Las Vegas. The results of this workshop would be considered as the plan is finalized for presentation to the City Council in late May. Copies of the draft plan would be available to the public in approximately two weeks and public workshops will be scheduled between now and May.

City Attorney Brad Jerbic reviewed the Operating Agreement, which created the CCDC and was entered into between the City and CCDC on July 28, 1997, along with other materials submitted. He outlined in detail the creation of the Corporation, its goals and objectives, and the reporting process through City Manager Valentine and Mayor Goodman. The CCDC works under the direction of the Redevelopment Agency that is authorized to employ personnel and consultants. It coordinates all activities within a specific area as designated in the original Operating Agreement bordered by Bonanza Road, Charleston Boulevard, I-15 and Sixth Street. Subsequent amendments to the Agreement have increased the jurisdiction of CCDC to the entire Redevelopment area. Included in the packet material is a memo from former Mayor Jan Jones which points out that CCDC is to coordinate, supervise and direct all facets of downtown development, including projects in progress. Since that time CCDC has assumed all downtown projects and has been responsible for all aspects of them, including site acquisition, property disposal, relocation of tenants, and management of the projects, such as the Neonopolis project.

Jodi Goodheart, Chairperson, CCDC, stated that when CCDC was created it was with the understanding that it would bring sound development principles to play in the redevelopment arena. Prior to the inception of CCDC redevelopment had been

Special City Council Meeting
Monday, February 28, 2000
Page 5

handled on a piece meal basis. However, for the past two years CCDC has been trying to do that while at the same time establishing CCDC as an institution, convincing the City Council and the public that private input into the process is one of the keys to success. She expressed appreciation for the opportunity to participate in this joint workshop hoping that everyone would leave with a clear picture of the mandate and the function of the CCDC, as there is still considerable confusion as to what CCDC is responsible for. Everyone is eager to see results downtown, but they have to remember that redevelopment is a process that evolves. She presented Mike Forche, President of CCDC, who provided details of the projects currently underway and those in the planning stages.

Mr. Forche thanked the Mayor and Council for scheduling the workshop. CCDC looks at the world quite differently when it comes to how a private developer views downtown Las Vegas. In order for things to happen downtown, such as coffee shops, studio apartments, and arenas, private capital has to be in play. The Regional Justice Center, currently under construction, and the Federal Court House are fine projects and will be great architectural territory markers, but government buildings tend to be moribund, in terms of bringing about economic development. The existing Foley Building and City Hall create a sense of place, but they are not the answer to long term redevelopment planning. Developers are highly regulated, not only by government, but also by financial institutions and others who regulate the development process and land use. They exist for one reason and that is to make a profit. A developer looks at an area and at what opportunities are available and how much return they can get on the invested capital.

Today's industry is very complicated and it has changed dramatically since the 1980's when the Redevelopment Agency was instituted. Today the developer has to show that he has equity and has to show the bank that if he walks away, he is going to lose a lot of his own money. Those aspects make it much more difficult to have a lot of development taking place, particularly in an area like downtown. The economics of developing downtown are in a really tough position. Therefore, the City has to look at what makes the tough position and turn it into a positive position. That is where inserting what the developers look at into the process cannot only protect the City, but also bring about development.

Assembly of land is difficult anywhere, but especially in the downtown area where parcel sizes are 25 feet long by 140 feet deep. Sometimes, even if enough land to be developed is acquired, the developer has to deal with unfavorable adjacencies and blight conditions. There is also a higher degree of risk downtown, which means that a developer looks at his risk profile. Developing downtown is a high risk and developers deserve and should get a higher return. Additionally, income properties are driven by rents and rents downtown are not going up. They are constricted as a result of supply. Those types of atmospheres have to be created where the rents will be increased. That is only brought about by a quality development with a good design that will attract

Special City Council Meeting
Monday, February 28, 2000
Page 6

the economic level of a person to that area to live. This is a big challenge because at the present time downtown housing has been neglected and has been in a state of decline for many years.

The CCDC is looking at planning around infrastructure and every development needs to have some level of parking. The City built two parking garages in 1968 behind the Four Queens and behind the Lady Luck. Public government can provide and does provide infrastructure. A developer's risk looks much better when the City is willing to build parking next to his project because it is going to serve the people that are going to occupy his building. Neonopolis and the building that the Pauls Corporation is developing are being financed by Prudential, one of the largest real estate investment funds in the United States. The Pauls Corporation may use his primary lender, GE Investments, another large money investor that CCDC felt was very important to attract into downtown. Prudential will ride out Neonopolis. They have \$25 million invested in it. The Paul Corporation has design development drawings on his buildings and is spending a lot of money and wants to close in April. Those are the types of projects where a developer is sophisticated and understands what he is into and is willing to spend money and willing to go forward with the project.

