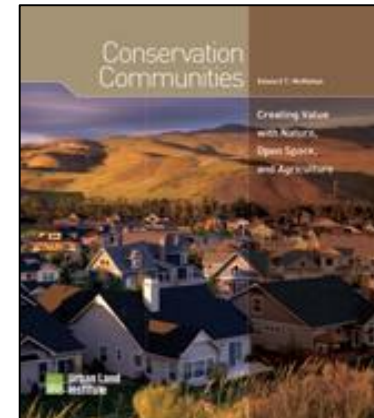


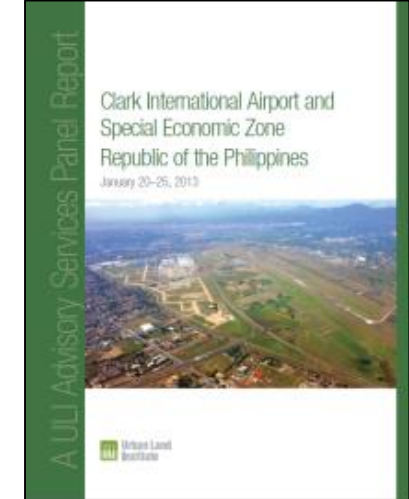
# About the Urban Land Institute

- The mission of the Urban Land Institute is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.
- ULI is a membership organization with nearly 40,000 members, worldwide representing the spectrum of real estate development, land use planning and financial disciplines, working in private enterprise and public service.
- What We Do:
  - Conduct Research
  - Provide a forum for sharing of best practices
  - Write, edit and publish books and magazines
  - Organize and conduct meetings
  - Direct outreach programs
  - Conduct Advisory Services Panels



# The Advisory Services Program

- Since 1947
- 15 - 20 panels a year on a variety of land use subjects
- Provides independent, objective candid advice on important land use and real estate issues
- Process
  - Review background materials
  - Receive a sponsor presentation & tour
  - Conduct stakeholder interviews
  - Consider data, frame issues and write recommendations
  - Make presentation
  - Produce a final report



# The Panel

## Chair

### **Tom Murphy**

Senior Resident Fellow, ULI/Klingbeil  
Family Chair for Urban Development  
ULI – the Urban Land Institute  
Washington, DC

## Panelists

### **Daniel Anderton**

Senior Planner  
Dewberry  
Gaithersburg, MD

### **Walter Bialas**

Vice President, Market Research Director  
JLL  
Dallas, TX

### **Kathleen Cecilian**

CEO  
Cecilian Worldwide, LLC  
Flemington, NJ

### **Bill Clarke**

Planning Consultant  
Ross, CA

### **Lucia E. Garsys, AICP**

Chief Administrator for Development and  
Infrastructure  
Hillsborough County  
Tampa, FL

### **Todd Meyer, RLA, CNU-A, LEED AP**

Principal - Director of Planning + Urban Design  
Forum Studio  
Chicago, IL

## Sponsors

### City of Reno

Mayor Hillary Schieve

Andrew Clinger

Bill Thomas

Kate Thomas

Maureen McKissick

Amber Drlik

Alexis Hill

Skylar Petersen

Tillery Williams

### Regional Transportation Commission of Washoe County

Lee Gibson

Amy Cummings

Michael Moreno

Thanks to the more than 90 individuals for participating in the ULI Panel interview process.

## The Assignment

The City asked the Urban Land Institute to assemble a panel of experts to provide strategic advice regarding the Virginia Street Corridor.

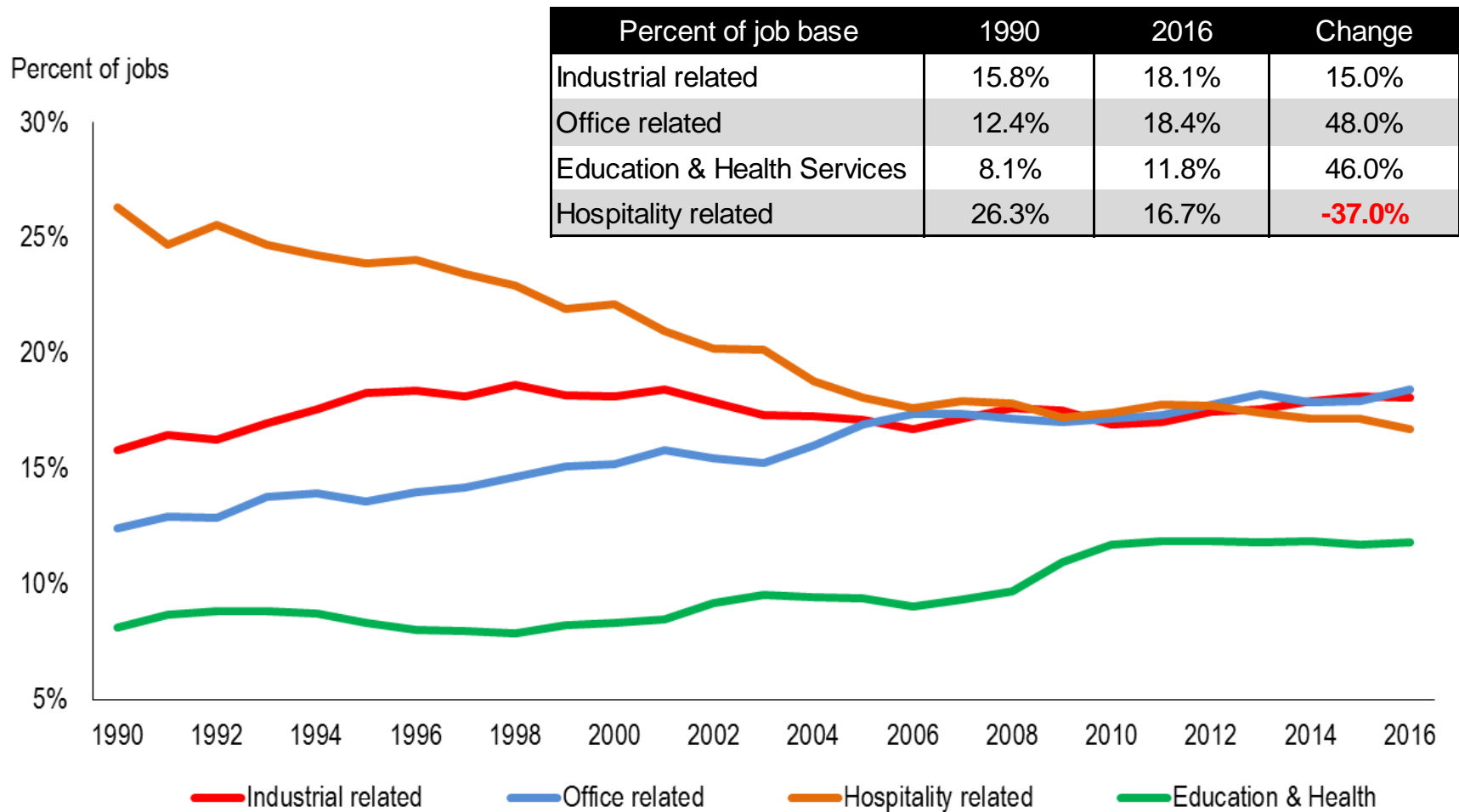
# Market

## What the market has told us...

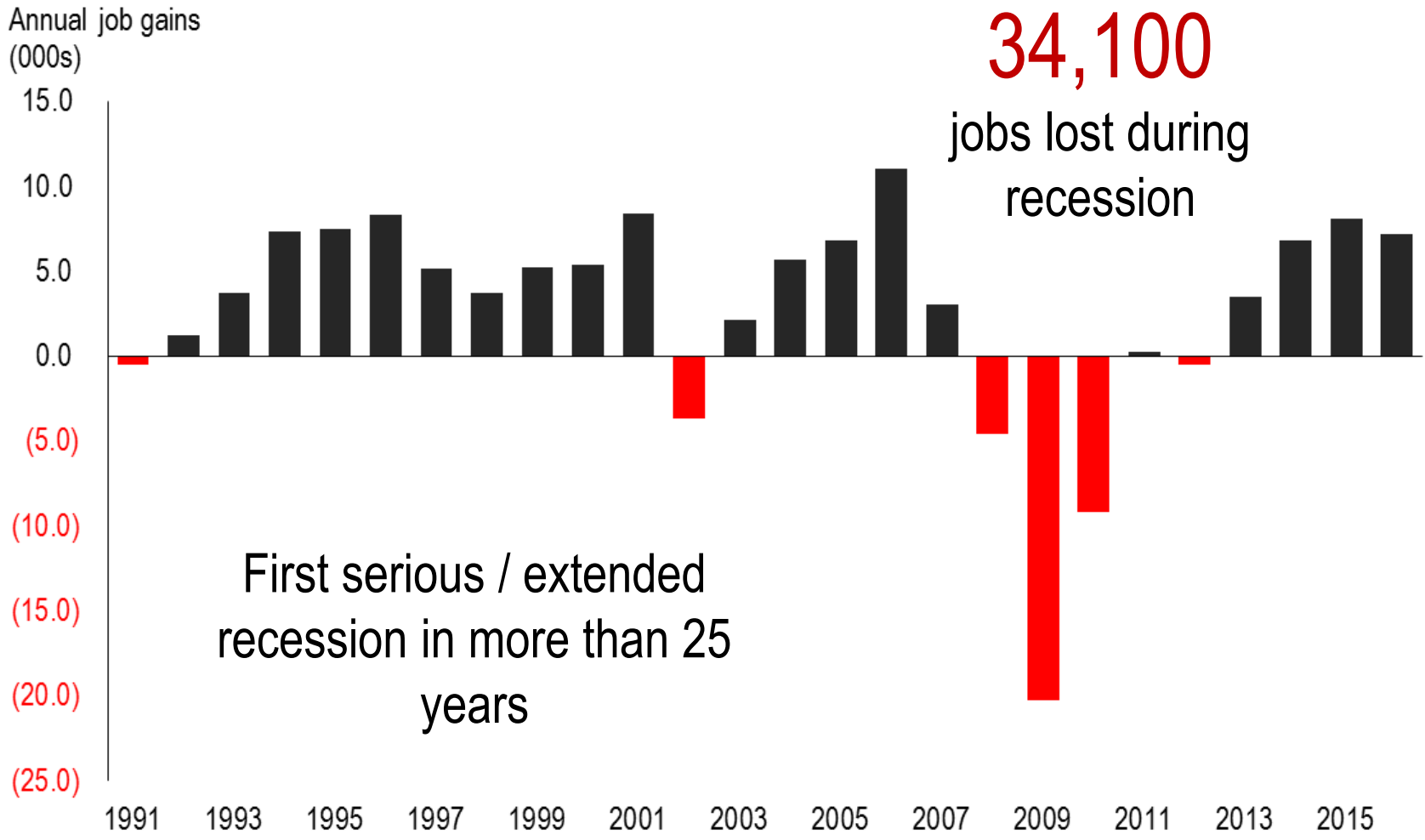
- Historically, Reno has been driven by gaming and distribution / logistics.
- In 1990, the hospitality industry accounted for 26% of the region's workforce. As options have appeared, this dropped to less than 17%. While Las Vegas has also declined, it has not been as significant, going from 34% to 30%.
- Logistics and manufacturing has been steady and increased its share of regional jobs slightly to 18%.
- Other sectors have also increased as Reno has begun to evolve.
- While this gradual evolution is good news, it is not the whole story.
- Reno was exceptionally hard hit in the great recession.
- Jobs declined from their 2007 peak of 221,000 jobs to 186,000 in 2012.
- Key observations here are that Reno started into the recession earlier than most and stayed down longer.
- Jobs have not yet recovered. They are still 4% off peak.
- While it's good that jobs are coming back, most US markets have completely recovered and been advancing for a few years now.



# Reno in the midst of significant structural change



# Reno's deep recession accelerates structural changes

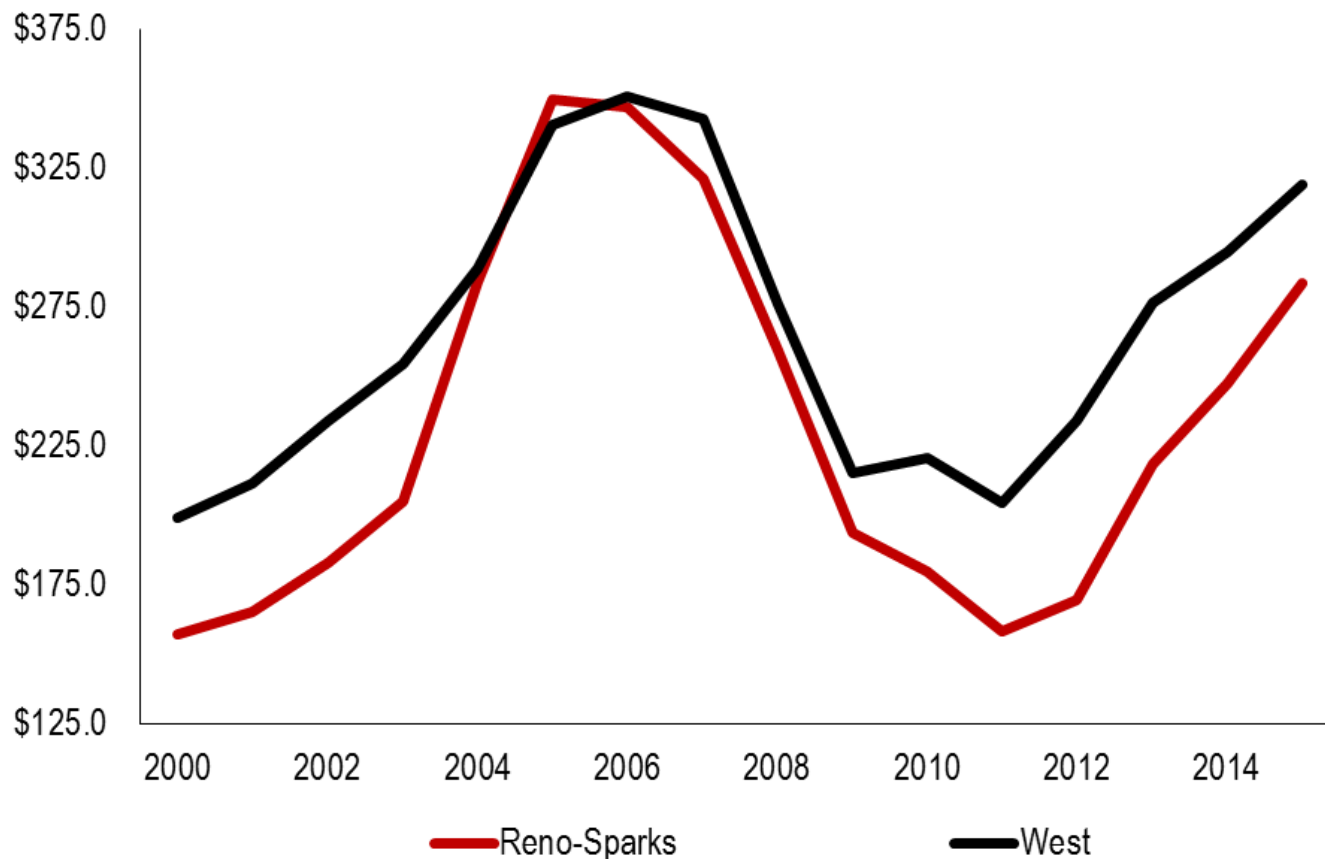


## So, what happened?

- Home speculation drove prices from \$165K in 2000 to \$205K by 2003.
- Prices took off after 2003 and hit \$350K in 2005.
- Crash resulted in prices dropping fast to \$259K in 2008 and continued to slide to \$158K in 2011.
- That is an over-correction and prices have since been normalizing, rising from \$218K in 2013 to \$284K in 2015.
- This rapid rise is putting pressure on local affordability today.
- Hard to see what the right home price number is given the swings in price. The recent increase may be a reaction of trying to regain lost value and not due to the region's growth.

# Home price loss and rebound impacting affordability?

Median single family home price



**67%**

Reno - Sparks price increase since 2012

**36%**

Western US price increase since 2012

**26%**

US price increase since 2012

## Where we stand today – market realities

- Reno is a small market.
- Metro household base totals only 172,000, making it easy to under- or over-estimate supply and demand for all property types.
- Average incomes are solid at \$70,500.
- The market looks very traditional – while a large university population exists, the lifestyle around “working millennials” appears modest.
- Local corporate recruiting has been strong as companies flee high cost. States like CA, with big names like Tesla and Switch recently choosing Reno.
- Reno’s high quality of life is attractive to companies.
- Competition for these companies is keen, with many areas across the US vying for the wins.
- Tesla is a potential game changer, but it chose Reno for very specific locational attributes (lithium mines).
- Companies like Clear Capital and Blackridge Technology have selected Reno for HQs, which are excellent success stories.

# Impact to the economy and commercial real estate markets

- Up to now, Reno has been on the back burner economically with minimal activity since the housing downturn.
- **Job growth** has rebounded slowly. Only 16,000 jobs added since the 2010 (8.1% total growth).
- A comparison city, Boise, has seen 45,000 new jobs, or 18% total growth.
- **Warehouse and manufacturing** development, ground to a halt the last several years as vacancy crept up into the low teens.
- This 76 M SF sector typically accounted for 3-4M SF of development annually in the mid 1990s and the mid 2000s.
- **Office** development has also been absent since 2007-08.
- The 6.3 M SF Class A & B office market had typically delivered 500K SF annually in the mid 1990s and mid 2000s.

# Real estate implications – Office & Industrial

## Office-related

- The office sector has limited location options for new companies.
- Office build-to-suit (BTS) is the likely route for larger companies, but limited high-quality multi-tenant space exists for temporary or permanent locations.
- With average annual office absorption of under 50K SF, demand fundamentals do not support prudent, larger-scale “spec” construction.
- Office rents are currently low to support new, high-quality development outside of BTS.

## Industrial-related

- For warehouse and manufacturing, Reno has an established and strong logistics location.
- Despite a development shutdown after the recession, Reno will continue to be a preferred location going forward.

## Real estate implications – Housing

- **For-sale** prices have recently increased rapidly, making Reno look less affordable to outside companies and potentially stressing new buyers.
- New home development is still lagging, although permitting has increased in 2014 and 2015.
- **Local apartment stock** is below standard, expensive and a mismatch for the corporate relocation efforts.
- Of the 41,000 units in the region, **48% are reportedly Class C**, which is well below institutional grade. Yet, rents for these units are \$868/month for a typical 2BR.
- Top end properties, **Class A, are less than 10% of the stock**. At 3,900 units, this is insufficient to house the potential HQ relocations. 2BR rents are \$1,137.
- The remaining units are a variety of **Class B product** and serve the local workforce housing needs, but units are old and rents are high (only slightly below Class A) at \$1,038 for a 2BR.