Councilman Reese commented that developers develop areas in the newer area of the City where the property is cheaper rather than developing downtown. There are not enough incentives that the City can offer to developers so that they build a nice two-bedroom condominium project or apartments downtown, such as those found on Howard Hughes Parkway. The City sees the need; the developers do not.

Mr. Forche stated that Sharon Segerblom has done a wonderful job with limited resources creating activity downtown and Faye Trend has a deep understanding of how the financing works and explains to the developers all the financing options available. Developers are looking for the money on the front end and incentives such as the tax increment financing. However, the parcel size is the difficult part. It is very difficult to develop a small parcel where there are design constraints, parking, and try to get all the development on a postage stamp.

Mark Paris, President, Fremont Street Experience, gave an overview about the Fremont Street Experience. When the Governor of Colorado visited the Fremont Street Experience he was fascinated by the project and noted that the Fremont Street Experience brought competitors together in a common cause and developed a public-private partnership that has been successful. This success has been the combined efforts of businesses located on Fremont Street, the City of Las Vegas, and the Convention and Visitors Authority.

December of 1999 marked the fifth anniversary of the Fremont Street Experience and based on information gathered from the Convention and Visitors Authority, over 75 million people visited the Fremont Street Experience. The room occupancy has been consistent

Special City Council Meeting
Monday, February 28, 2000
Page 7

with the Strip at about 90%. The average daily rate combined with the room occupancy has been sufficient to service the bonds that were established to fund part of the Fremont Street Experience. The Fremont Street Experience Limited Liability Company has invested nearly \$7 million in additional capital improvements and will continue to invest in the property, upgrade it and take care of it. The funds came from private dollars and not from the taxpayers. About two years ago some of these investments were used to redo the technology in the Fremont Street Experience, and bids will be accepted to upgrade that technology. Improvements have also been made to the "red" parking garage and to resurfacing the pedestrian mall. Over the last five years the Fremont Street Experience has invested 40 million non-tax dollars, to keep the Fremont Street Experience operating. The majority of that money has been spent in marketing dollars to compete with the Strip. During the five-year period the hotel properties that make up the Fremont Street Experience have invested \$260 million in their properties to refurbish the hotel rooms. The small businesses fronting the Fremont Street Experience have also invested millions of dollars and are now prospering as a result of the Fremont Street Experience. He invited everyone to go and visit any of the hotels downtown and look at the quality of the rooms that are now available.

Additionally, the Fremont Street Experience held over 200 free events that have been enjoyed by tourists, as well as residents. Other hotels on the Strip and other suburban areas offer the same type of entertainment at a fee ranging from \$15 to \$75. People have come throughout the United States, Canada, Europe, Japan, and Korea to look at the success of the Fremont Street Experience and to see if the same principle could be applied to their inner cities to help them survive as downtown Las Vegas has. In fact, many different associations have recognized the Fremont Street Experience for the redevelopment, revitalization, landscaping, and for the venue itself. The Fremont Street Experience continues to be looked at as a model for urban revitalization.

It is hard to compete and survive in this market, especially with new hotels being opened. Downtown Las Vegas has a lot of rich history, such as the oldest hotel, the hotel where the first telephone was installed. There is an opportunity for people to experience downtown in a way that they cannot do on the Strip or other areas. As the Fremont Street Experience continues to work together with the City, the history and uniqueness of downtown will continue to grow. Mr. Paris commented that he looked into having a fireworks display downtown, but the Fire Department does not allow it. There are a lot of challenges and the members of the Board of Managers of the Fremont Street Experience are excited about the Mayor's vision for downtown. A million dollars has been invested in a production company to produce new sound and light shows and live entertainment, which will be available seven days a week.

The Fremont Street Experience faces many challenges, such as transportation. A significantly greater number of people would visit the Fremont Street Experience if there would be an easier way for them to get downtown. In fact, with the cooperation of the Regional Transportation Commission, additional services to downtown have been

Special City Council Meeting

Monday, February 28, 2000

Page 8

implemented. Also, additional meeting spaces for meetings, conventions and different types of gatherings should be looked at. More retail development is needed downtown. Neonopolis will provide a 2000 version of a downtown experience for the people who live and work downtown, as well as for City of Las Vegas residents and tourists. Cultural amenities are important and need to be centered downtown and the Fremont Street Experience is committed to help bring that to pass. As retail and other amenities are added, the residential development will come and people will want to stay, live and enjoy the nightlife downtown.

This workshop is the first step to working together and the City Council, CCDC, and staff needs to champion downtown and make it user-friendly. It is very important to make developers feel that downtown is the best place in Clark County to do business. Mr. Paris concluded that he will continue to improve the environment of the Fremont Street Experience, keep it fresh, safe and enjoyable not only for tourists, but also for the people who live in Las Vegas.

Summer Hollingsworth, Nevada Development Authority, stated that the NDA is a 44 year-old non-profit organization that promotes economic development through economic diversification. All the companies that the NDA recruits are non-gaming companies that diversify the economy and create another tax revenue base for the community. Last year, NDA brought 39 companies into Southern Nevada and created over 5,000 jobs. These companies create quality jobs and benefit programs for their employees. The last two companies that were recruited were Ford Motor Credit, which created 600 jobs and the Provedian Financial with 800 jobs.

Additionally, NDA has relocated ten companies in Las Vegas for a total of approximately 340,000 square feet of office and/or industrial space and about 14,000 employees. Out of these ten companies, six relocated in downtown Las Vegas. Over 95% of the clients that NDA brings in lease existing properties. It is difficult to find a client that wants to build on vacant property. It is also difficult to find existing buildings downtown that these companies can go into, but NDA believes that it can bring a client downtown if the space is available. In fact, there is a client who asked to be in the redevelopment area and is looking to lease about 40,000 square feet of space for about 250 employees. NDA will start working with the Economic Development staff and see what can be found. Also, Lear Entertainment will be building a sound stage and an actual studio in downtown Las Vegas.

There has been a deterioration of downtown and it needs to be revitalized. Mr. Hollingsworth reiterated that NDA is dedicated in diversifying the economy and would be thrilled to bring companies downtown. If the right client comes downtown and creates the right type of jobs, a synergy begins to happen, which in turn will require the need for places to eat and places to go. As far as NDA is concerned, the future of the downtown area is very bright.

Special City Council Meeting
Monday, February 28, 2000
Page 9

Rick Bennett, Director of Government Relations, UNLV, stated that UNLV President Carol Harter was unable to attend this workshop. For the past couple of years the City of Las Vegas and UNLV have discussed various ideas that would provide UNLV with a presence in the downtown area. Results from a survey indicated that people who work downtown would be interested in taking courses to improve their skills if those courses were offered near their work place. UNLV will soon be offering continuing education courses at the Fifth Street School site. There are two components to this plan.

First, the continuing education courses will be offering course work related to legal secretary and paralegal certification programs, with the possibility to include certification programs for Management, Human Resources, Customer Service and Administrative Assistant. This would depend on which programs have the greatest demand. These courses would be offered during the noon hour and in the evening. The first courses are expected to begin in the summer. Additionally, the Fifth Street School has an urban design center for students that attend the UNLV School of Architecture. These students will be working with the City of Las Vegas' Planning Department in the conceptualization phase of various urban projects. This urban design center is not meant or intended in any way to compete with architects in the private sector. The students will work with City planners in developing the initial concept related to various projects. This center will offer the students an excellent learning experience and at the same time the City should see tremendous benefits to their planning process.

Similar continuing education programs in other cities have been very well received and it is expected to be the same for Las Vegas. UNLV has a two-year lease for the Fifth Street School site, which is a prime piece of real estate and the City Council may choose to use that site for other purposes. If UNLV should move for whatever reason, Mr. Bennett asked that the City work with UNLV in finding one or several locations in the downtown area to continue the Continuing Education Program.

City Manager Valentine noted that the City has talked to the County about the Bridger Building and it is the County's intent to re-tenant the building with County employees. She then introduced Jacob Snow from the Regional Transportation Commission.