## The regional outlook – Reno on the cusp of change...

- After hard hit in the recession, region is poised for industry shifts.
- Gaming will continue to be a driver, but its importance has declined, will not return.
- Reno has compelling location and business cost advantages, but those are not the only drivers for winning relocations.
- The ability to afford incentives to win over competing markets is key.
- Reno's current labor force is inadequate to compete over the longer-term – market's small scale is a blessing and a curse.
- Reno must adapt to potentially, rapidly increasing demand (and shifting demand) in industrial, office and housing sectors.
- Guiding new development to appropriate locations, at an appropriate scale, and at appropriate pricing is paramount to not overbuild the market.

# Vision

“You are not here merely to make a living. You are here in order to enable the world to live more amply, with greater vision, with a finer spirit of hope and achievement. You are here to enrich the world, and you impoverish yourself if you forget the errand.”

President Woodrow Wilson

# The Vision

Virginia Street Corridor - Reno, Nevada  
April 3 - 8, 2016



## The Three Brand Pillars

- Outdoor Lifestyle
- Arts and Culture
- Science and Technology

## Outdoor Lifestyle

- Make the river more accessible
- Create complete and connected pathways and bike trails
- Build new parks and greenways
- Create new food & beverage opportunities along the river
- Promote Reno's outdoor lifestyle

## Arts and Culture

- Artown is awesome
- Do more
- New multi-purpose river front adjacent multi-functional outdoor space
- Create your own SXSW style event the week before Burning Man
- Invest in a public art program along the Virginia Corridor
- Keep Reno Authentic

## Science and Technology

- Amplify University Engineering program
- The benefits of staying in Reno after graduation should be obvious
- New companies + great students = Reno as a viable tech-fueled city



## You are on a cusp.

- You need to change in a meaningful way right now
- Focus on BIG PICTURE goals
- Time is of the essence
- Stick to the long-range vision we are presenting



# HAVE COURAGE.

# Planning and Design

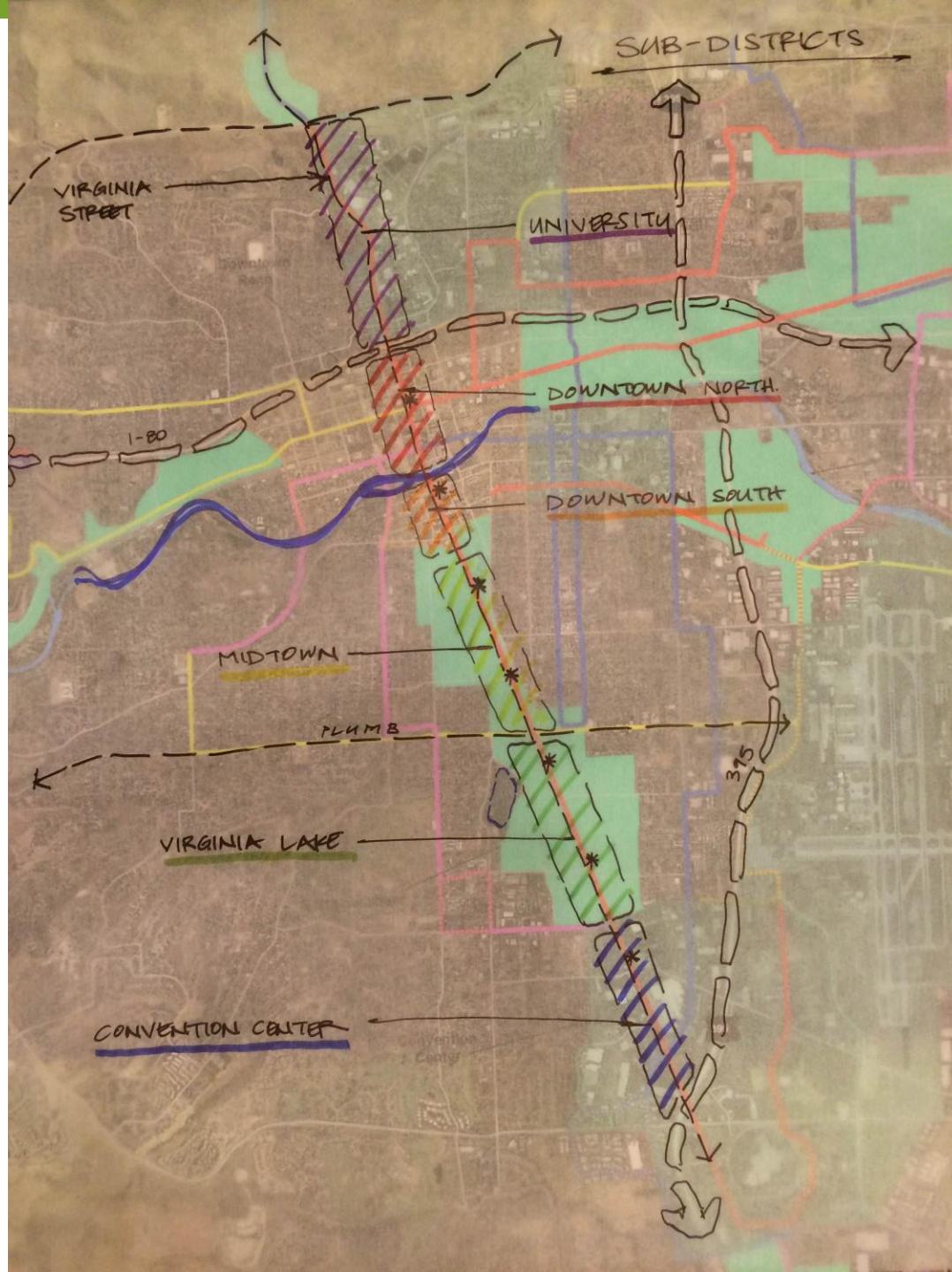
# Urban Planning + Design

# Urban Planning + Design

## Introduction

- The focus of our study on Virginia Street is 5.7 miles long
- The study area is from McCarran Street at the north end of the university to the Convention Center at the south end
- We've broken the study area into the following sub-districts:
  - University
  - North Downtown
  - Central Downtown
  - South Downtown
  - Midtown
  - Virginia Lake
  - Convention Center

# Sub-Districts



# Urban Planning + Design

## Introduction

### Great Boulevards and “Main Streets”

- Green spaces
- Large street trees
- Generous pedestrian areas
- Lined by multi-story buildings

# High-Quality Public Realm

Virginia Street Corridor - Reno, Nevada  
April 3 - 8, 2016





# Great Places for People

Virginia Street Corridor - Reno, Nevada  
April 3 - 8, 2016



# Street Trees

Virginia Street Corridor - Reno, Nevada  
April 3 - 8, 2016



# Urban Planning + Design

## Introduction

### Virginia Street as Reno's main street

- Special and distinct from other streets and roads
- Certain consistent design features – street trees, lighting, signage
- Increase in building intensity as one travels south to north from the Truckee River

# University Sub-District

# Urban Planning + Design

## University Sub-District

- Location: McCarran south to Interstate 80
- Overall
  - This is the UNR district
  - Should grow south to and across the freeway
  - Enliven Virginia Street with more commercial and student housing – make this a “2-sided street”

# UNR Sub-District

1. Add a City of Reno / UNR gateway monument at the corner of Virginia + McCarran Streets.



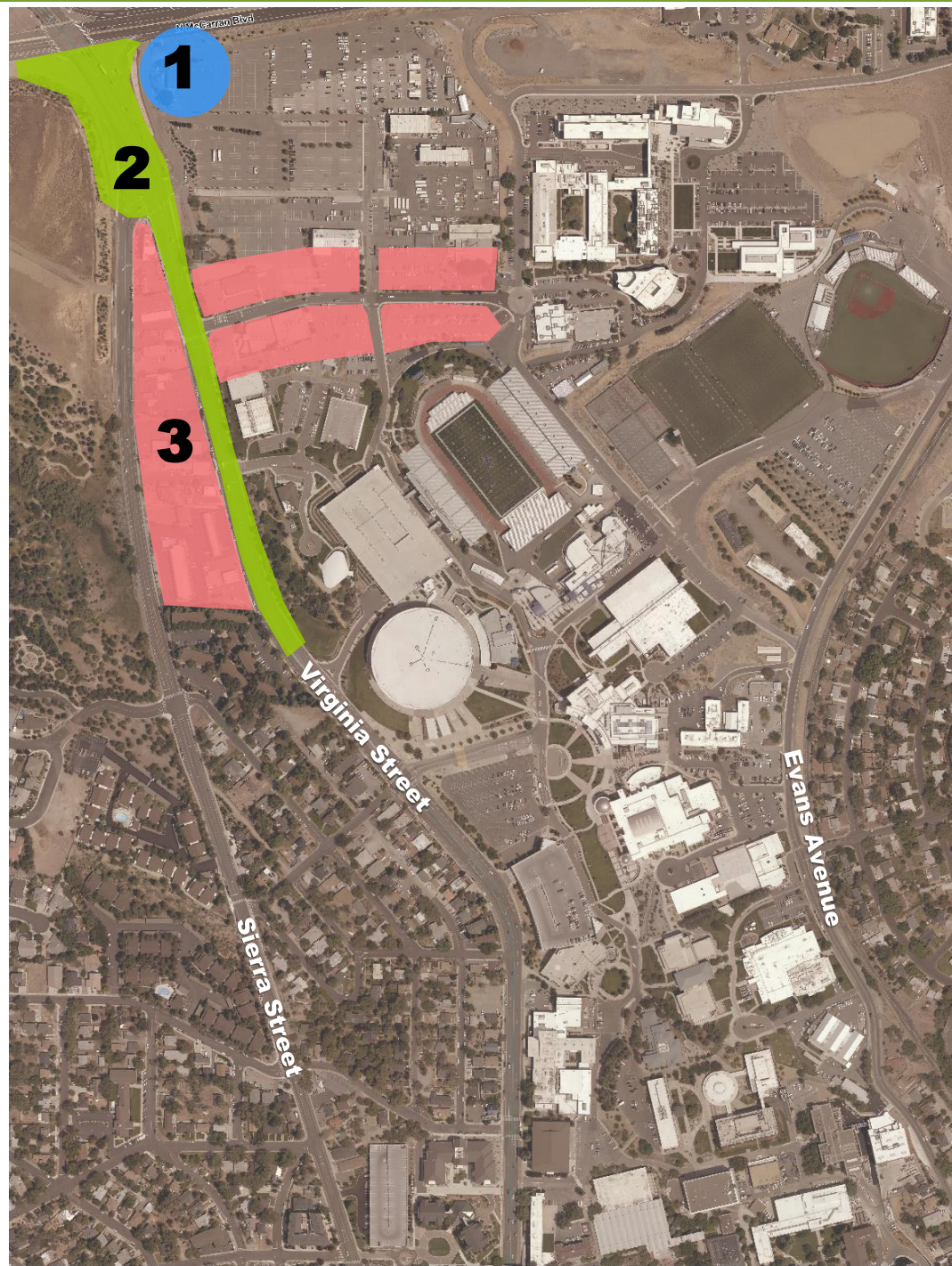
# UNR Sub-District

1. Add a City of Reno / UNR gateway monument at the corner of Virginia + McCarran Streets.
2. Continue the proposed streetscape improvements from the proposed roundabout at the Lawlor Center up to McCarran. Add street trees to the streetscape design.



# UNR Sub-District

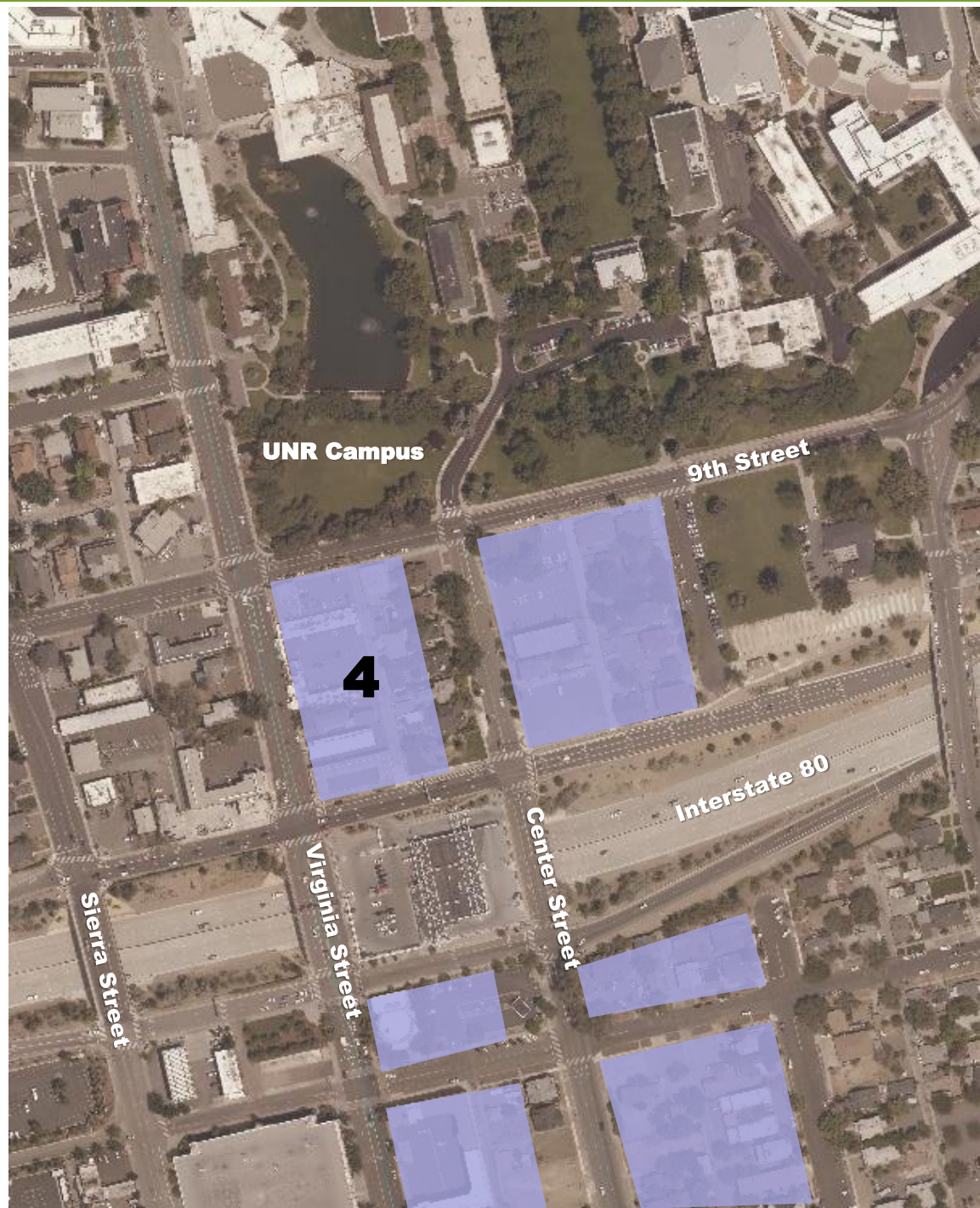
1. Add a City of Reno / UNR gateway monument at the corner of Virginia + McCarran Streets.
2. Continue the proposed streetscape improvements from the proposed roundabout at the Lawlor Center up to McCarran. Add street trees to the streetscape design.
3. Add commercial uses (restaurants, bars, shops, etc.) near the sports facilities and Lawlor Center for patrons to use before and after games and events.





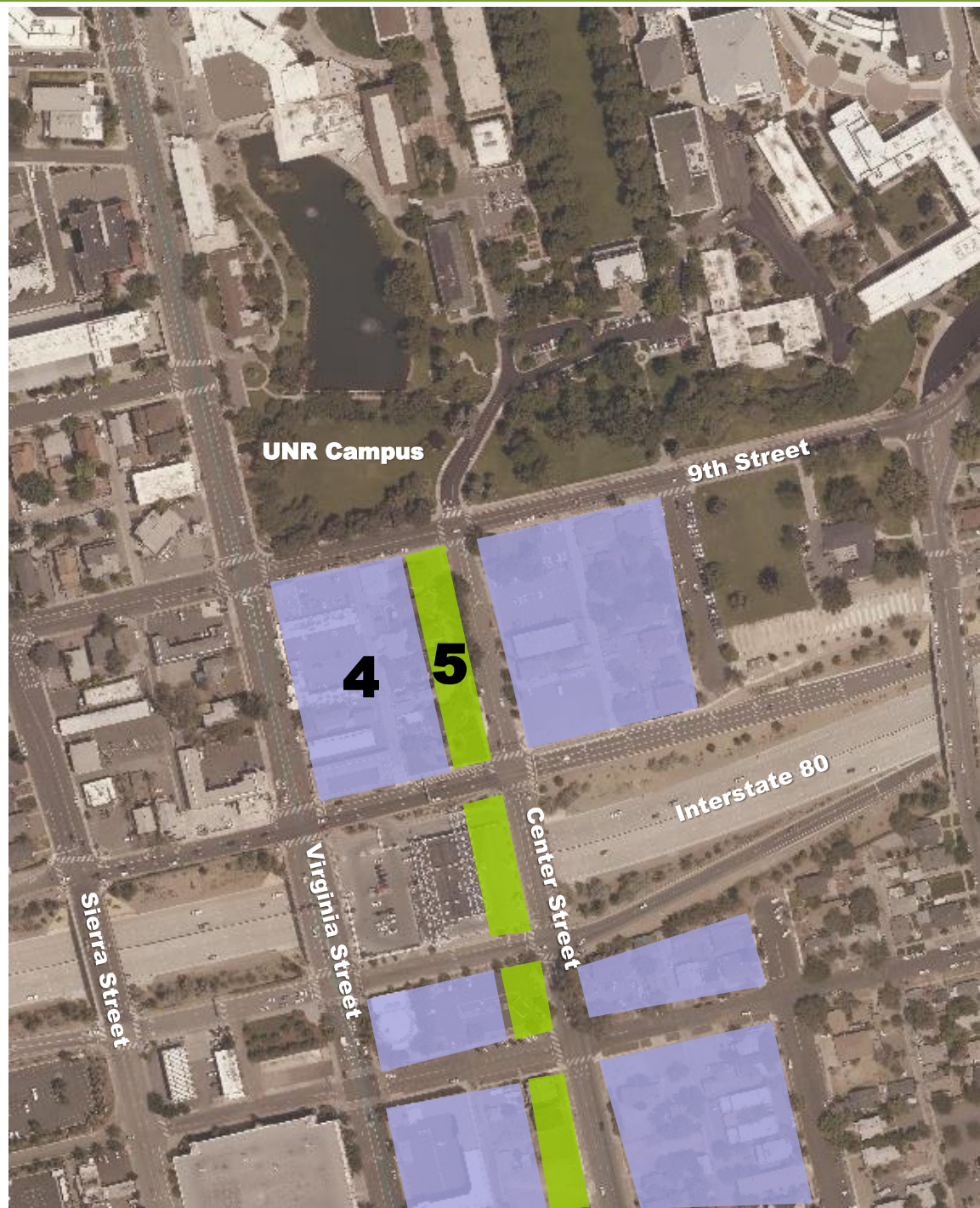
## UNR Sub-District

4. Endorse UNR master plan for west side of Virginia and growth south across 9<sup>th</sup> Street and the I-80 freeway into downtown.