Mr. Snow took an impromptu survey of all the people present of how many people drove to work in their private automobile by themselves and how many people rode the bus to work. As automobile drivers people drive almost 30 million miles per day. That commute becomes long with consequent air quality problems. RTC's biggest challenge is to get people out of their automobile and use public transportation. The focus of this workshop is how to redevelop downtown and RTC is proposing a fixed guideway system for Las Vegas where people can walk to work or walk to transit, similar to Salt Lake City's project. They recently opened a 15-mile light rail project that goes from Sandy, Utah all the way through downtown along their main street and it terminates at a place called the Delta Center. As a matter of fact, there was a promotion where if people took the light rail ticket into the box office, they would receive two Utah Jazz tickets for the price of one. Mass

Special City Council Meeting
Monday, February 28, 2000
Page 10

transit and sport venues and entertainment for the City tend to be complementary. They work very well together. In Salt Lake they have recently announced a new guideway development, a very large mid-rise residential mixed-use development. The success of that is directly attributed to the adjacency of the light rail. Basically bringing the surrounding urban communities into downtown.

Mr. Snow discussed a brand new transportation service that was launched today that would bring people into downtown. He distributed pamphlets showing the new express bus routes. He outlined two of the lines, the Blue Line and the Red Line. The Blue Line goes up Las Vegas Blvd North and stops at specific intersections to pick up a large amount of people. They only operate from 6:00 to 9:00 a.m. and from 2:00 to 6:00 p.m. and are designed to get commuters out of their cars. The Red Line comes down Rancho Road, makes limited stops and goes to the Downtown Transportation Center to pick up and transfer passengers and then proceeds down the Strip. These new bus routes are designed to get locals to and from work. Beginning in January, the RTC expanded capacity with the strip express route, which doubled the revenue for that route and increased the ridership 80%. RTC faces many challenges, but is excited about the opportunity at fixed guideway and rail transit that will bring communities closer together, especially in the downtown area, and make it easier for people to get where they need to go.

Jeanne Hood, Vice-Chair, Downtown Central Development Committee, commended the Mayor and Council for the workshop. A diverse group of homeowners, renters, business people, non-profit organizations and school staff members who work and live in downtown Las Vegas founded the DCDC. The DCDC is committed to work together to enhance development downtown. DCDC defined downtown as an area bounded by Owens Avenue on the north, Eastern Avenue on the east, Charleston Boulevard on the south and the Union Pacific on the west. The Downtown Neighborhood Plan 2000 is the first plan to be developed under the neighborhood planning process that was made possible when the City Council adopted Resolution R-27-98 on March 9, 1998.

DCDC initiated the Neighborhood Planning Process and worked hard during this past year to develop a plan that will guide the redevelopment efforts for downtown. The 23-member committee has been working on the plan together with Neighborhood Services staff. A community meeting is held on the third Thursday of each month and attendance has been good. An important aspect of this plan is the active involvement of Metro, including Officer Dan Zehnder who assisted the team with public safety issues.

The planning team identified six issues: the need for additional housing, the need for additional parks and recreation facilities, the need for an efficient pedestrian system, the need to reduce urban decay and blight, the need for additional educational opportunities and the need for enhanced public safety. She presented slides of areas where properties had at least one inoperable vehicle, trash and litter. The survey was done at the request of DCDC to get an idea of what the challenges are. Slides also indicated where there is a

Special City Council Meeting
Monday, February 28, 2000
Page 11

need for sidewalks downtown to create a better pedestrian access. Ms. Hood outlined the nine Character Districts that downtown was divided into so the planning team could effectively address redevelopment issues. Ms. Hood submitted a copy of the Neighborhood Planning Plan, which is made a part of the minutes.

Officer Dan Zehnder, Metropolitan Police Department, stated that he has been a member of DCDC for approximately 18 months in order to implement a plan that would address public safety and crime issues for the downtown area. Numerous complex issues that are the focus of current redevelopment and revitalization planning by the City limit the downtown area growth potential. The community, in general, has a negative perception of the downtown area, with the exception of the Fremont Street Experience, in that the downtown area is unsafe and is crime ridden. Many of the neighborhoods in the downtown area have no less crime than a lot of other neighborhoods in the City of Las Vegas. This perception will continue to challenge the efforts to transform the area unless the public, the City, Metro and the businesses come together to address both short and long term strategies to attack crime and address public safety issues. The DCDC Planning Team members, along with members of the City Neighborhood Services and Planning Department researched current efforts to address crime issues in the downtown area and identify some possible ways to enhance these efforts.

Metro has already proven strong law enforcement in areas such as violent crime and gang suppression. This is due to Metro's aggressive ongoing pro-active policing methods and its community policing initiatives. In fact, recent statistics show that crime is down in the entire downtown area. DCDC acknowledges and applauds the work done by the City's Rapid Response and Code Enforcement, but it is time for the entire downtown community, the City, and downtown businesses to join Metro to address these issues. Together downtown can be improved, thereby making it more conducive to an environment for the City's redevelopment and reurbanization issues.