## UNR Sub-District

4. Endorse UNR master plan for west side of Virginia and growth south across 9<sup>th</sup> Street and the I-80 freeway into downtown.
5. Relocate the historic homes on Center Street only if it's part of a larger plan for the university to move south into downtown.



## UNR Sub-District

4. Endorse UNR master plan for west side of Virginia and growth south across 9<sup>th</sup> Street and the I-80 freeway into downtown.
5. Relocate the historic homes on Center Street only if it's part of a larger plan for the university to move south into downtown.
6. Redevelop the freeway "lid" as a UNR visitor's center and a pedestrian / bicycle connection into downtown.



## Civic Open Space Framework

- Link University to Downtown and to the River
- Add high-quality open space in Downtown
- Redesign the Central Riverfront as a center of social Interaction
- Add a Performing Arts Plaza south of the County Justice Center
- Create stronger links to the stadium



# North Downtown

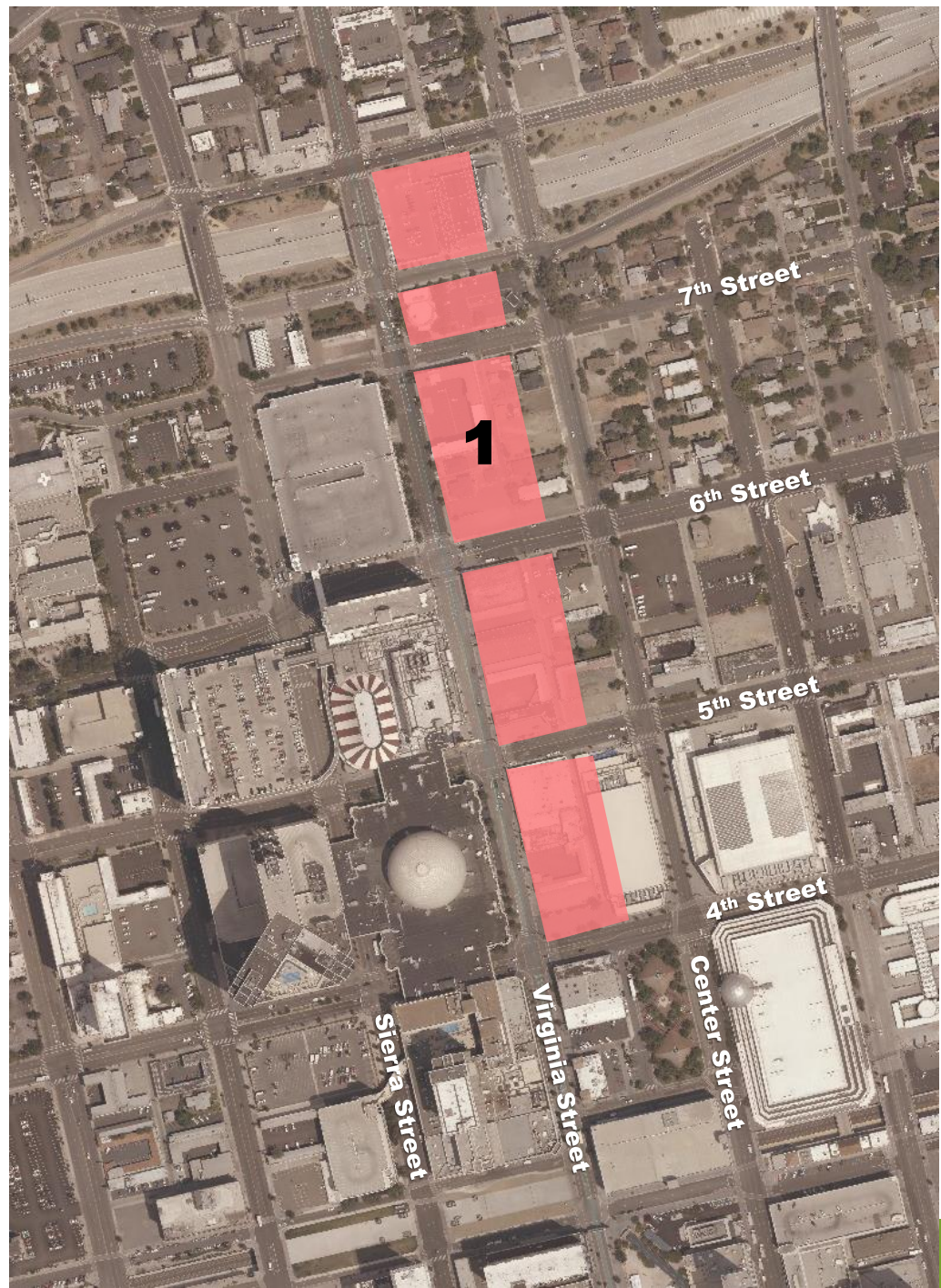
# Urban Planning + Design

## North Downtown District

- Location: Interstate 80 south to Fourth Street
- Overall
  - A real district of opportunity
  - A grand undertaking – the Center Street Corridor
  - Implementation of UNR plans – student housing plus

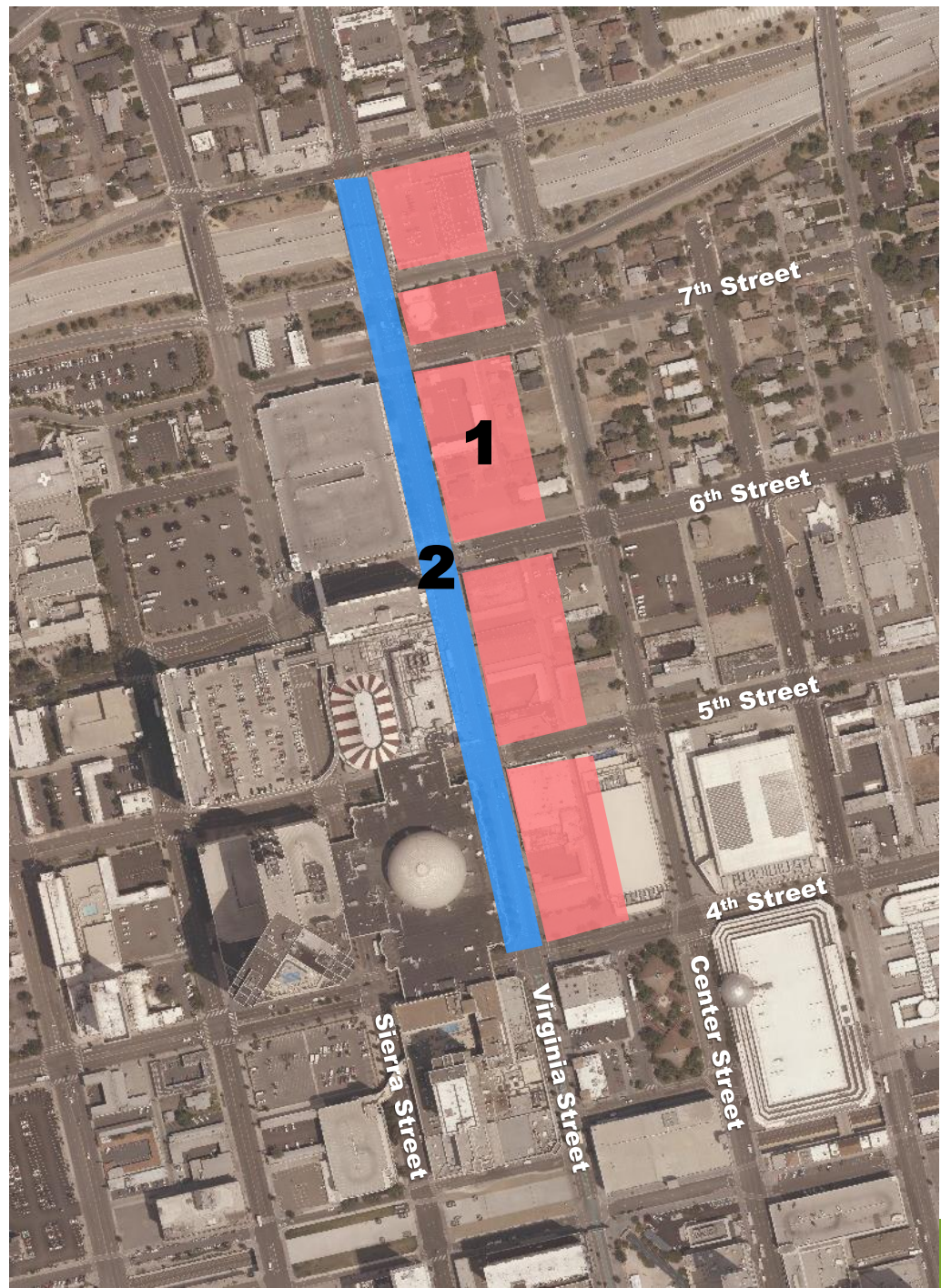
# North Downtown

## 1. Redevelopment Priority



# North Downtown

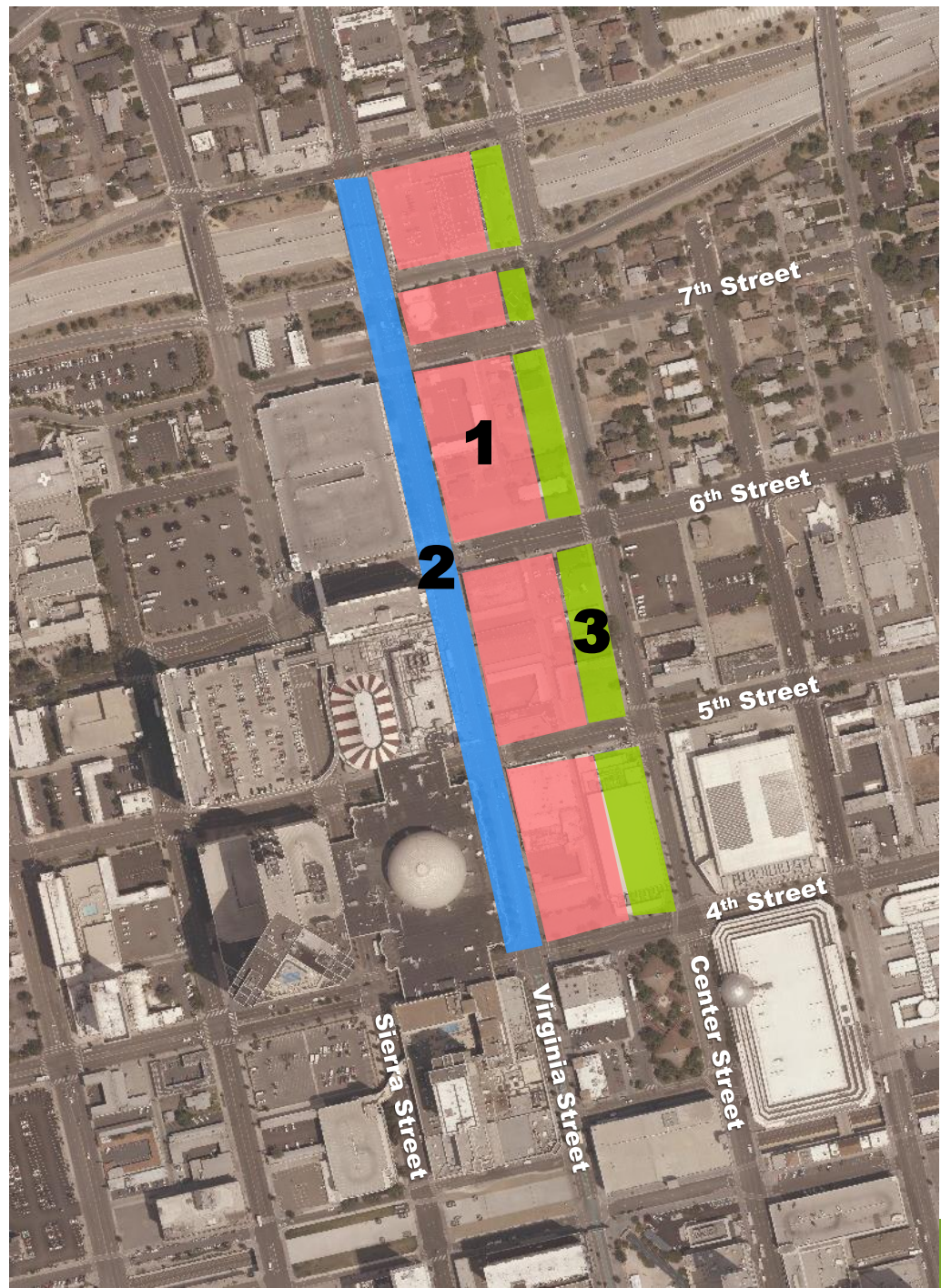
1. Redevelopment Priority
2. Enhance Virginia Streetscape





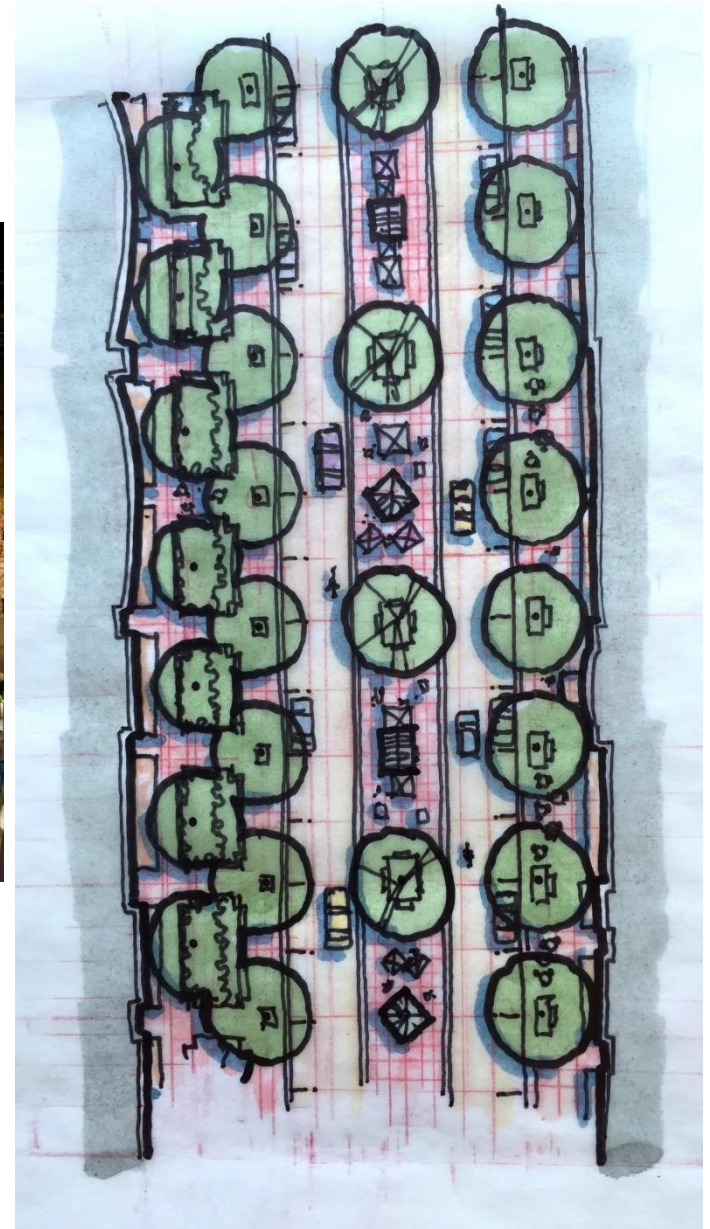
# North Downtown

1. Redevelopment Priority
2. Enhance Virginia Streetscape
3. Center Street Esplanade

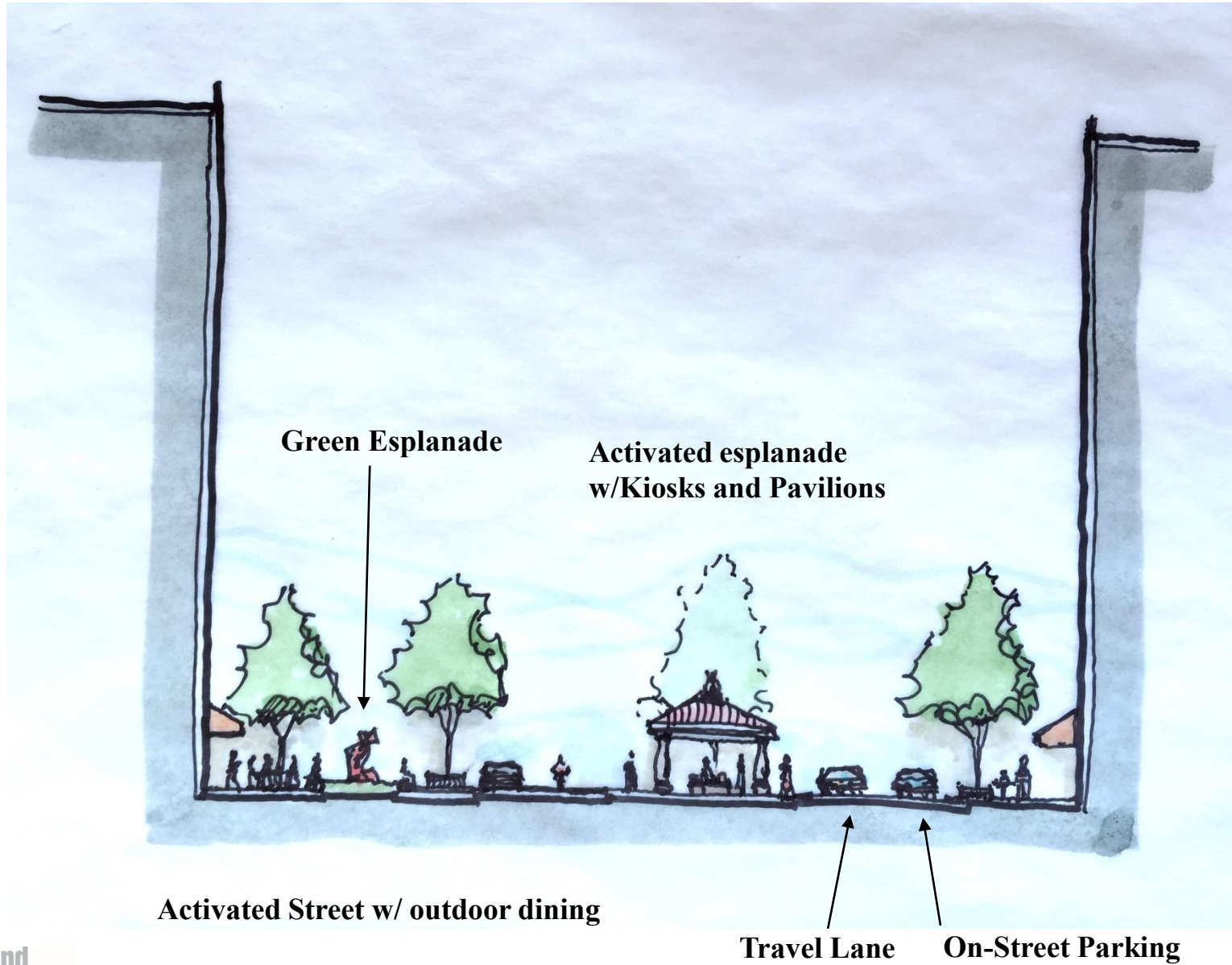


# Center Street Improvement Corridor Plan

Virginia Street Corridor - Reno, Nevada  
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# Center Street Improvement Corridor