Officer Zehnder outlined five strategic areas that the DCDC Planning Team identified, where the City, Metro and the community can work together to foster a positive image of downtown. Greater cooperation and coordination should be fostered between City staff and Metro, both strategically and on an operational level. Residents have expressed satisfaction with the election of a new Mayor and an expanded City Council. The community's approval rating of Metro continues to be unquestionable. This public satisfaction optimism creates new opportunities for cooperation between the City and Metro. These opportunities can be developed at both strategic and operational levels, and DCDC recommends that the City and Metro policy makers meet on a regular basis to discuss strategies for addressing the public safety issues facing downtown redevelopment. Communicating at this level will enable each agency to maximize their limited resources by working on solutions together. He recommended that an advisory planning group be formed with representatives from the City and Metro to assist in this effort. This small group would provide cooperative and planning assistance to policy makers regarding public safety in downtown redevelopment. Secondly, the group would

Special City Council Meeting
Monday, February 28, 2000
Page 12

study and recommend processes to foster greater efficiencies between both organizations.

Cooperative efforts are already in place and members of the City staff, the commander of the Downtown Area Command, Dan Barry, and the community policing officers have been working closely together for a number of years with great success. This is evident throughout the downtown area, especially in areas that have chronic criminal nuisance. Metro and the City need to continue to work cohesively with community groups like DCDC and other individual groups to maintain this level of policing downtown.

Secondly, there needs to be greater communication and participation from the residents to address public safety and crime issues. The mechanisms appear to already have been established for this strategy, thus emphasis needs to be placed on marketing current programs in operations versus developing new ones. Many residents are unaware that individual crime prevention and service programs have been established and are in operation. This is due primarily to a large number of new residents moving into the area from other states. The City's programs like the Rapid Response and Code Enforcement programs have also been established to reduce crime and blight and they have also been in operation for a number of years. Officer Zehnder recommended that the City use its new television station to market both the City and Metro's programs as a way to increase public participation. This new media resource could also be used to carry meetings between the Mayor and the Sheriff and open door policy discussions. Another avenue to encourage public participation in crime prevention is to encourage the Metro Crime Prevention Detail to work closely with Neighborhood Services staff. This could enhance each other's programs. The Crime Prevention and Neighborhood Watch staff could work together to organize residents on individual blocks, while Neighborhood staff worked to organize residents on a neighborhood level. Both agencies would benefit by exchanging information and working together.

Another recommendation is to develop a joint public safety strategic plan for downtown between the City and Metro. The City wants to redevelop and revitalize downtown and in order to do this the City needs to undertake action to re-urbanize the downtown area. Metro's mission will continue to be the protection of the public, reduction of crime and enhancement of quality of life. However, both agencies must plan together in a concerned and cooperative effort to ensure that their goals are achieved and strive to reduce possible conflict as the downtown redevelops. Metro needs to work hand-in-hand with the City to ensure that as new properties are developed they are conducive to a quality of life and good neighborhood development.

The fourth recommendation is to increase both City and Metro's resources to keep pace with the growing population. The number of officers that work in and support the Downtown Area Command need to be increased. DCDC realizes that Metro has specific criteria for assignment of personnel based on the number of statistical and physical factors. It would be reasonable to assume that as the downtown area transforms itself

Special City Council Meeting
Monday, February 28, 2000
Page 13

the requirements for uniformed officers, specialized units and civilian support would adjust the changing needs of police services. The proposed City and Metro planning group could provide a forum for discussion and planning on this issue and to ensure that when the time comes Metro can continue to provide quality level police services to this transitional neighborhood. The group could then assist policy makers and staff in planning for future resource allocation.

The City's Rapid Response and City Code Enforcement programs need to be expanded and work closely with Metro to enhance the quality of life, not only downtown, but in other neighborhoods as well. The expansion of these programs would allow increased capability for joint City and Metro programs to target many of the underlined causes to criminal problems in the neighborhoods. These programs and their employees have already proven themselves in the neighborhood of Meadows Village and on Fremont Street. The community needs to increase its involvement by forming additional Neighborhood Watch groups and by working with Metro in reducing criminal activity. The time has come for residents and business owners of downtown to take some of the responsibility in making the neighborhood safer and improving their quality of life. DCDC is aware that this is a monumental task and is willing to do its part to assist the efforts of the City and Metro to improve community activism.