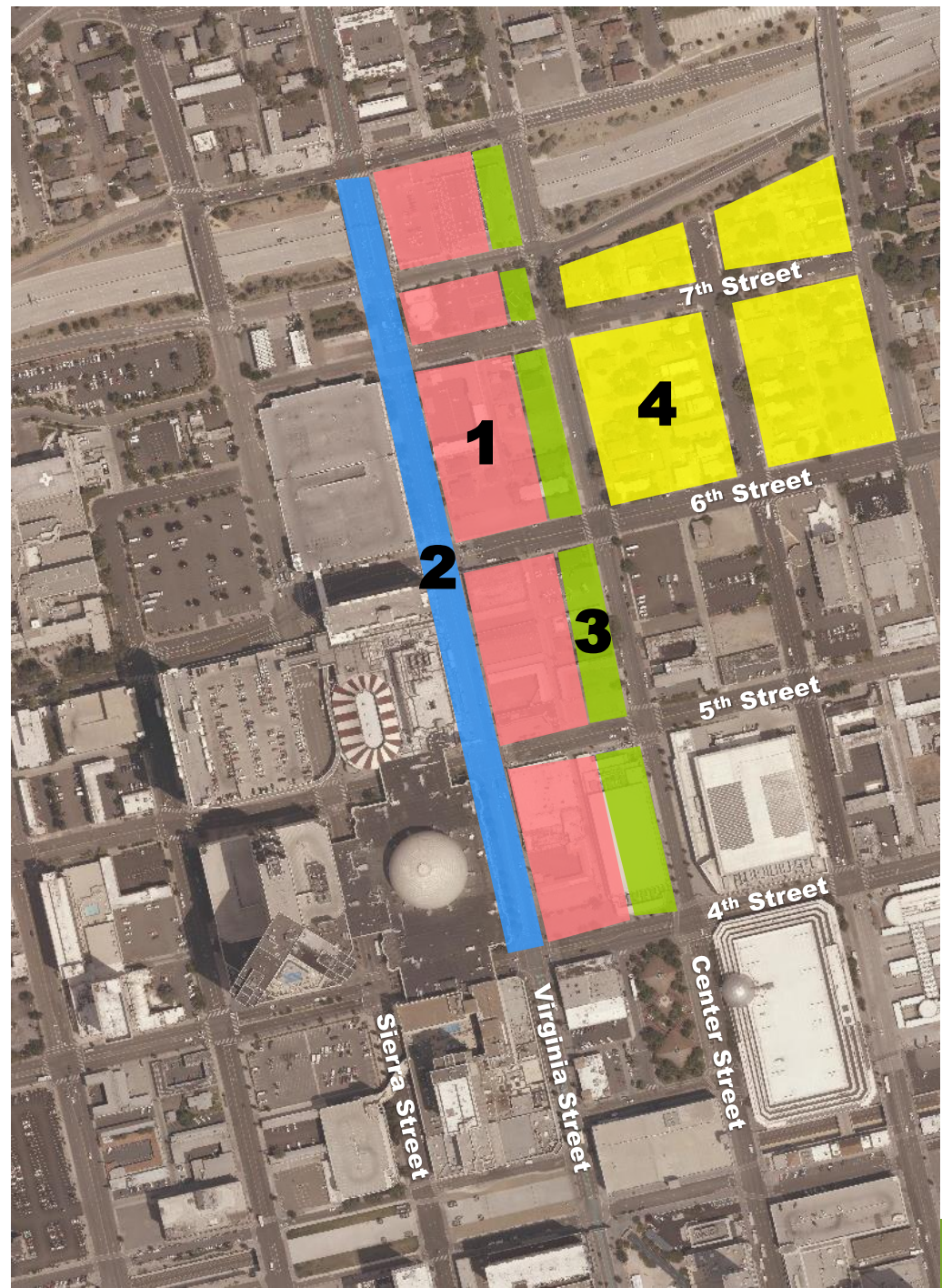
# Center Street Esplanade

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# North Downtown

1. Redevelopment Priority
2. Enhance Virginia Streetscape
3. Center Street Esplanade
4. Student Housing Focus



# Central Downtown

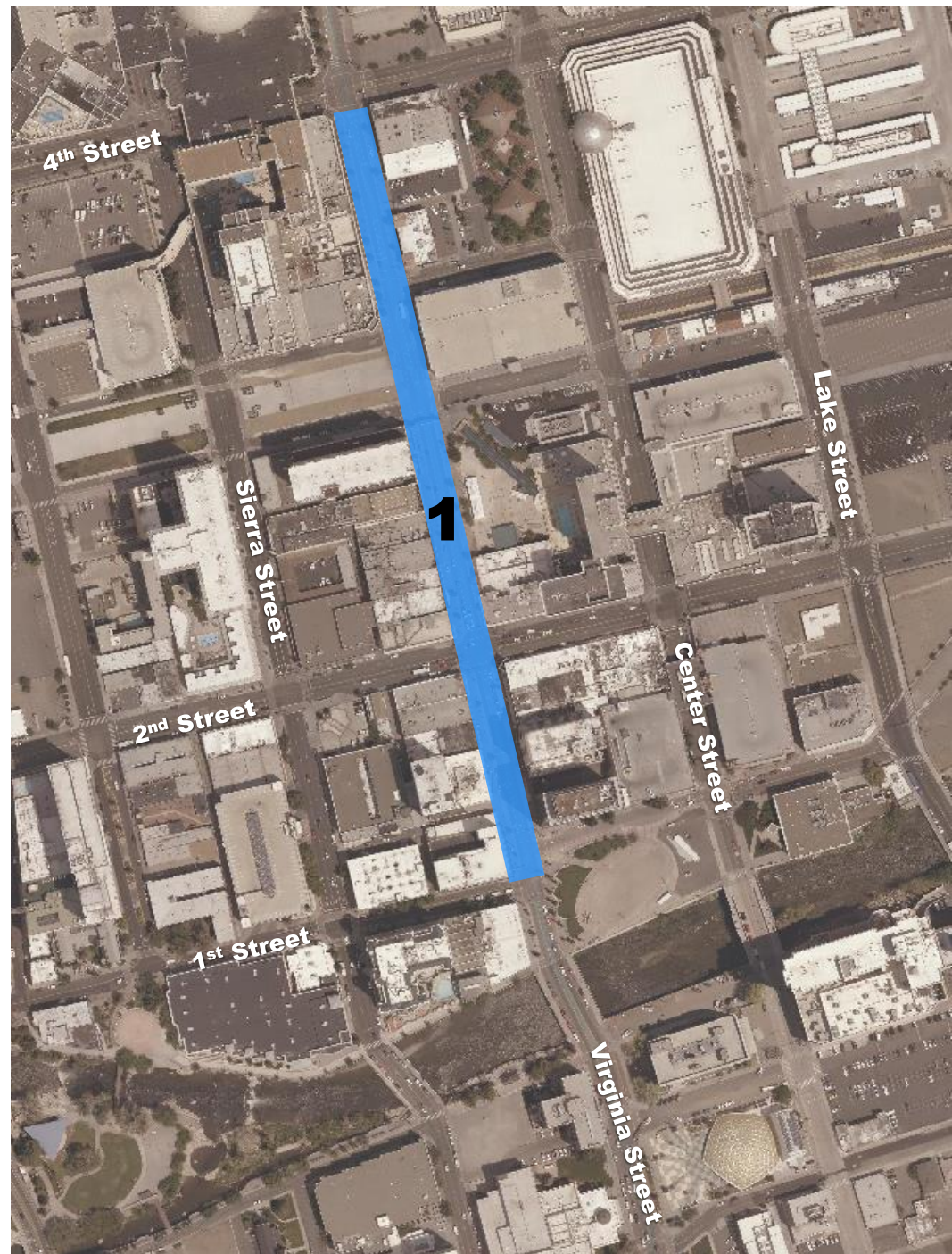
# Urban Planning + Design

## Central Downtown District

- Location: Fourth Street to the Truckee River
- Overall
  - This is Downtown – Casinos and entertainment currently dominate this district
  - The future: a vibrant CBD with high-quality office space and ground level retail supported by public space upgrades
  - Improve the public space in front of city hall, across the river and in front of the renovated Post Office building

# Central Downtown

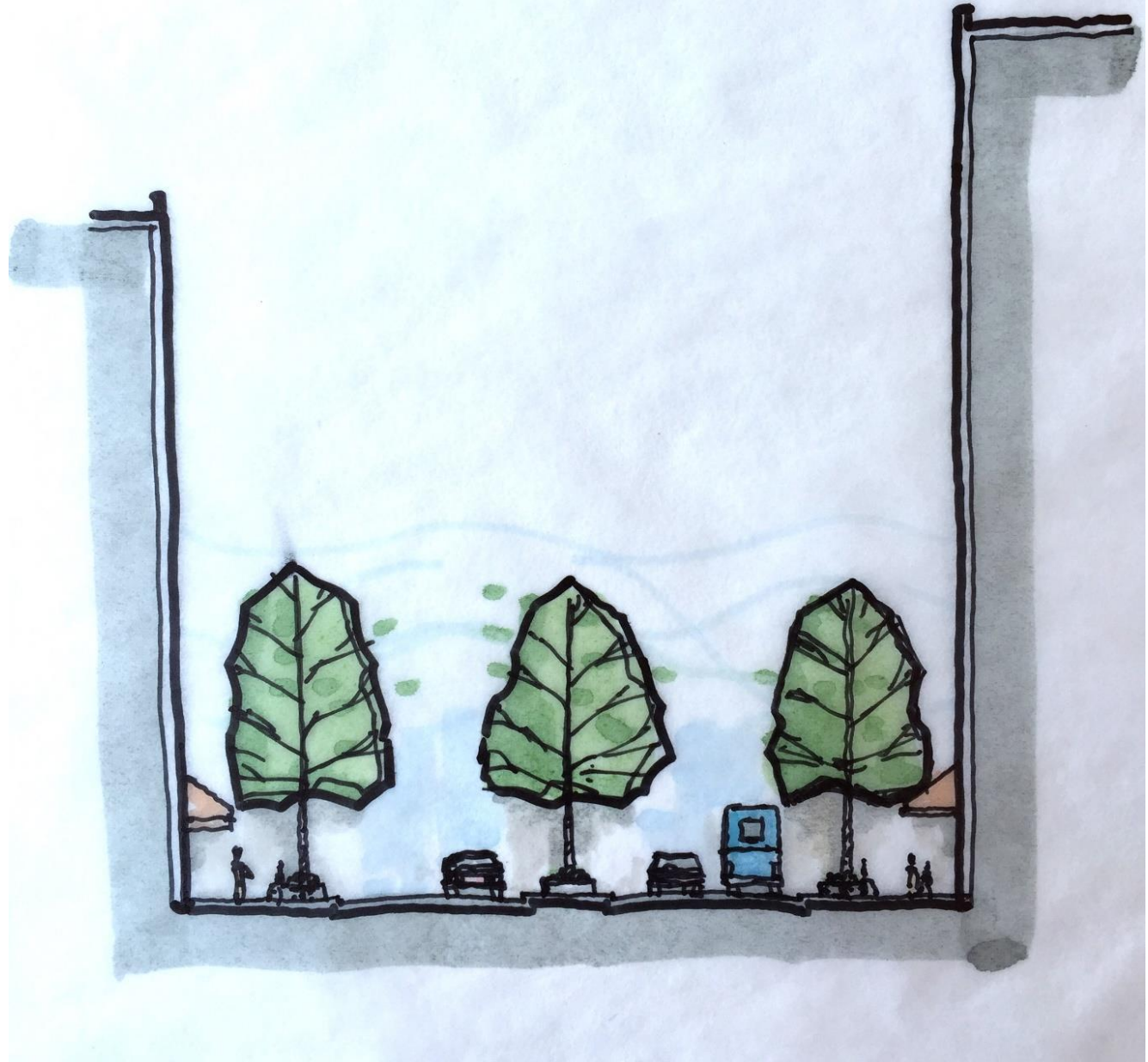
## 1. Virginia Streetscape



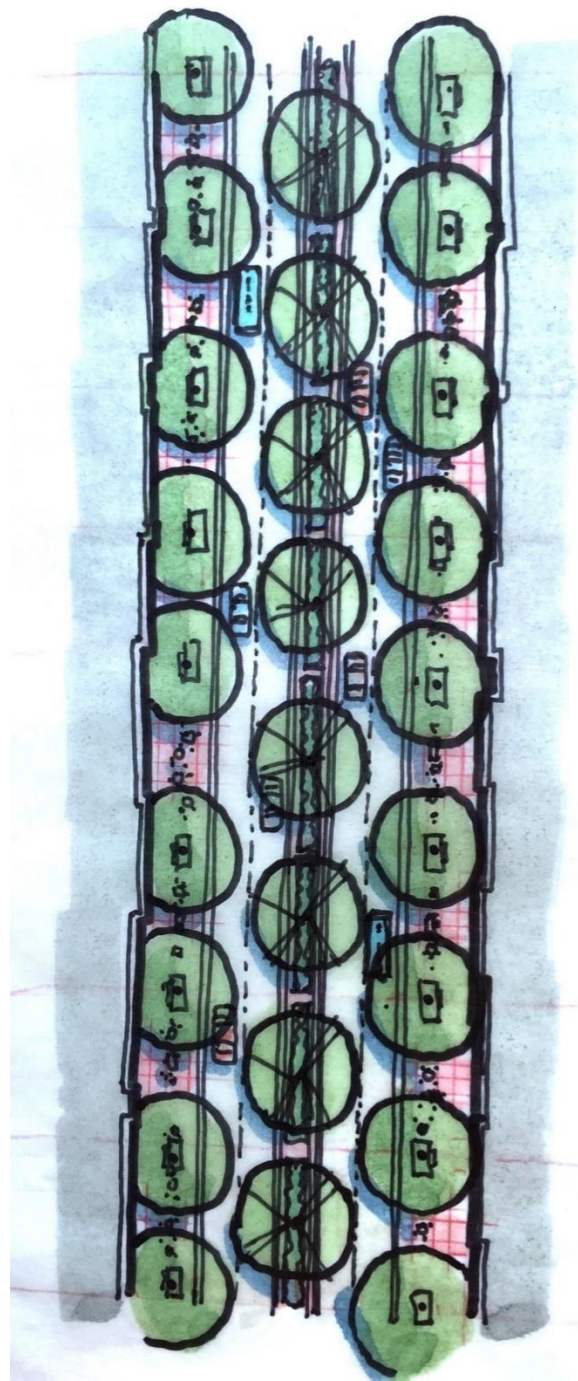


# Virginia Street - Downtown

Virginia Street Corridor - Reno, Nevada  
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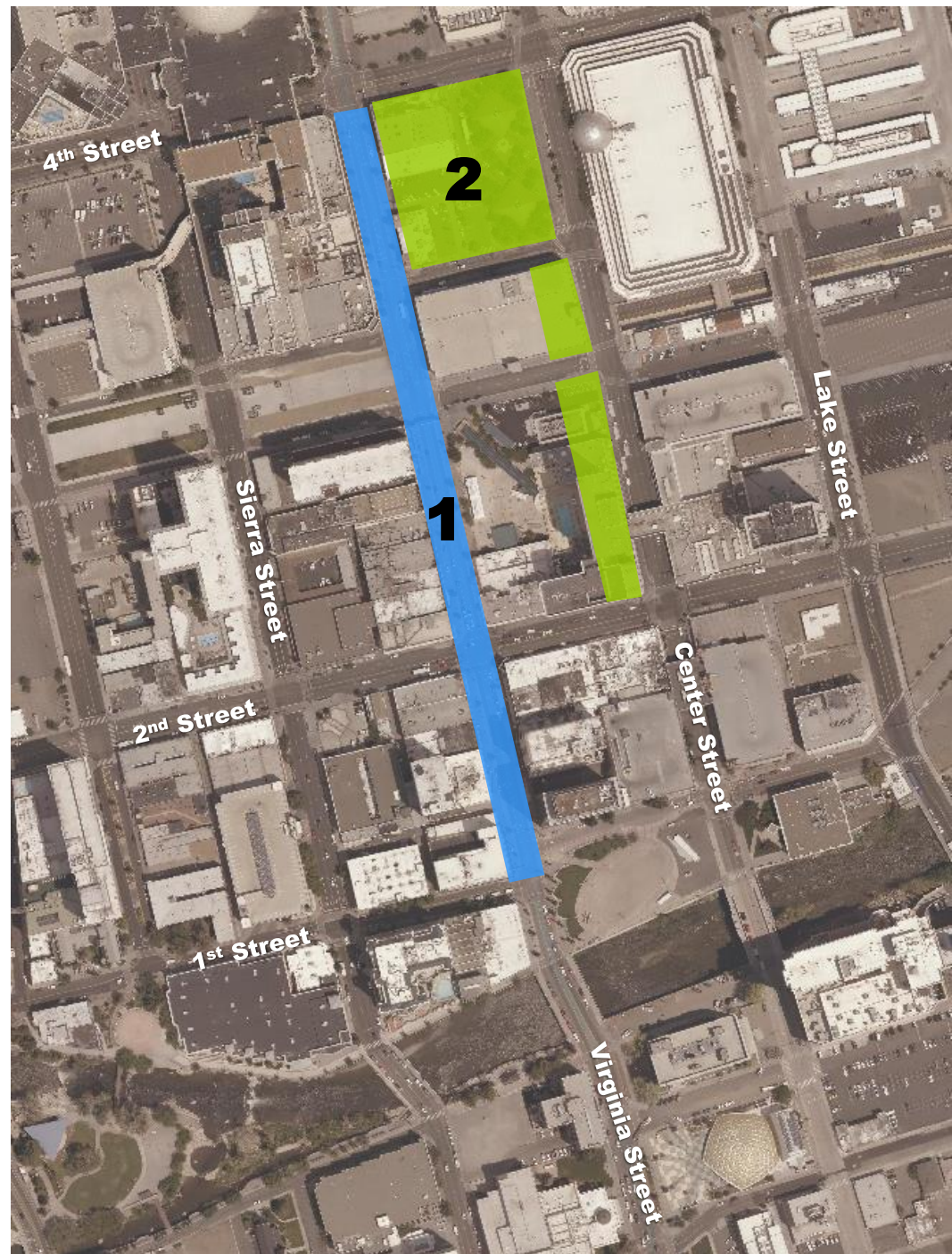


# Virginia Street - Downtown



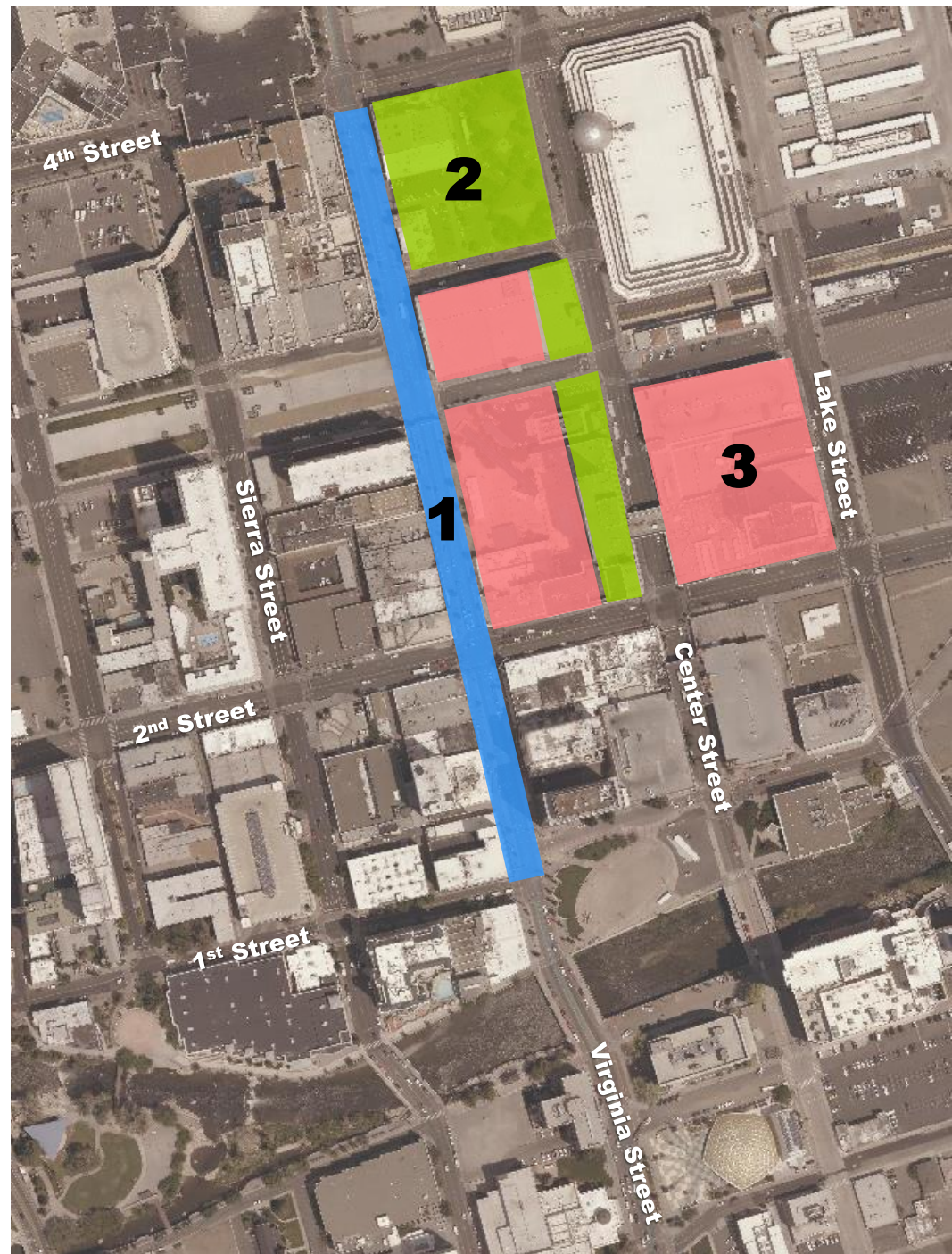
# Central Downtown

1. Virginia Streetscape
2. New City Park



# Central Downtown

1. Virginia Streetscape
2. New City Park
3. Harrah's Redevelopment



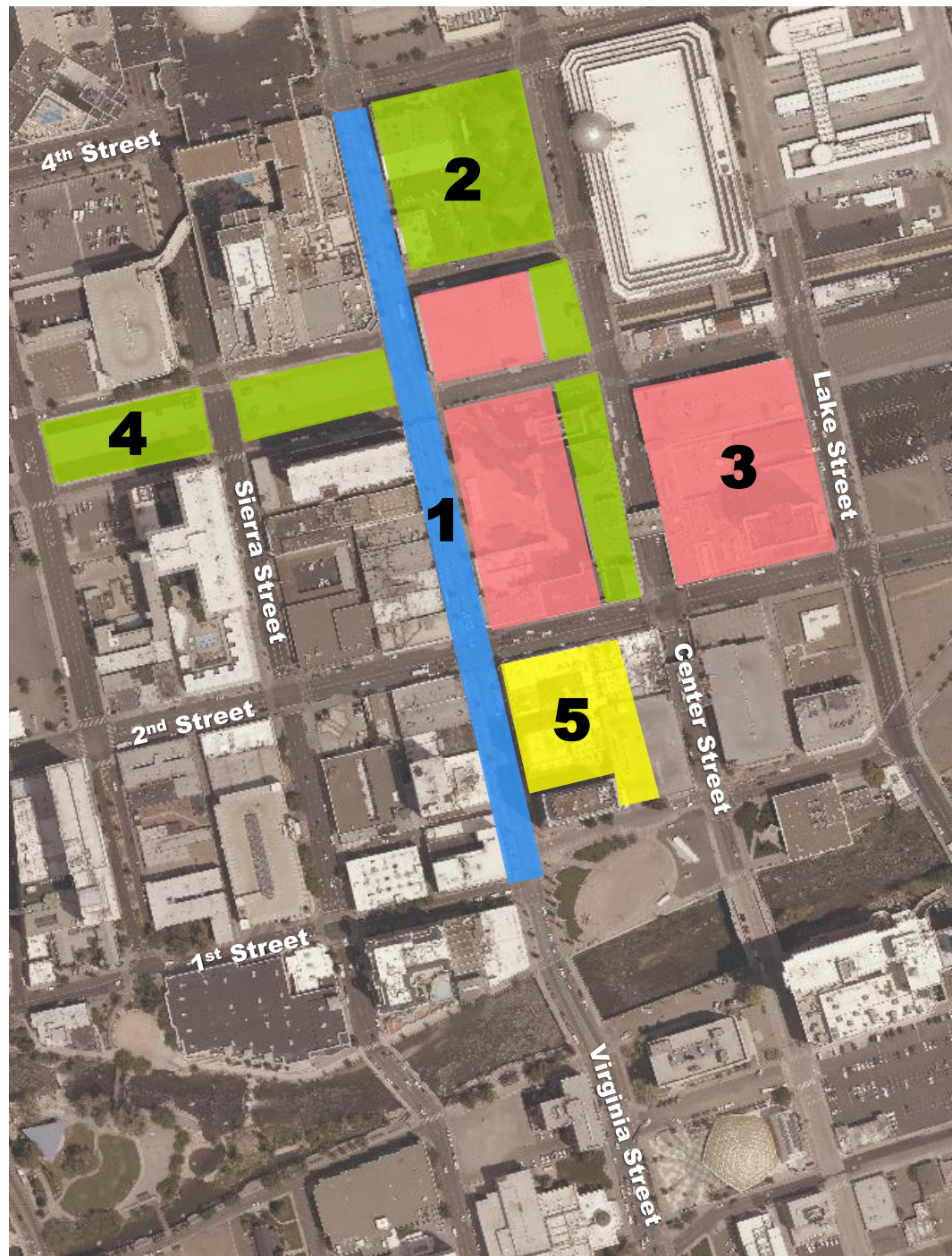
# Central Downtown

1. Virginia Streetscape
2. New City Park
3. Harrah's Redevelopment
4. Enhance ReTrac Rail Lids



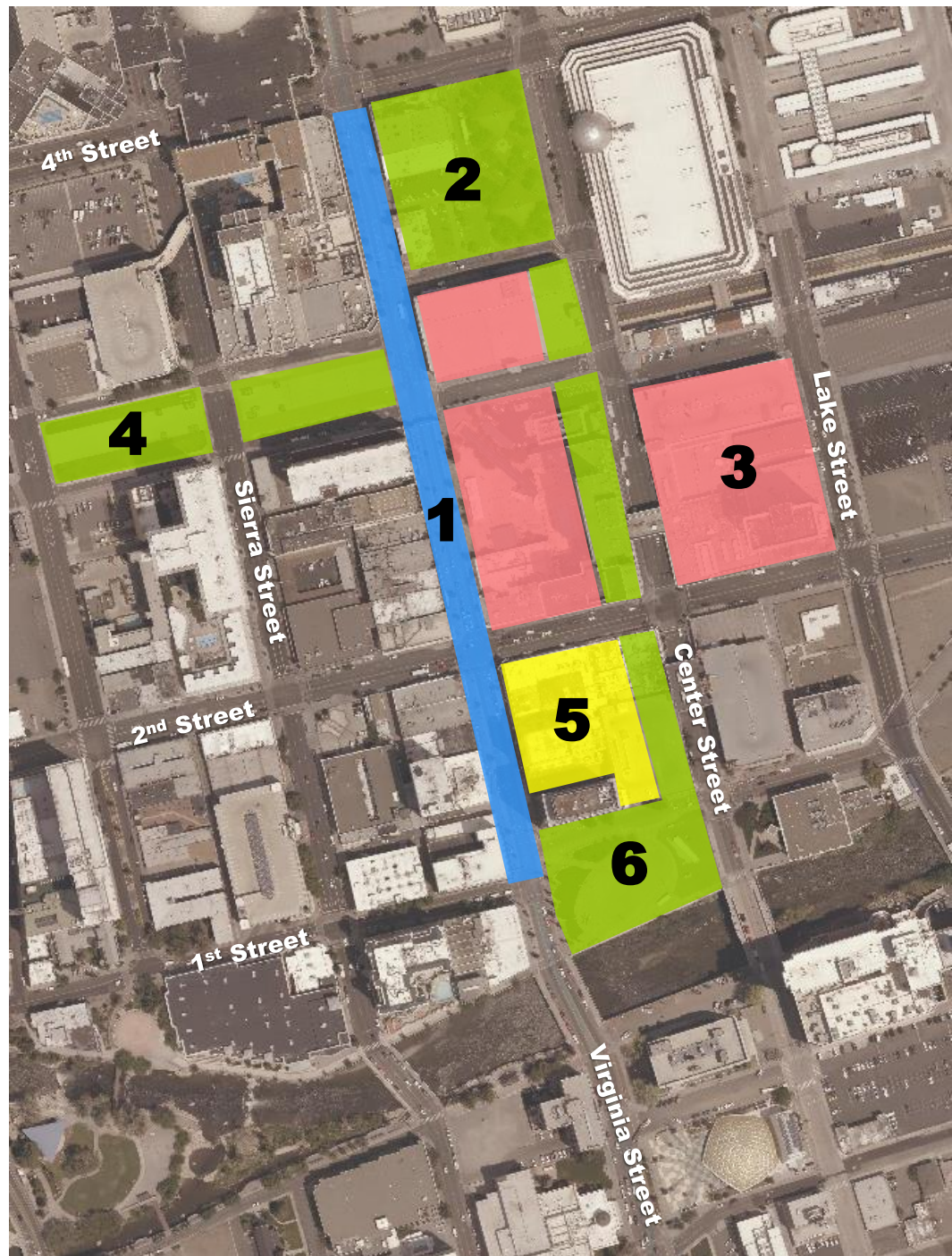
# Central Downtown

1. Virginia Streetscape
2. New City Park
3. Harrah's Redevelopment
4. Enhance ReTrac Rail Lids
5. Cal-Neva Redevelopment

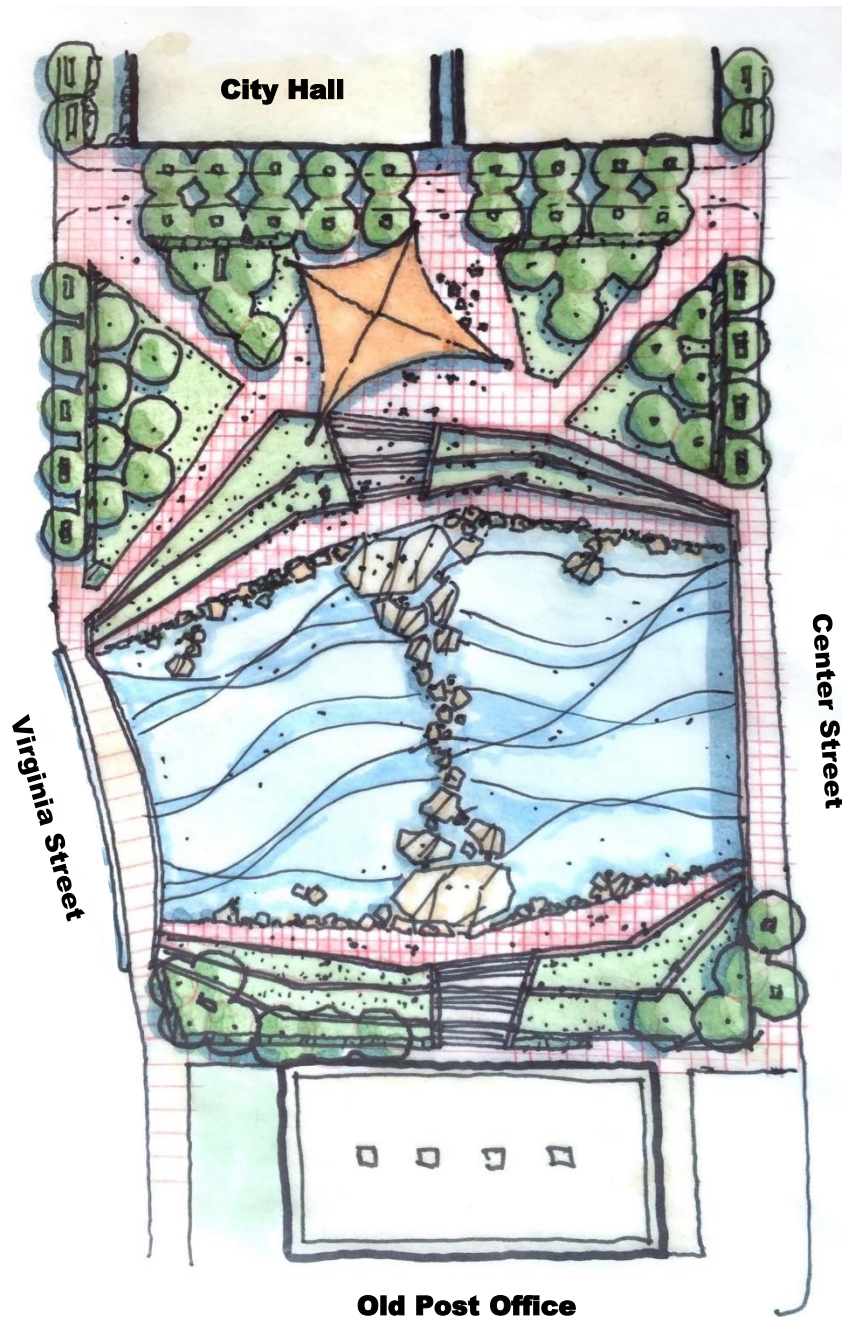


# Central Downtown

1. Virginia Streetscape
2. New City Park
3. Harrah's Redevelopment
4. Enhance ReTrac Rail Lids
5. Cal-Neva Redevelopment
6. Redesign Riverfront Plaza