Finally, Officer Zehnder recommended that a strategy for a healthy long-term public safety environment be developed and implemented. Again, the City and Metro planning group could provide the forum of which to integrate the recommendations, future plans and disseminate them to the appropriate offices. Accordingly, these additional recommendations should be implemented. First, Metro's Downtown Area Command should be provided with development notifications that are currently mailed to neighborhood associations. This would allow the Crime Prevention Detail that is assigned to the Downtown Area Command to work with Neighborhood Services and neighborhood groups to make sure that they communicate the same messages through the crime prevention network that are going out through Neighborhood Services. Second, provide a process for Metro to review all business-licensing requests. Third, develop long term solutions such as Metro's homeless evaluation and liaison program to address the concentration of homeless in the downtown area. Fourth, work with the City to develop a rapid response team that works solely in the downtown area. Fifth, work with the City to provide live interactive TV coverage of monthly "First Tuesday" Metro Neighborhood Watch meetings. Sixth, work to bring all multi-family complexes into compliance by completing the crime free multi-housing training and develop a check and balance system to review complexes on a yearly basis.

Officer Zehnder concluded that the City and Metro working together should translate the often sensitive and complex issues of crime and public safety into some workable suggestions to compliment the City's future plans for downtown Las Vegas. He acknowledged all the hard work that has already been done by both the City and Metro to reduce crime and improve the quality of life for those who live and work downtown. The

Special City Council Meeting
Monday, February 28, 2000
Page 14

future of downtown Las Vegas is unlimited and with effective planning and cooperative efforts between the City and Metro, the perception of downtown will change. These efforts would then have a positive effect, which will multiply and provide a public safety climate conducive to residential and business redevelopment for downtown Las Vegas.

Captain Dan Barry, Las Vegas Metropolitan Police Department, explained that the Downtown Metro Area Command is the smallest area command, bounded by Sahara Avenue to the south, Owens to the north, I-15 to the west and Mojave to the east, encompassing an area of approximately 56,000 residents. This does not include the 10,000 tourists that visit this area daily or the people that work downtown. The Downtown Area Command is also unique from the other area commands in that we do not have that booming residential economy like the other area commands and there is no new development. The crime rate downtown has declined over the past year, including robberies.

He pointed out that Ward 3 residents' main concerns are quality of life issues. They are concerned about the homeless and homeless camps in abandoned businesses along Charleston Boulevard, and prostitution and narcotics activity. Metro's largest challenge for downtown is the quality of life.

He noted that in July 1999 Officer Zehnder proposed a project to be developed in the area of Meadows Village where Metro worked hand-in-hand with the City and most importantly with the residents that live within Meadows Village. This project has been extremely successful and people that live there are proud to now call Meadows Village their home. In fact, gang violence and crime that were so common have disappeared. Captain Barry commended the team members from the City of Las Vegas and Metro, including Susie Martinez, Doug Rankin, and Maria Castillo, that helped to make this project possible and for their outstanding job.

Thirty-nine percent of downtown residents are senior citizens and have often become victims of violent crime in the downtown area. The Crime Prevention unit established many senior citizens safety classes aimed at lessening the chances of seniors being victimized in the downtown area. Operation Make a Difference is a project that actually assists senior citizens with home repairs and clean up when they cannot do the job themselves.

Captain Barry outlined some of the programs that Metro has implemented in the downtown area. Effectively dealing with the homeless problem has been a challenge facing downtown. In fact, a homeless evaluation liaison program has opened an office in Mash Village where assistance is provided to those who want it and at the same time have strategies in place to deal with those who justifiably need to be in jail. The bike teams and patrol squads are committed to improving conditions on Fremont Street and Las Vegas Boulevard, including enforcing the drugs, prostitution, and homeless problems. The vice and narcotics section are also constantly working and operate in the

Special City Council Meeting
Monday, February 28, 2000
Page 15

downtown area. A close relationship is maintained between Metro and the hotels and casinos through the Downtown Security Chief Association. Monthly meetings are held with all the casino security officers to improve the level of safety for all the tourists. He pointed out that Councilman Mack attended a crime management assistance meeting. Representatives from Metro and City Government attend these weekly meetings given at the Downtown Area Command.

A planning group will be formed composed of officers and sergeants that will be working with the City to give Metro guidance in the short and long-term planning. As seen with the results of Meadows Village, great things can happen when City, Metro and most importantly, the citizens work together. He looks forward to continue working closely with the City to improve the quality of life in the downtown area.