# Riverfront Plaza





# Riverfront Plaza



# South Downtown

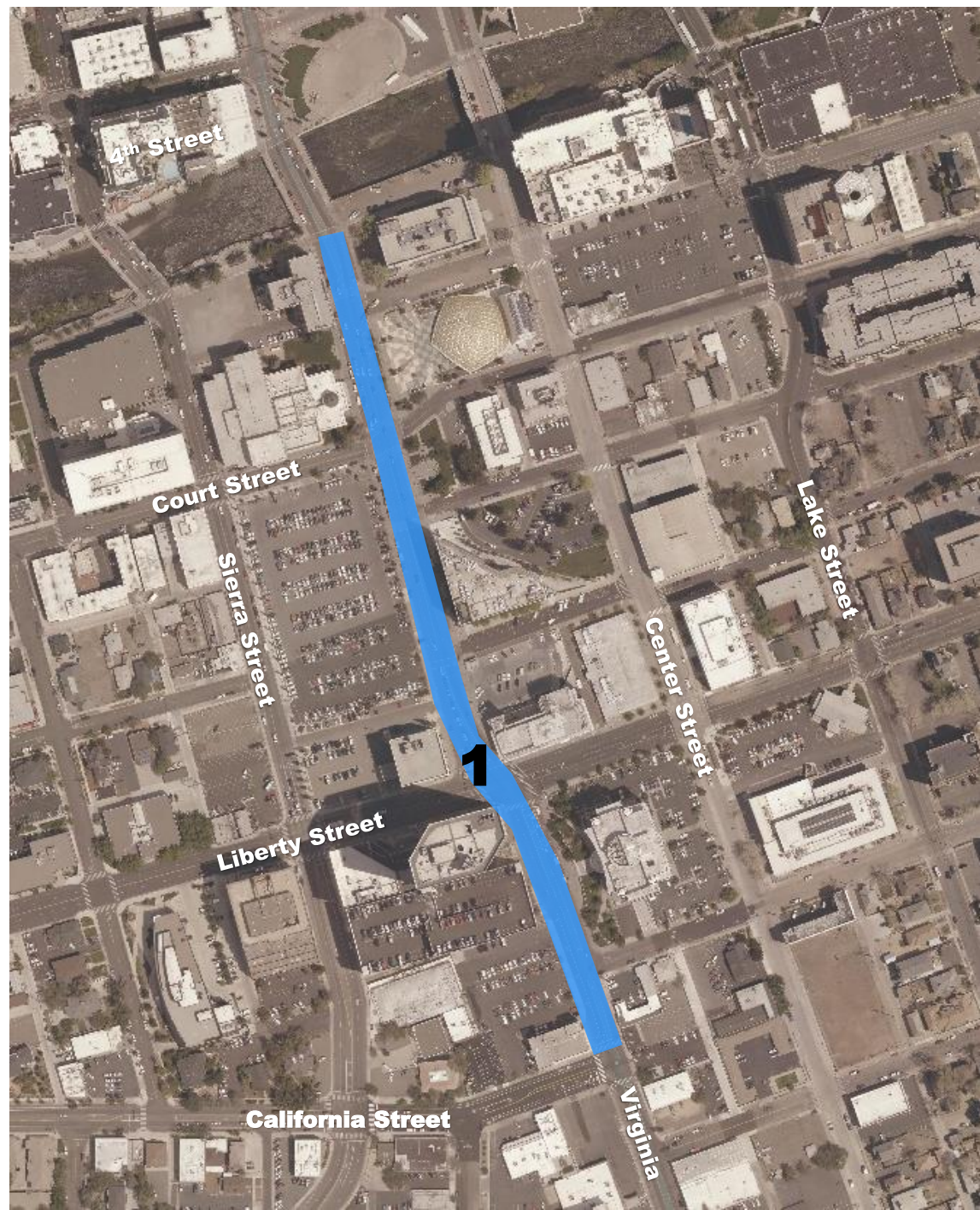
# Urban Planning + Design

## South Downtown District

- Location: Truckee River to California Street
- Overall
  - The civic / arts district
  - Great river open spaces west of Virginia

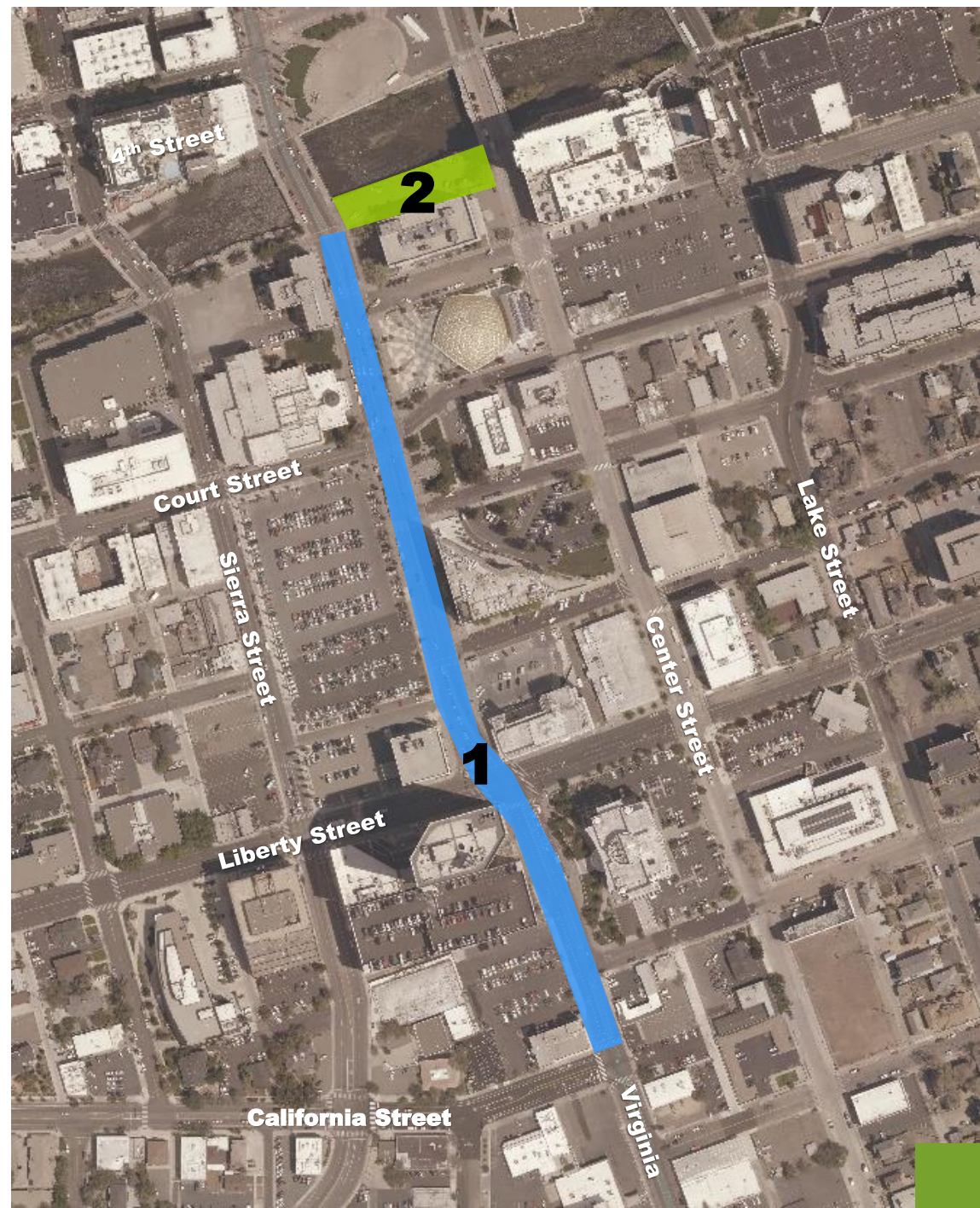
# South Downtown

## 1. Streetscape Enhancements



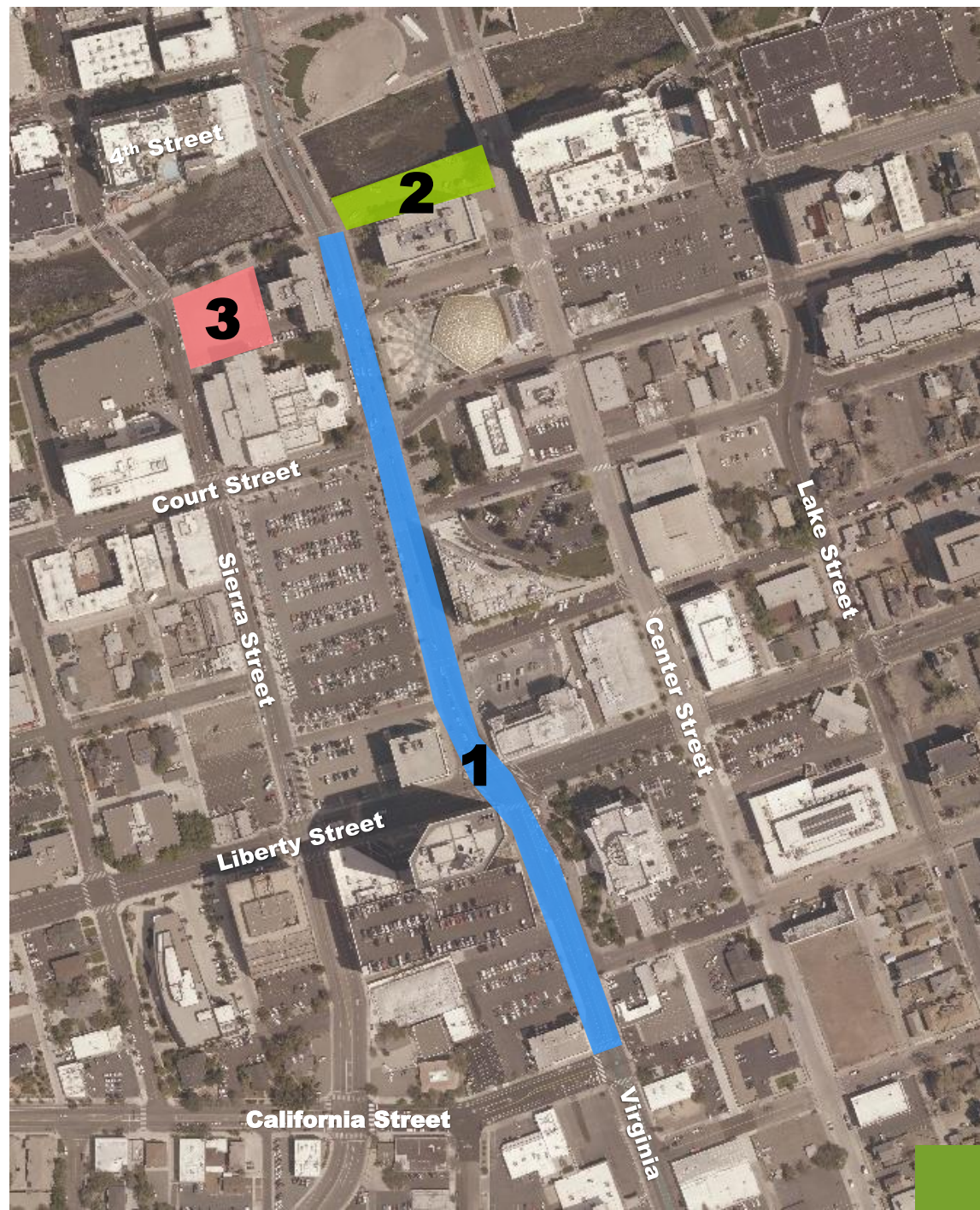
# South Downtown

1. Streetscape Enhancements
2. Redesign Riverfront



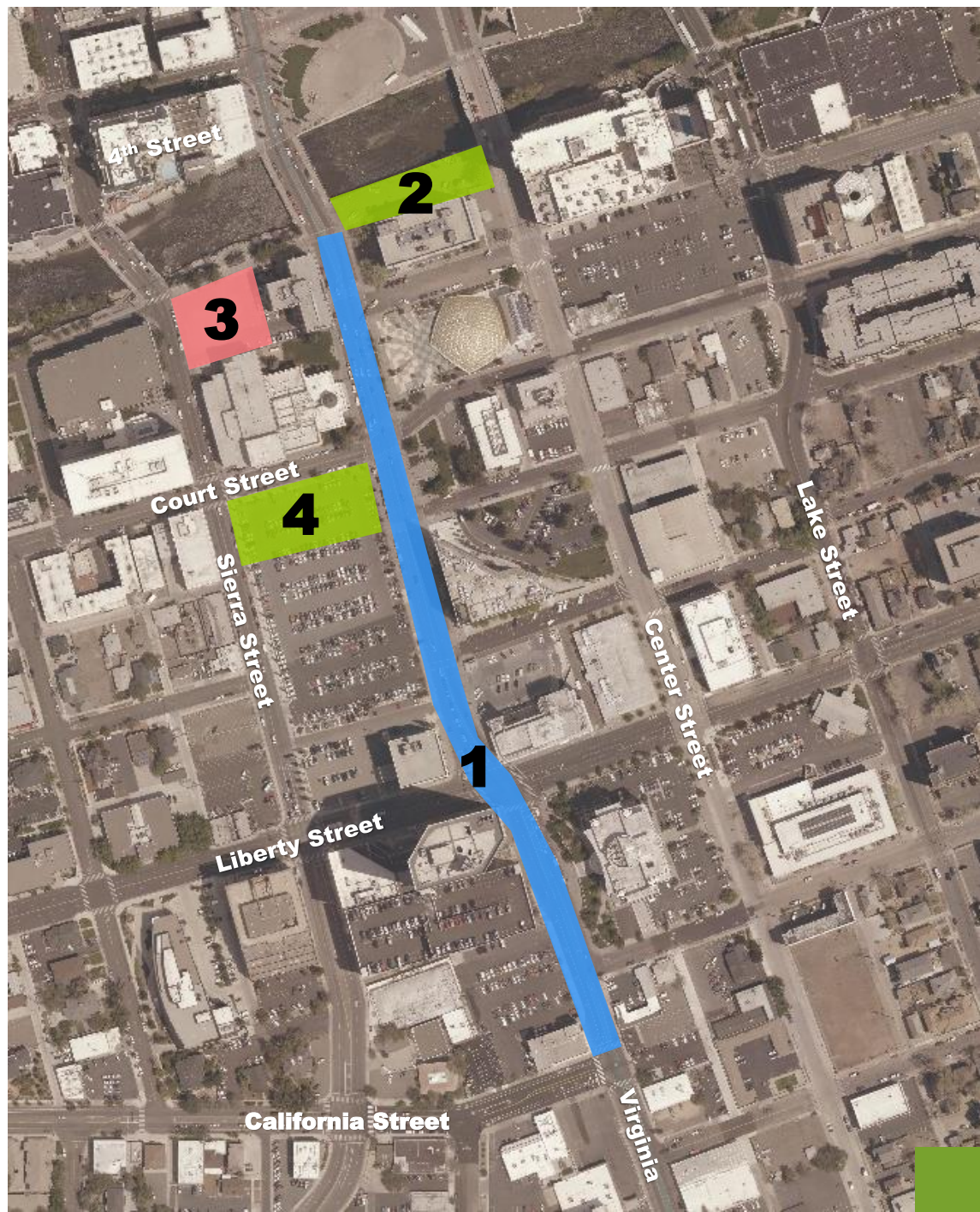
# South Downtown

1. Streetscape Enhancements
2. Redesign Riverfront
3. Infill Development



# South Downtown

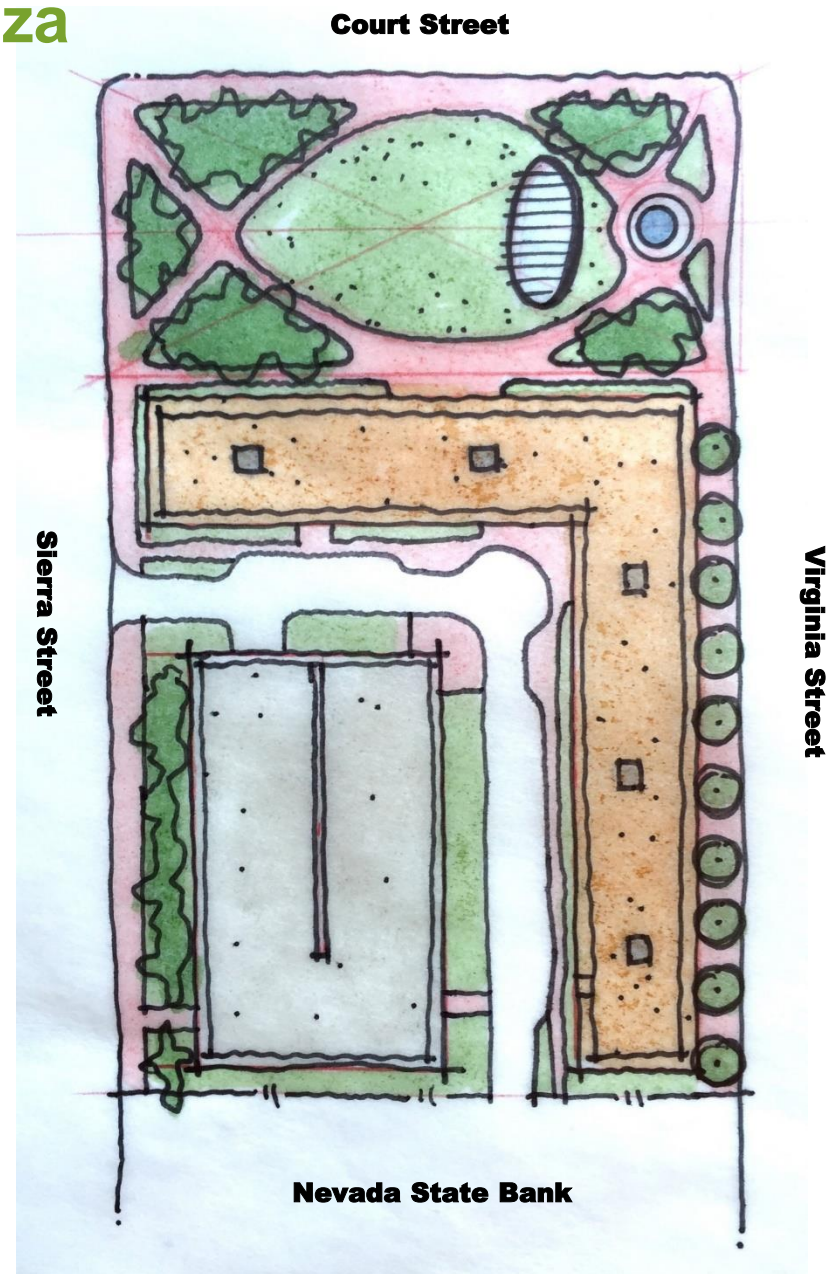
1. Streetscape Enhancements
2. Redesign Riverfront
3. Infill Development
4. Performing Arts Plaza



# Outdoor Performing Arts Plaza

Redevelop County surface parking lot as:

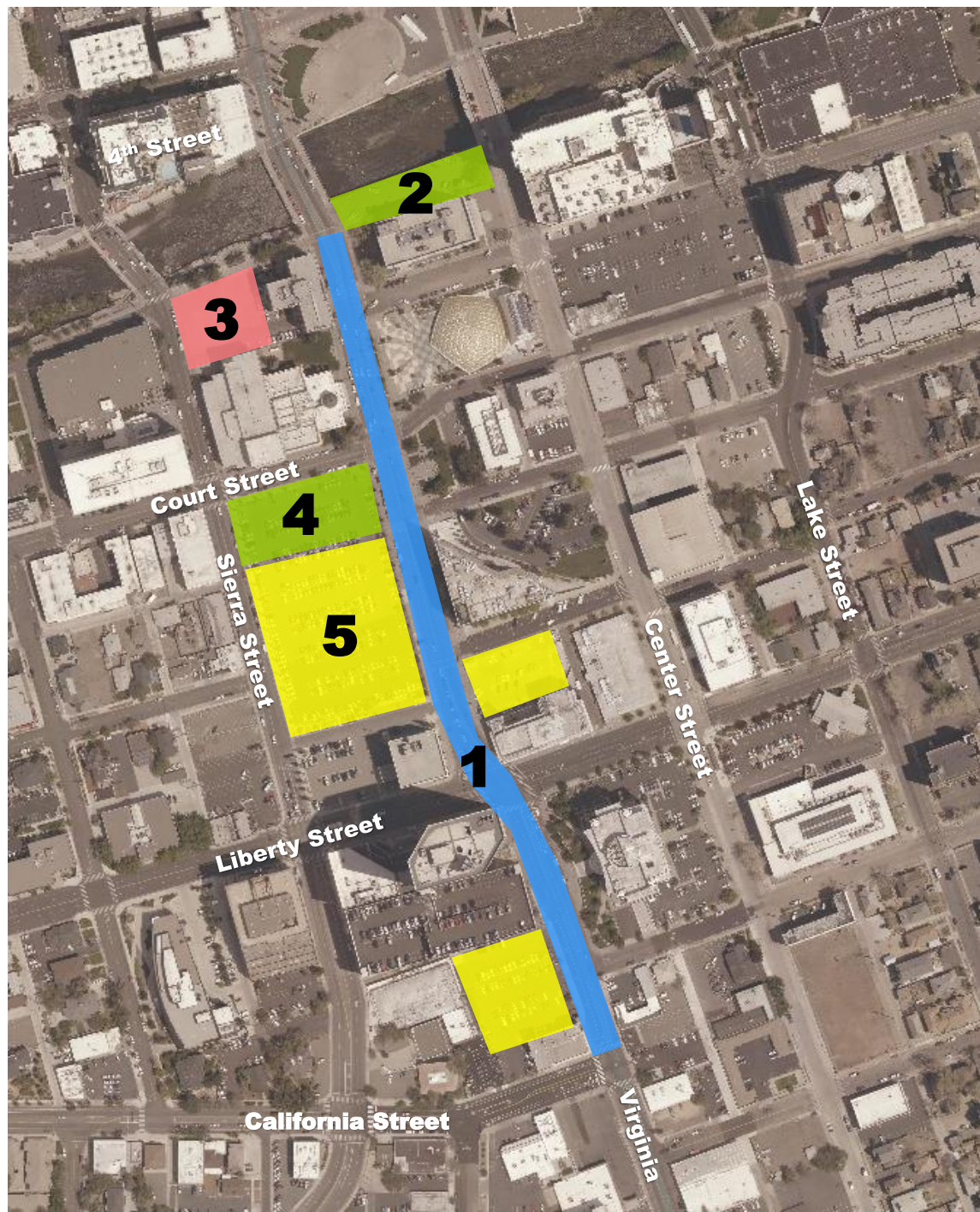
- Park / Plaza
- Mixed Use
- Parking Garage





# South Downtown

1. Streetscape Enhancements
2. Redesign Riverfront
3. Infill Development
4. Performing Arts Plaza
5. Parking Lot Redevelopment



# Midtown

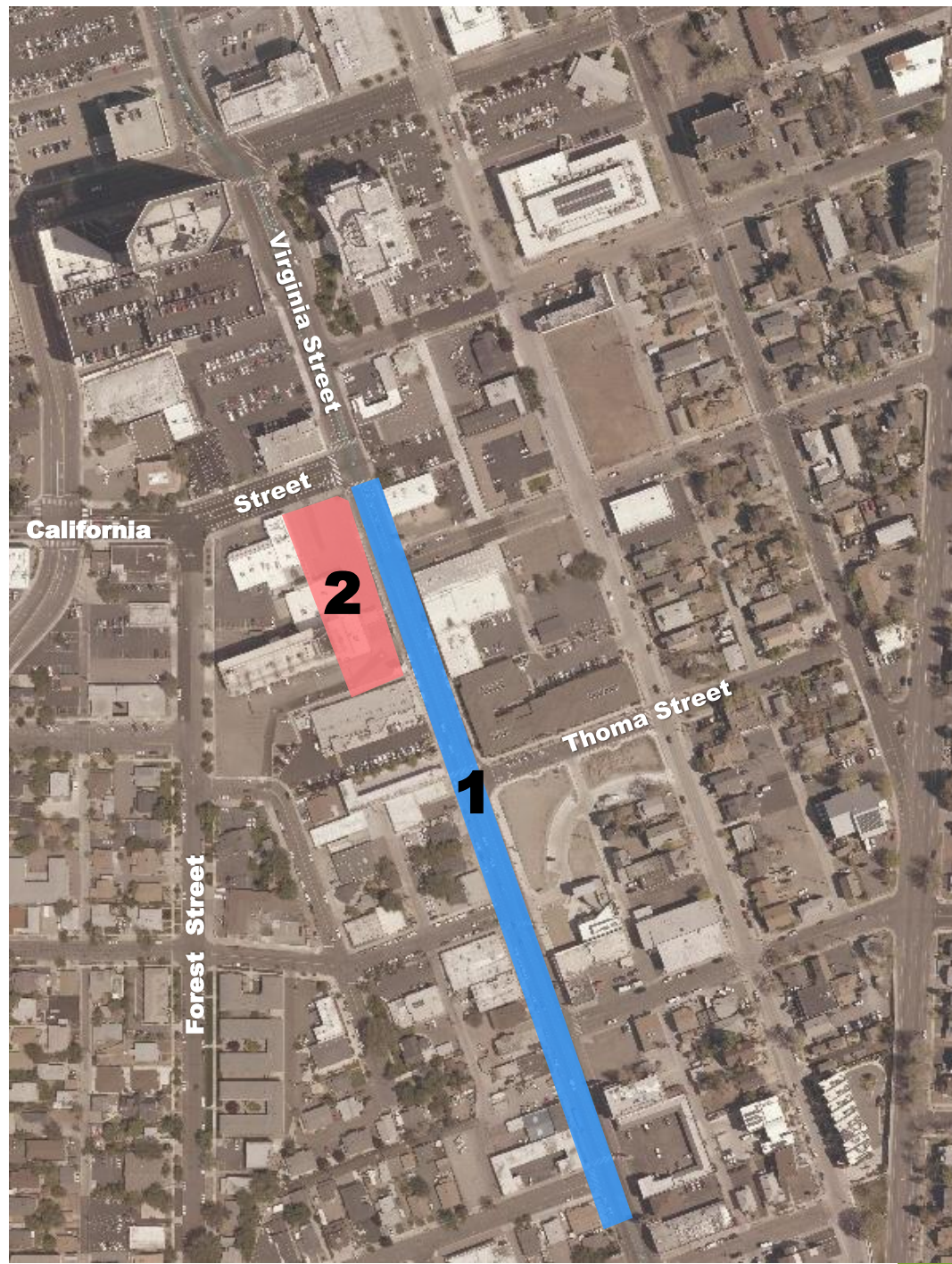
# Urban Planning + Design

## Midtown District

- Location: California Street to Plumb Lane
- Overall
  - Continue current trends
  - Possibility of slightly higher density development on currently vacant parcels
  - Strengthen east of Virginia neighborhoods

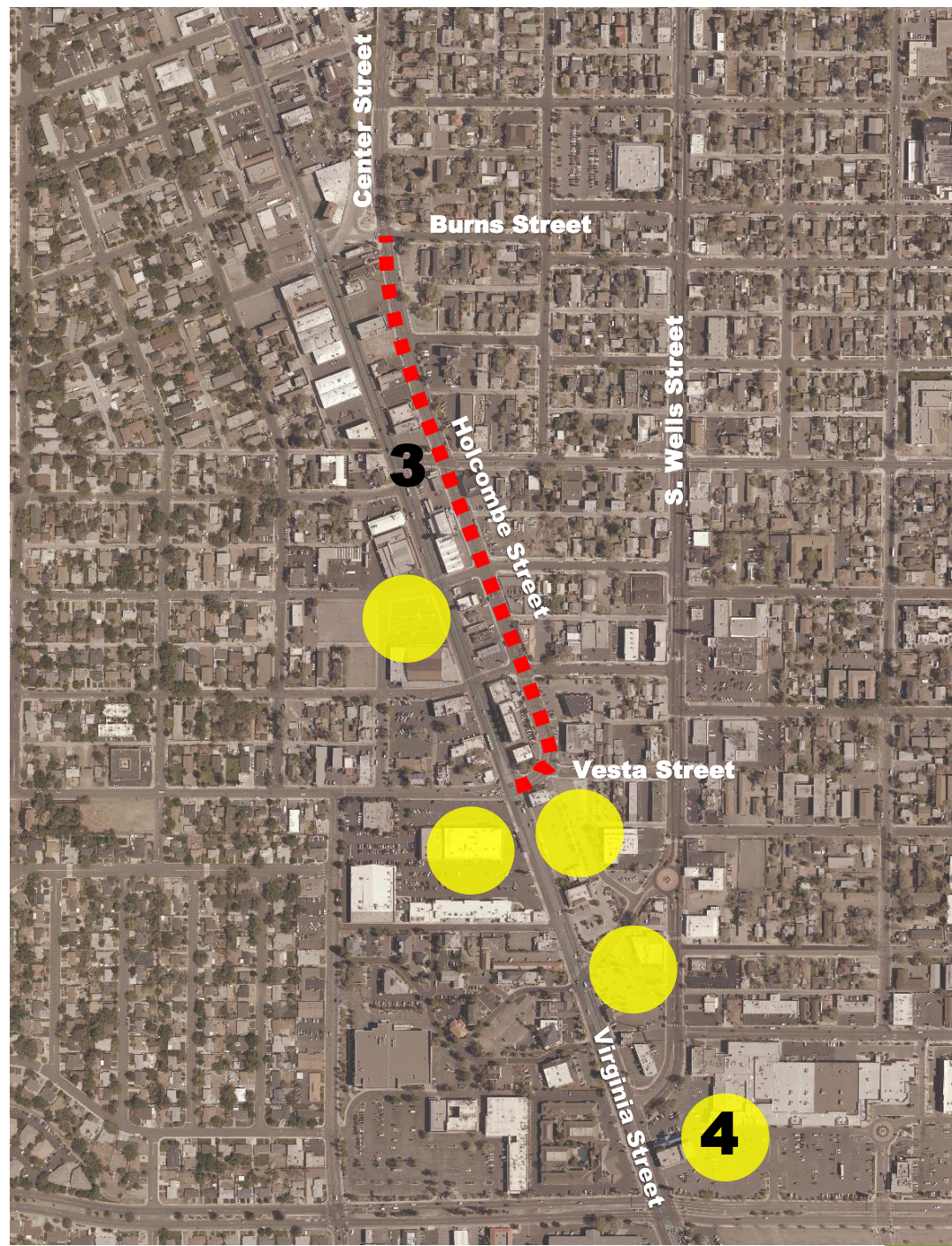
# Midtown

1. Endorse the Virginia Street RTC streetscape improvements
2. Relocate the “Wild Orchid” to another location (off Virginia Street) and redevelop the property



# Midtown

- 3. Abandon Holcomb Street from Burns to Vesta
- 4. Encourage / incentivize development on currently vacant parcels and surface parking lots



# Virginia Lake

## Urban Planning + Design

### Virginia Lake / Plumb Lane District

- Location: Plumb Lane to Moana Street
- Overall
  - Dominated by vacant Park Lane Mall on east
  - Enhance Plumb Lane the entry to Virginia Street from airport
  - Encourage higher density development here
  - Crime a problem in this area

# Virginia Lake

1. Add City of Reno entry monument and enhanced the streetscape on Plumb Lane on arrival from airport





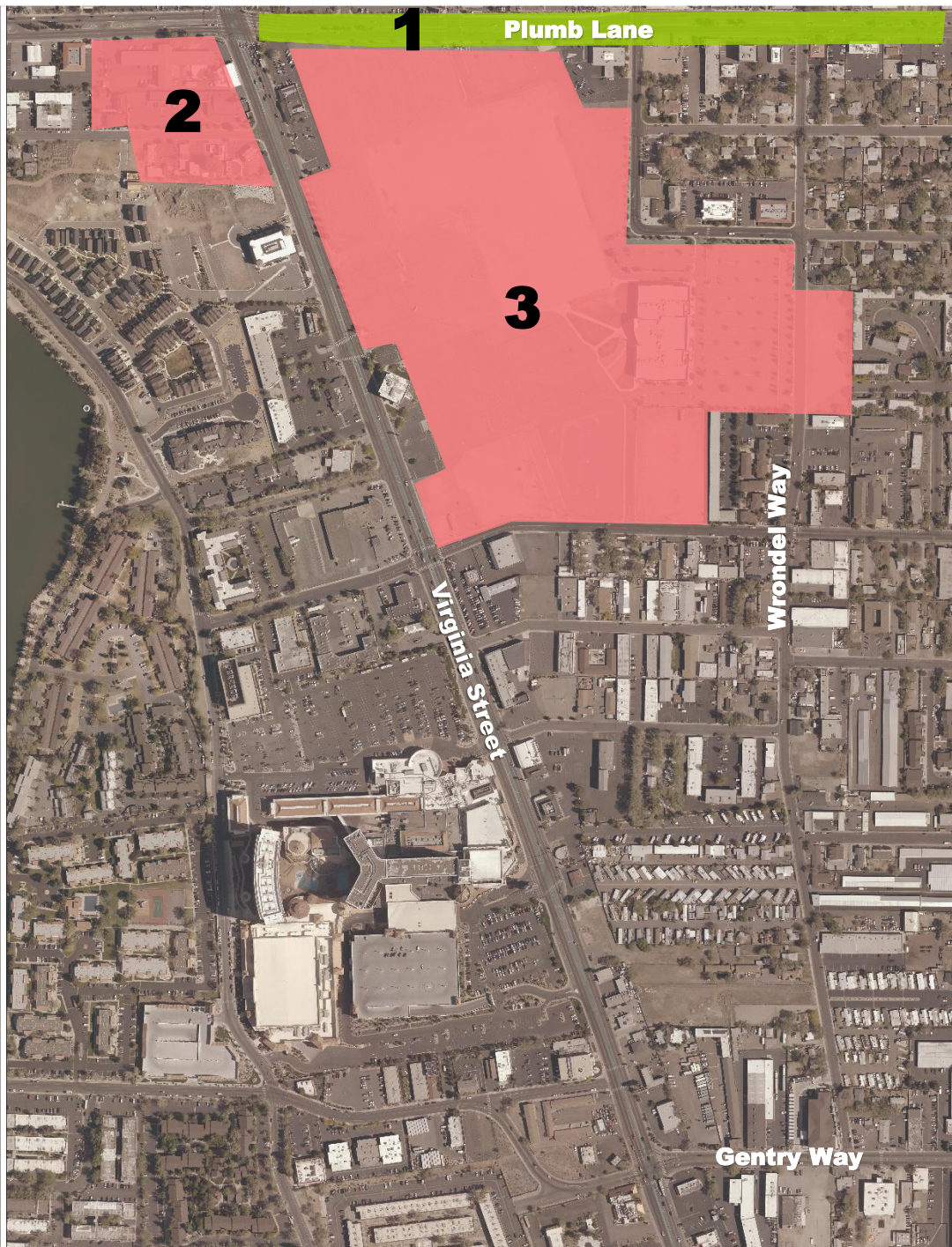
# Virginia Lake

1. Add City of Reno entry monument and enhanced the streetscape on Plumb Lane on arrival from airport
2. Redevelop the motel properties at southwest corner of Plumb Lane



# Virginia Lake

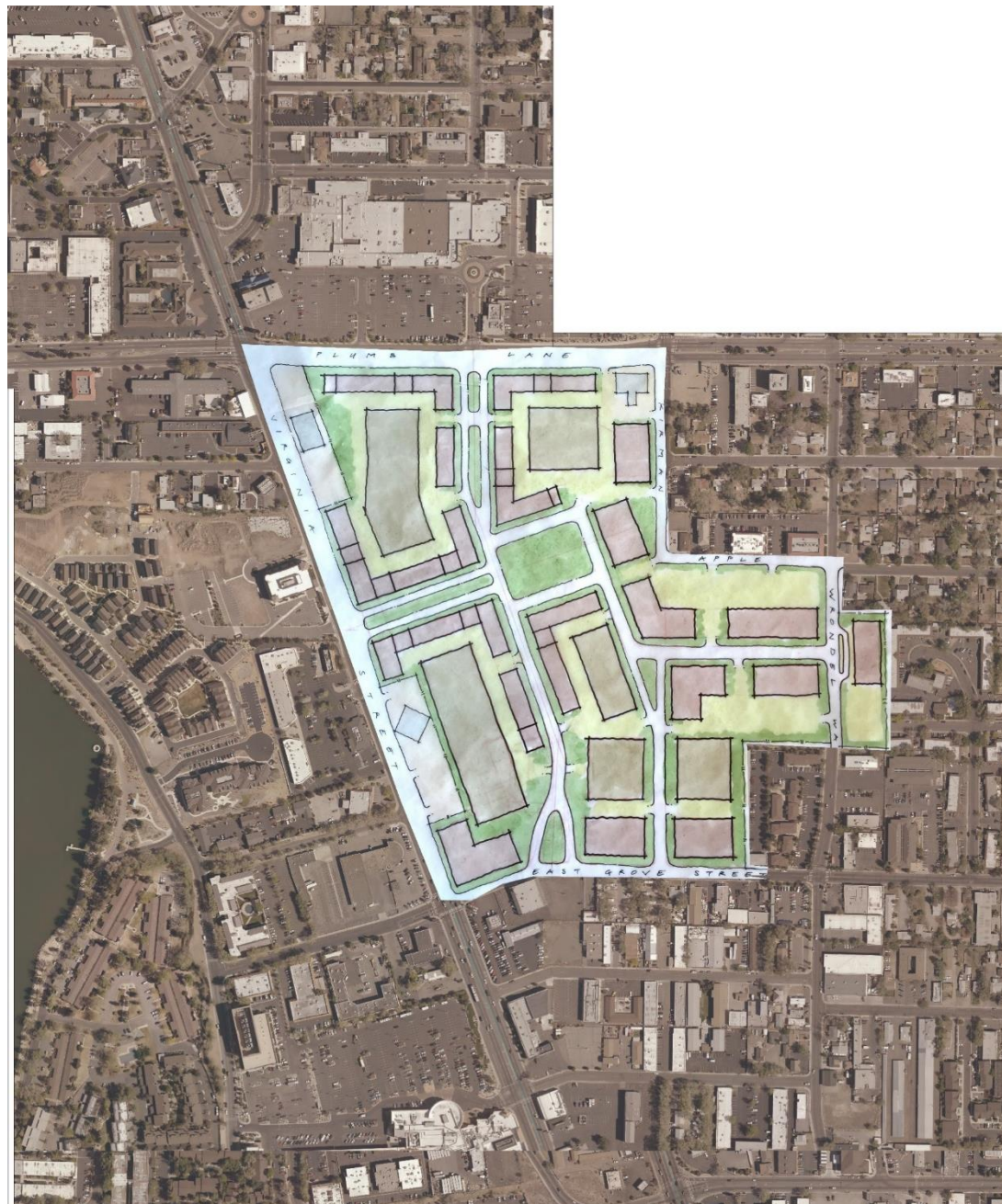
1. Add City of Reno entry monument and enhanced the streetscape on Plumb Lane on arrival from airport
2. Redevelop the motel properties at southwest corner of Plumb Lane
3. Support high-quality, walkable mixed use and open space development on Park Lane Mall property