City Manager Valentine announced that Sharon Segerblom, Director of Neighborhood Services, and Frank Hawkins, Executive Director of Community Development Programs Center of Nevada would be making a presentation on urban housing. Ms. Segerblom, through a power point presentation, stated that the City of Las Vegas has a unique opportunity to create an urban environment that could be cool, hip, unique, cutting edge, close to work and play. There is good freeway access to any place in the Valley from downtown. Urban housing has to be thought of as a state of mind that creates a sense of community to the downtown core. Housing can be the nucleus that revives downtown Las Vegas and given the right product, downtown Las Vegas has a great opportunity to attract a diverse group of residents and meet many different housing needs.

The lack of development of housing in downtown has held back the growth in this area. Given the major changes and development occurring downtown over the last two years, there is a potential for the downtown population to change dramatically over the next decade. A 1999 downtown Las Vegas Housing Market Study showed that the downtown market could support 200 units per year over a twelve-year period. The risk of developing market rates is certainly acerbated if downtown is not livable enough to attract the targeted residents. Livable downtown only asks for what people see in other neighborhoods. Diversity is a choice of housing in a style, cost, size, type, and diversity of population, including areas of ethnic concentration, seniors, artists, professionals, and entry-level service workers.

A sense of place in a community requires having different types of retail, from grocery stores to drug stores, day-care centers, restaurants and cafes for Saturday or Sunday brunch. These are absolutely necessary for urban life. Urban housing is by cost of the land and by nature, smaller and more compact with less private space. As a result, street level amenities that favor pedestrians over cars are very important and this should include streetscaping, shade areas, plazas, and outdoor art. People who live downtown often walk to work and it must be safe, comfortable, and aesthetically pleasing. Downtown already offers some cultural entertainment facilities and the School District is building a new performing arts center at the Las Vegas Academy. The same education

opportunities must be provided downtown as in the suburbs. Initial downtown housing must be geographically close together so that Metro's presence is easier and residents get that sense of safety.

As urban sprawl increases living closer to downtown or where people work becomes increasingly attractive and downtown has to be perceived as safe as other neighborhoods. Street activity needs to be increased.

The City of Las Vegas must focus its wide variety of resources to encourage housing development in downtown neighborhoods and the City must be developer friendly. In order to have a livable downtown, it takes a combination of resident participation, planning, zoning, public incentives and infrastructure improvements. All of these things can make downtown a neighborhood of choice. A City of Las Vegas positive attitude that encourages downtown residential development needs to be created. Ms. Segerblom outlined a slide presentation of how local governments can help to create a livable downtown, which has been made a part of the final minutes.

Mr. Hawkins stated that Community Development Programs Center of Nevada's mission is to assist low to moderate-income people in becoming homeowners, helping to start their businesses and helping to continue to develop those businesses. The company has been doing affordable housing for approximately three years. He presented renderings of some of the projects that the company is currently developing in Ward 5 and Ward 3. These projects range from single story development, townhomes, to multi-family affordable housing development.

Mr. Hawkins used a site at the corner of Eighth Street, between Carson and Bridger as an example. The cost of the land restricts the type of development and site design. Except for the \$2 million cost of the land, possible development would include townhomes on the west of the property and commercial with rental apartments above on the east side. Because of the cost, another alternative will have to be found. He suggested keeping the commercial with the residential between 40 and 60 apartments above and then come back and build this type of apartment living with one, two, and three bedroom units. They probably have between 196 to 250 units, which will cause the City Council and staff to make adjustments and grant variances to existing zoning downtown. He presented a rendering of what the suggested project would look like.

He referred to Councilman Reese's question of why developers do not come downtown. Big developers have large overheads and they build on much larger acreages. The City has to be very creative in trying to design a strategy to encourage those developers to come downtown. The Mayor and City Council need to send messages of the type of housing they want downtown. His company builds rental housing and mobile home parks. Studies show that there is a need for 500 mobile home spaces per year for the next ten years. There are all different types of housing and housing needs. The question is what does the Mayor and Council want downtown.