# Park Lane Site

## Conceptual Plan

- Mixed Use
- Central Gathering Green
- Buildings Fronting Street
- Interior Parking
- Block Patterns



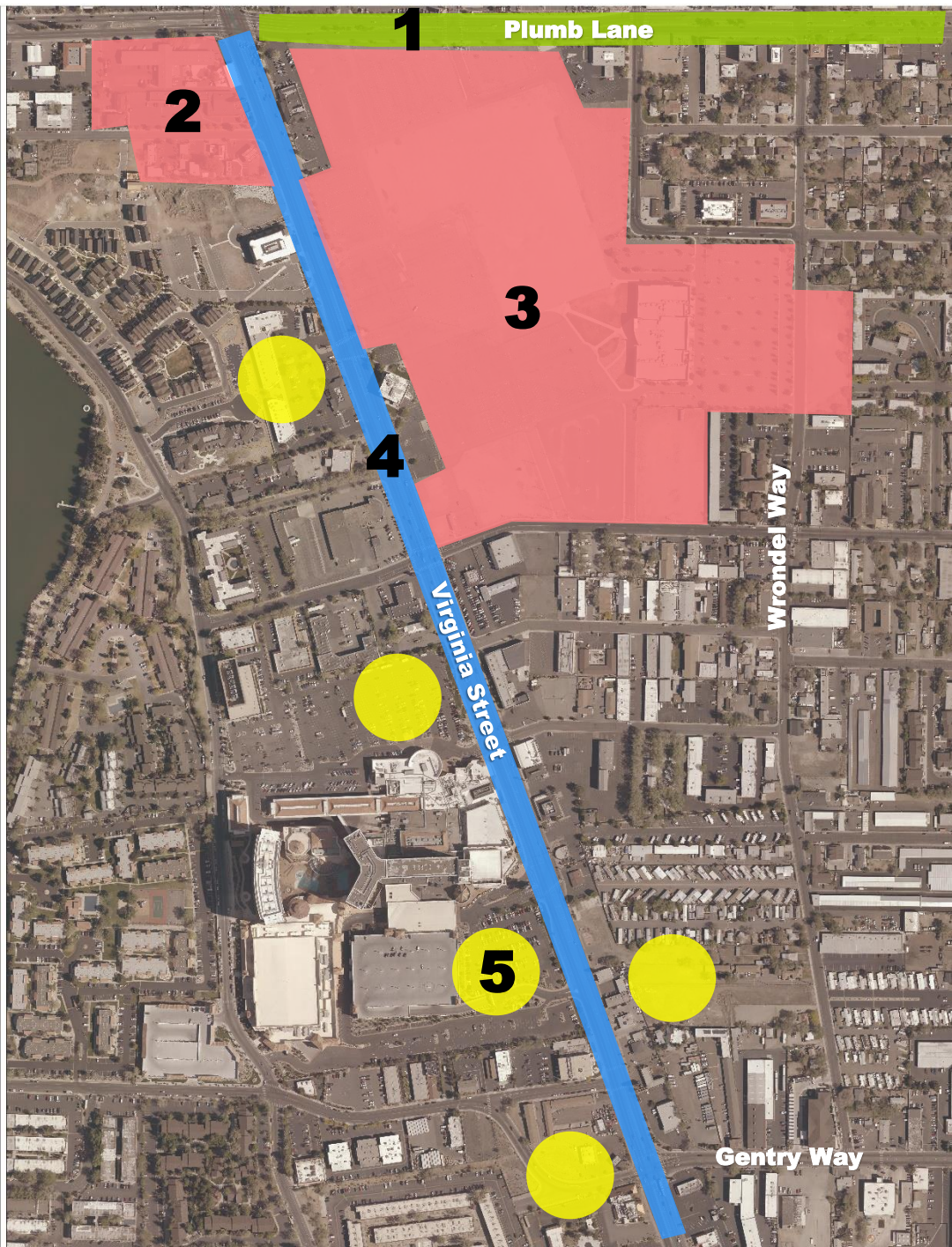
# Virginia Lake

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2. Redevelop the motel properties at southwest corner of Plumb Lane
3. Support high-quality, walkable mixed use and open space development on Park Lane Mall property
4. Enhance the Virginia Street streetscape improvements



# Virginia Lake

1. Add City of Reno entry monument and enhanced the streetscape on Plumb Lane on arrival from airport
2. Redevelop the motel properties at southwest corner of Plumb Lane
3. Support high-quality, walkable mixed use and open space development on Park Lane Mall property
4. Enhance the Virginia Street streetscape improvements
5. Require properties along Virginia Street to redevelop as higher density and no setbacks from the street



# Convention Center

## Urban Planning + Design

### Convention Center District

- Location: Moana Street to McCarran Boulevard
- Overall
  - Dominated by parking
  - Very limited facilities for convention center patrons to frequent
  - Sorely in need of streetscape improvements

# Convention Center

1. Develop an entertainment-retail destination near the convention center with easy access for patrons





# Convention Center

1. Develop an entertainment-retail destination near the convention center with easy access for patrons
2. Enhance the Virginia Street streetscape improvements



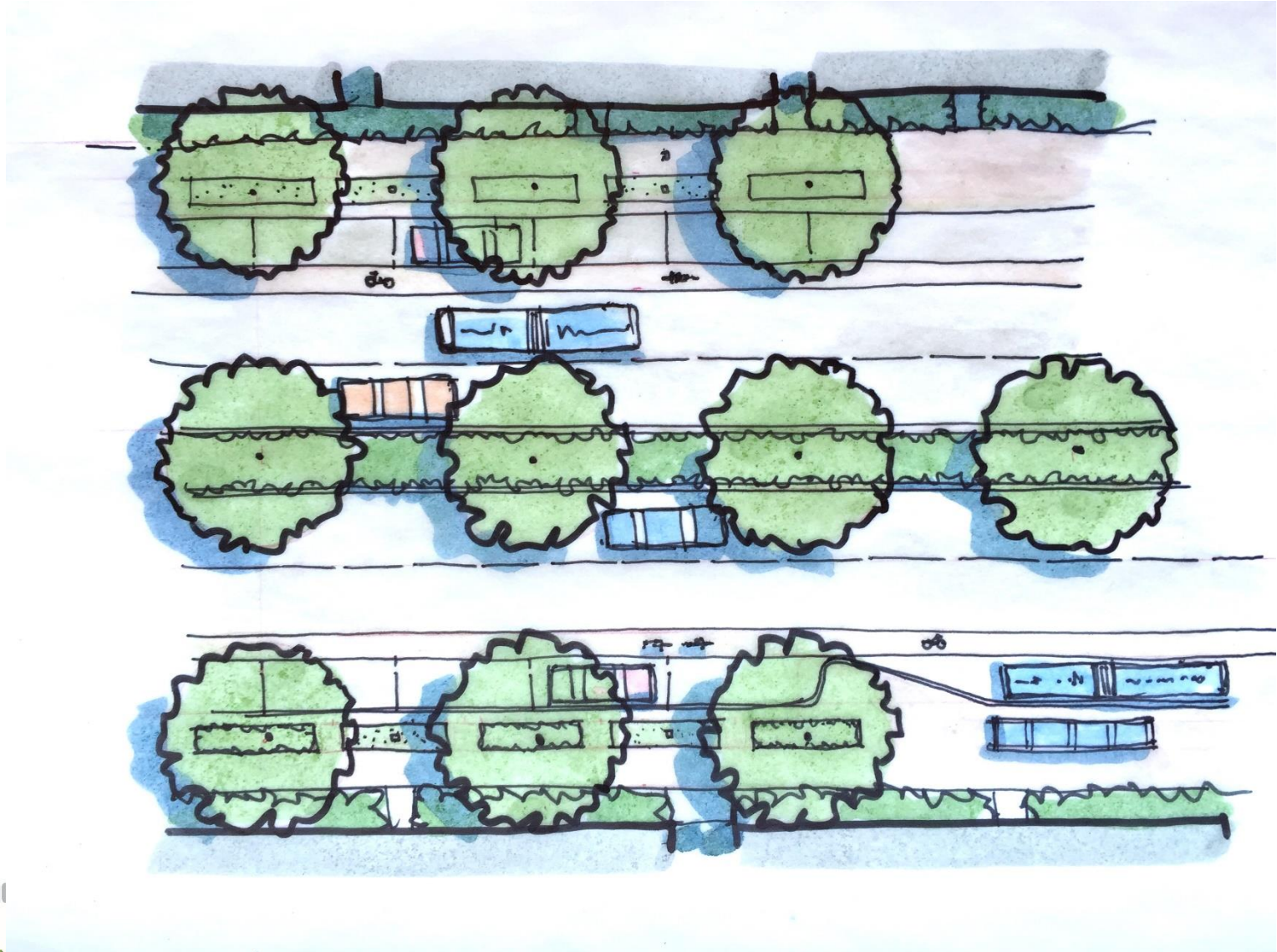
# Virginia Street Cross-Section – Convention Center

Virginia Street Corridor - Reno, Nevada  
April 3 – 8, 2016



# Virginia Street Cross-Section – Convention Center

Virginia Street Corridor - Reno, Nevada  
April 3 – 8, 2016



# Convention Center

1. Develop an entertainment-retail destination near the convention center with easy access for patrons
2. Enhance the Virginia Street streetscape improvements
3. Add a gateway monument to mark the entry to the city and the Virginia Street corridor



# Governance

## Governance

- Vision
- Leadership
- Structure and Organization
- Funding and Financing



## Building on Strengths – Capturing Opportunities

- Engaged & Enthusiastic Community
  - Focus it
- Natural Assets Provide Strong Foundation
  - Unify it
- Downtown is a Core with Urban Amenities
  - Revitalize it
- University of Nevada Reno
  - Partner with it
- Midtown – Organic Growth
  - Let it thrive
- Dedicated City Staff
  - Cut them loose to grow the city

## Structure and Organization

- Organization aligned with strategic vision
- Strengthen staff to manage implementation of the vision
- Hire a liaison to facilitate City Council and day-to-day community concerns
- Restructure: Three Options
  - Create an Economic Development Department
  - Empower the Planning Department
  - Create a Redevelopment Agency
- Good things don't happen by accident





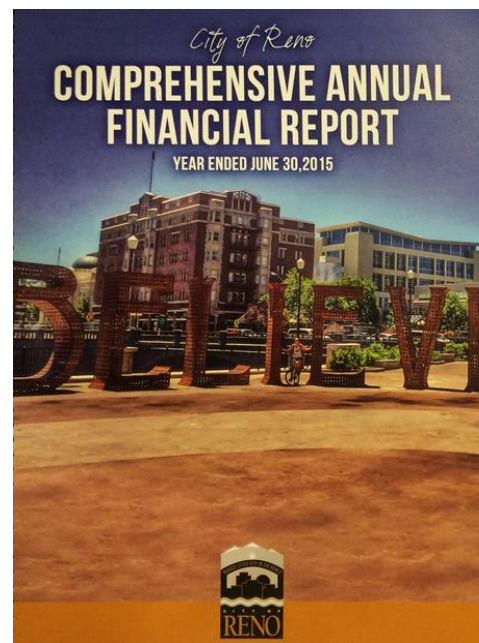
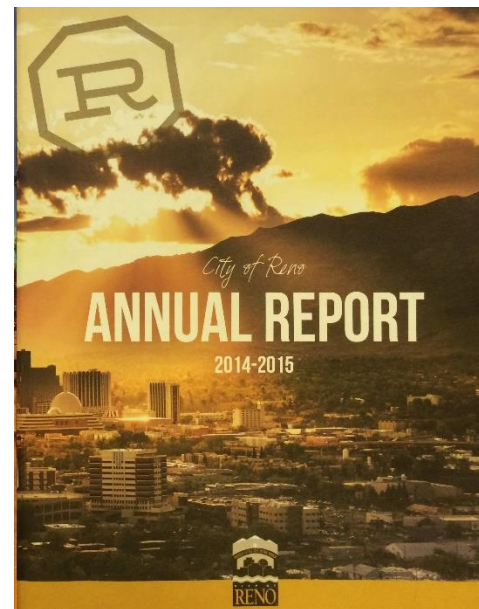
## The New Structure must...

- Proactively pursue economic development
- Have sophisticated deal-making
- Develop a menu of financing options
- Assure quality design
- Manage the vision
- Develop effective partnerships (UNR, RTC, EDAWN and neighborhood organizations)



## Funding and Financing

- Be Public Entrepreneurs
- Clearly Understand Public Purpose
- Wisely Invest in Projects with a Clear Public Purpose
- Form Effective Partnerships
- Leverage Limited Local Funds
- Layer Multiple Sources



# A Menu of Financing

- Equity
- Parking Revenue/Revenue Bonds
- Tax credits
- Community Development Block Grants
- Direct Municipal investment
- Tax Increment Financing
- Synthetic Tax Increment Financing
- EB 5 Program
- Sales Tax Rebates
- Federal programs
- TIFIA
- RRIF
- New Market Tax Credits
- Historic Tax Credits
- Choice Neighborhoods
- Low Income Tax Credit
- Other HUD and Transportation Federal Programs (e.g.: Fed Enhancement funds for trials, TIGER Grants)
- BID
- Special Assessment
- Private Business Development Fund

## Intentionality

- “We want to make Reno famous again”
- Clear intentions
- Aligning resources and staff with vision
- Acting like what you are becoming rather than what you were
  - Brand
  - Land use
  - Structure



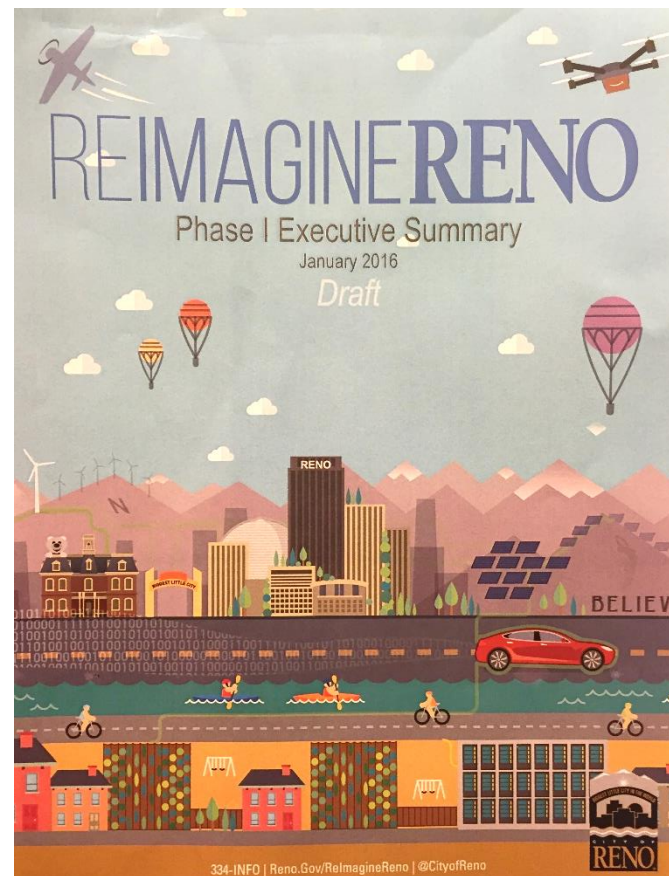
# Change

Percent of job base	1990	2016	Change
Industrial related	15.8%	18.1%	15.0%
Office related	12.4%	18.4%	48.0%
Education & Health Services	8.1%	11.8%	46.0%
Hospitality related	26.3%	16.7%	<b>-37.0%</b>

- In a diversifying economy such as yours, talent becomes a driver of jobs.
- Vibrant places become a magnet for talent.

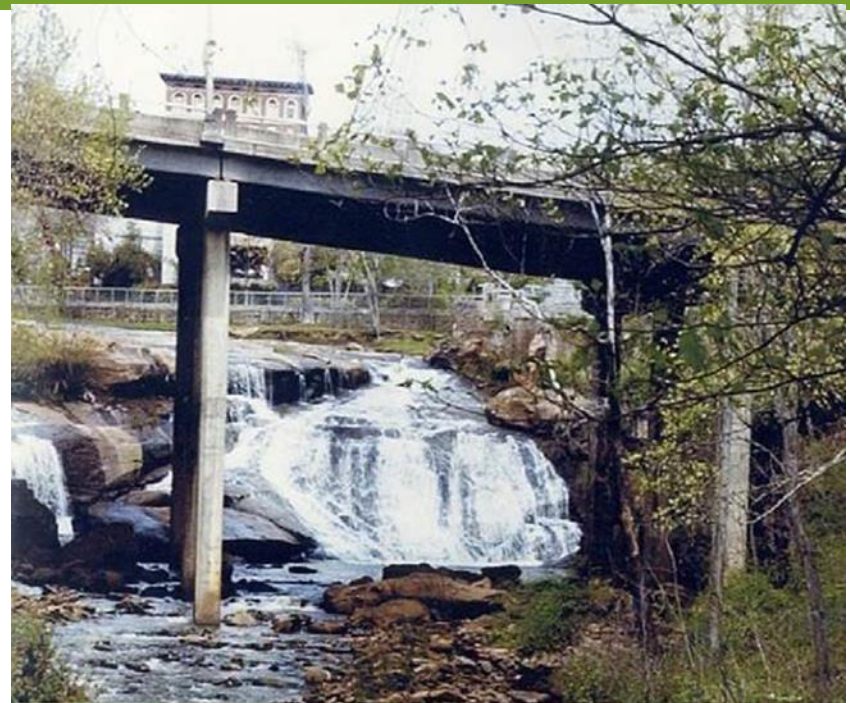
## Strategic Vision

- Re Imagine Reno: A good beginning however you need to do more
  - Branding that is aspirational and for your new economy
  - A vision for Virginia Street that creates a series of vibrant places
  - A governmental structure that powers implementation
  - A public entrepreneurial attitude that identifies effective partnerships and public financing to create great public spaces



# Leadership

- Doing not talking
- Paralyzing yourself with indecision
- Board of Directors, not micro-managers
- Good staff – align responsibilities and authority
- An engaged Mayor
- You have new leadership on council



**Greenville, SC  
Before and After**

## Reaching for the Future

- A clear framework for decisions
- Adopt a vision plan and the structural changes that formally obligates you to act
- Insistence on high quality
- Proactively decide what you want and where you want it
- Use creative financing to invest in the future



**Do you have the community and political will to reach for the future?**



Thank you!