Special City Council Meeting
Monday, February 28, 2000
Page 17

Mr. Hawkins outlined some recommendations on how to focus on housing for downtown beginning with the creation of an Internal Housing Team made from different City departments and one member from the Mayor and Council. Secondly, create a reurbanization housing board. This seven-member board would make recommendations to the City Council which will help develop new housing in the redevelopment area, enterprise communities and downtown. Third, create incentives. Fourth, adopt the Impact Free Zone Ordinance, which would grant fee and permit waivers in connection with affordable housing developments. Fifth, create challenges for a successful downtown housing development by creating an environment. A strategy and design must be in place that would create a marketable environmental theme for Downtown Las Vegas. Sixth, adopt new City Resolutions and this work can be done and it has been done through the Neighborhood Services Office. In fact, this office has been successful because they are focused. Their mission is to clean up houses and areas where housing is not up to par in that neighborhood. Additionally, their task is to create new housing. The final recommendation is to create an employer assisted housing program for downtown. There is a tremendous opportunity for downtown hotels to be encouraged to give their employees incentives, such as help with a mortgage payment if that employee would remain for a certain amount of years. These simple incentives would create loyalty for the employee. These recommendations have been made part of the final minutes.

Meeting was recessed at 12:31 p.m.

Meeting reconvened at 12:45 p.m.

MAYOR GOODMAN moved to hold in abeyance the discussion part of this workshop to the March 15, 2000 City Council Meeting, 4:00 p.m. Time Certain. This portion is very important because it will identify the Council priorities and their roles with the CCDC Office, Business Development Office, Nevada Development Authority and the issue of stimulating both economic and residential development downtown. **(The motion carried Unanimously with M. McDonald excused.)**

Chairperson Jodi Goodheart, CCDC, moved to reconvene the CCDC portion of the meeting to March 15, 2000, 4:00 p.m. Time Certain.

CITIZEN PARTICIPATION:

Mayor Goodman announced that he would be accepting public comment recognizing that it would terminate by 1:00 p.m. and that anyone not able to participate at this time will be welcome to speak during the March 15, 2000 City Council Meeting Citizen Participation.

Joe Richic, 516 North 11th Street, First Vice President of Robert Gordon Council, stated that this is a senior affordable housing complex of about 300 seniors. He thanked DCDC and the City Council for approving the monies that the Robert Gordon housing complex had requested so that repairs could be made on the roofs and air conditioners.

Special City Council Meeting
Monday, February 28, 2000
Page 18

The repairs have been completed and the housing complex is now a show place and he invited the Mayor and Council to visit the housing complex located between Bonanza Road and Maryland Parkway. Additionally, the CCDC holds meetings in the Robert Gordon Council community room.

Sue Brna appeared in behalf of the Desert Sculptors Association, Inc., a non-profit artist organization. She submitted a proposal for a sculptural park and garden to be located downtown, decorated with trees, shrubs, desert gardens and benches. The park would be designed with crime prevention in mind with use of lighting and free from view open spaces. The park should be user friendly and allow people to relax physically and mentally. She suggested that the City of Las Vegas supply the land for this park to be used by all the City of Las Vegas residents. She listed different companies who might donate the sculptures who would have their institutions name inscribed on a plaque similar to what can be found in Navy Pier in Chicago. Ms. Brna submitted information pertaining to this issue, including photographs of various artworks, which have been made a part of the minutes.

Tom McGowan, 720 South Casino Center Boulevard, thanked the Mayor and Council and CCDC members for a commendable workshop and commended the CCDC for doing an excellent job. Copies of his comments were made part of the minutes.

Joe Maviglia, Citizen of Las Vegas, noted that special attention should be given to those areas in downtown that are filled with blight so that people can come in and live a half way decent life. Nice affordable homes could be built in many of the empty lots that would create the kind of atmosphere that the City is trying to create. He understands that Mayor Goodman's concentration is to make Las Vegas the kind of City that everyone will always be proud of and this cannot be done by putting a fancy museum downtown without taking care of the people first.

Jim Lucas, Harbor Hill Neighborhood Association, noted that Navy Pier in Chicago has an aquarium and that it might be something that can be considered for downtown Las Vegas.

Councilman Reese moved to adjourn the meeting to the March 15, 2000 City Council meeting. City Attorney Brad Jerbic clarified that if the three meetings are recessed to a Time Certain at 4:00 p.m. it would be a continuation of this meeting. As such, citizen participation would also be continued and it would be one single citizen participation.

Jodi Goodheart, Chairperson, CCDC, moved to hold in recess the CCDC meeting.

ADJOURNMENT

The meeting adjourned at 1:12 p.m.

Special City Council Meeting
Monday, February 28, 2000
Page 19

RESPECTFULLY SUBMITTED,



Angela Crolli, Deputy City Clerk